

---

---

# PUBLIC SAFETY

---

---





# FIRE-RESCUE

---

## MISSION STATEMENT

---

Norfolk Fire-Rescue protects life, property, and the environment by providing public education, preventing and suppressing fires, mitigating hazards and caring for the sick and injured.

---

## DEPARTMENT OVERVIEW

---

Norfolk Fire-Rescue is divided into six major functional areas as follows:

**Operations:** Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response.

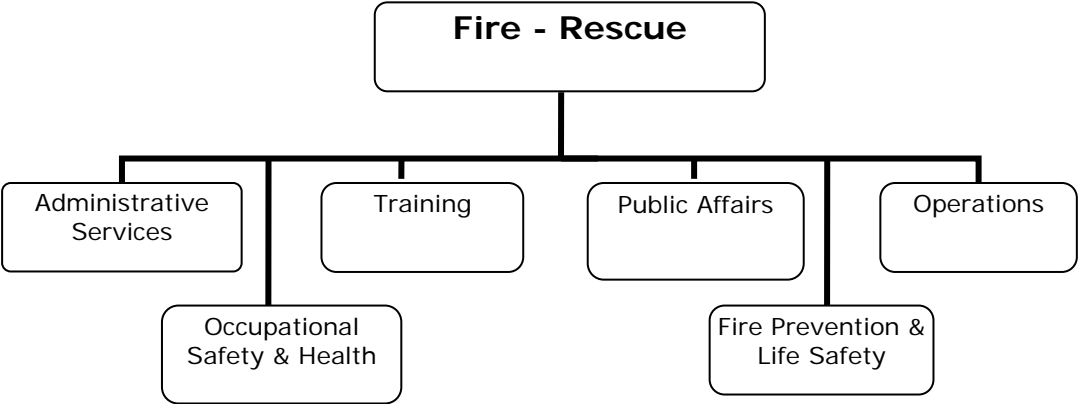
**Fire Prevention and Life Safety:** Responsible for enforcement and life safety services provided by the department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

**Training:** Responsible for all personnel training and certification programs provided by the department in the subject areas of basic recruit, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

**Administrative Services:** Responsible for payroll and employee benefits administration, accounts payable, and accounts receivable, budgeting and fiscal management, grants administration, procurement and supply, clerical and administrative support.

**Public Affairs:** Responsible for public outreach programs, media relations and public information, marketing, information technology, performance measurement, quality assurance/quality improvement, strategic planning, recruitment, and workforce planning accreditation.

**Occupational Safety & Health:** Firefighter health and wellness programs, emergency incident and workplace safety, disability management, risk management, and loss prevention.



---

## **BUDGET HIGHLIGHTS**

---

The total FY 2008 budget for Fire-Rescue Services is \$36,047,900. This is a \$795,100 increase over the FY 2007 budget. This is a 2.3 percent increase is attributable to increased personnel and overtime costs.

Fire-Rescue sworn officers received an additional General Wage Increase (GWI) of 0.5%; increasing Fire-Rescue total compensation to 5% in FY 2008. The enhancement in Fire-Rescue's compensation increased their total budget by 2.6 percent over the FY 2007 budget.

Also included is a 1.5 percent efficiency goal adjustment to non-personnel costs. This reduction is consistent with one of the citywide expenditure strategies used to balance the FY 2008 approved budget.

---

## **KEY GOALS AND OBJECTIVES**

---

- Responds promptly to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.
- Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.
- Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.
- Deploy an ambulance to the scene of a life-threatening medical emergency in eight minutes or less, 90 percent of the time.
- Contain structure fires to the area, room, or structure of origin, 90 percent of the time.
- Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.
- Ensure successful convictions of arson related arrests, 100 percent of the time.
- Provide fire and life safety education programs to the public school system and the community.
- Provide child car safety seat inspections as requested.
- Conduct two firefighters recruit academies and train thirty new firefighter recruits annually.
- Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

---

## **PRIOR YEAR ACCOMPLISHMENTS**

---

### **Administrative Services**

- Awarded \$800,000 Assistance to Firefighters Grant from the US Department of Homeland Security for the complete replacement of NFR's self contained breathing

apparatus (SCBA). Procurement actions have been completed and new equipment is scheduled for implementation in early 2007.

- Awarded \$25,000 grant from the Virginia Office of Emergency Medical Services to fund new audio-visual training equipment.
- Awarded \$31,000 grant by Fireman's Fund Insurance for the purchase of new physical fitness equipment for NFR fire stations.
- Awarded 2006 Assistance to Firefighters Grant by the U.S. Department of Homeland Security in the sum of \$129,000 for fire prevention and public safety. Grant will allow NFR to hire two public education specialists for one year to teach fire and life safety education in the Norfolk Public School system.
- Accepted delivery of four new fire engines, four new incident command vehicles and various other support vehicles, funded in FY05.
- Completed procurement action for three new fire engines and six support vehicles funded in FY06.
- Entered into a contract with Systems Planning Corporation/TriData to develop a master plan for NFR.
- Implemented TeleStaff, an automated staffing program for ensuring consistent staffing on Fire-Rescue units.
- Implemented the specialty shop program for logistical support within the department.

### **Fire Prevention & Life Safety**

- Completed basic training of one arson investigator as a bomb technician to serve on the newly formed joint NPD/NFR bomb squad.
- Coordinated fire and EMS services with the United States Secret Service for two presidential and one vice-presidential visit.

### **Fire-Rescue Training**

- Implemented comprehensive in-serve fire company training program aimed at guiding the efforts of company officers in training less experienced employees.
- Attained accreditation by the VA Office of Emergency Medical Services to teach EMT-Intermediate at NFR's Training Center. Graduated the first class of fifteen students from NFR.

### **Fire-Rescue Operations**

- Completed bi-annual EMS Inspection by the VA Office of EMS, a necessary step to ensure continuation of the department's EMS license.
- Completed trial study of Polyheme, a new blood substitute with oxygen carrying capabilities that is currently undergoing research trails for FDA approval. This effort was coordinated with Eastern VA Medical School, Sentara and Northfield Laboratories – the manufacturer of the product.
- Completed a joint emergency preparedness exercise with USAA aimed at testing the company's internal disaster plans and the response capabilities of NFR
- Completed employees medical reviews based on the new NFPA 1582 standards.

- Implemented Special Teams advancements: Hazardous Materials and Tech Rescue; Water Rescue; Maritime Incident Response (MIRT); Improved tunnel capabilities with the new Luf-60.

| <b>Expenditure Summary</b>        |                           |                           |                             |                             |
|-----------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|
|                                   | <b>FY 2005<br/>ACTUAL</b> | <b>FY 2006<br/>ACTUAL</b> | <b>FY 2007<br/>APPROVED</b> | <b>FY 2008<br/>APPROVED</b> |
| Personnel Services                | 31,611,291                | 32,745,729                | 32,341,276                  | 33,304,117                  |
| Materials, Supplies, and Repairs  | 1,942,229                 | 2,055,047                 | 2,577,976                   | 2,412,499                   |
| General Operations and Fixed Cost | 320,364                   | 415,151                   | 330,748                     | 328,484                     |
| Equipment                         | 33,307                    | 980                       | 2,800                       | 2,800                       |
| <b>TOTAL</b>                      | <b>33,907,191</b>         | <b>35,216,907</b>         | <b>35,252,800</b>           | <b>36,047,900</b>           |

| <b>Programs &amp; Services</b>   |                           |                             |                             |                  |
|--|---------------------------|-----------------------------|-----------------------------|------------------|
|  | <b>FY 2006<br/>ACTUAL</b> | <b>FY 2007<br/>APPROVED</b> | <b>FY 2008<br/>APPROVED</b> | <b>POSITIONS</b> |
| <b>ADMINISTRATION</b>  |                           |                             |                             |                  |
| <b>Administrative &amp; Leadership Services</b>  | <b>1,817,556</b>          | <b>2,093,868</b>            | <b>2,221,056</b>            | <b>31</b>        |
| Provide the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.   |                           |                             |                             |                  |
| <b>DIVISION OF TRAINING</b>  |                           |                             |                             |                  |
| <b>Training &amp; Staff Development</b>  | <b>2,956,406</b>          | <b>2,370,379</b>            | <b>2,755,389</b>            | <b>11</b>        |
| Provide initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.  |                           |                             |                             |                  |
| <b>SUPPRESSION, PREVENTION, AND MEDICAL SERVICES</b>   |                           |                             |                             |                  |
| <b>Operations</b>  | <b>29,444,001</b>         | <b>29,657,161</b>           | <b>29,807,729</b>           | <b>450</b>       |
| <b>Fire Suppression &amp; Control</b> Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limit damage to physical property. |                           |                             |                             |                  |

## Programs & Services

|   | FY 2006<br>ACTUAL | FY 2007<br>APPROVED | FY 2008<br>APPROVED | POSITIONS  |
|---|-------------------|---------------------|---------------------|------------|
| <p><b>Emergency Medical Services:</b> Provide emergency response operations to include: the treatment of sick or injured patients; transporting sick and injured patients to the appropriate medical facilities; and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.</p> <p><b>Hazardous Materials Services:</b> Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.</p> |                   |                     |                     |            |
| <b>Prevention</b>   | 998,944           | 1,131,392           | 1,263,726           | 16         |
| <p><b>Inspection:</b> Prevent loss of life and property through inspections, public education, and fire code enforcement.</p> <p><b>Investigation:</b> Investigate arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.</p>   |                   |                     |                     |            |
| <b>TOTAL</b>  | <b>35,216,907</b> | <b>35,252,800</b>   | <b>36,047,900</b>   | <b>508</b> |

## Strategic Priority: Public Safety

### TACTICAL APPROACH

#### Emergency Response

| PROGRAM INITIATIVE   | FY 2005 | FY 2006 | FY 2007 | FY 2008 | CHANGE |
|--|---------|---------|---------|---------|--------|
| Percent of fire calls with emergency response of 4 minutes or less (performance standard = 90%)            | 59.9%   | 68.4%   | 68.0%   | 70.0%   | 2.0%   |
| Percent of fires confined to the room, section, or structure of origin (performance standard = 90%)        | 83.0%   | 85.0%   | 85.0%   | 87.0%   | 2.0%   |
| Percent of EMS calls with advanced life support response of 6 minutes or less (performance standard = 90%) | 71.0%   | 79.7%   | 80.0%   | 81.0%   | 1.0%   |

## Strategic Priority: Public Safety

### TACTICAL APPROACH

#### Code Enforcement

| PROGRAM INITIATIVE  | FY 2005 | FY 2006 | FY 2007 | FY 2008 | CHANGE    |
|---|---------|---------|---------|---------|-----------|
| Percent of pre-fire plans completed on high-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%) | 10%     | 25%     | 25%     | 25%     | NO CHANGE |
| Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)  | 100%    | 100%    | 100%    | 100%    | NO CHANGE |
| Percent of arson cases cleared (performance standard = 100%)  | 100%    | 95%     | 95%     | 99%     | 4.0%      |
| Percent of fires where cause and origin were determined (performance standard = 100%)   | 100%    | 93%     | 93%     | 95%     | 2.0%      |

## Position Summary

| Position Title                       | Pay Grade | Minimum | Maximum | FY 2007 Positions | Change | FY 2008 Positions |
|--------------------------------------|-----------|---------|---------|-------------------|--------|-------------------|
| Accountant I                         | OPS10     | 32,134  | 51,369  | 1                 |        | 1                 |
| Accounting Technician                | OPS07     | 25,368  | 40,558  | 1                 |        | 1                 |
| Administrative Assistant II          | MAPO3     | 31,840  | 50,898  | 1                 |        | 1                 |
| Administrative Secretary             | OPS09     | 29,671  | 47,438  | 1                 |        | 1                 |
| Assistant Fire Chief                 | FRS10     | 83,666  | 101,939 | 4                 |        | 4                 |
| Assistant Fire Marshal               | FRS06     | 47,855  | 69,308  | 2                 |        | 2                 |
| Battalion Fire Chief                 | FRS09     | 68,860  | 92,610  | 17                |        | 17                |
| Business Manager                     | SRM04     | 56,794  | 99,958  | 1                 |        | 1                 |
| Chief of Fire-Rescue                 | EXE04     | 95,358  | 155,000 | 1                 |        | 1                 |
| Deputy Chief of Fire-Rescue Services | FRS11     | 87,832  | 107,015 | 1                 |        | 1                 |
| Deputy Fire Marshal                  | FRS08     | 54,944  | 79,576  | 1                 |        | 1                 |
| Fire Captain                         | FRS08     | 54,944  | 79,576  | 49                |        | 49                |
| Fire Inspector                       | FRS05     | 43,182  | 65,708  | 11                |        | 11                |
| Fire Lieutenant                      | FRS06     | 47,855  | 69,308  | 32                |        | 32                |
| Fire/Paramedic Lieutenant            | FRS07     | 50,281  | 72,821  | 4                 |        | 4                 |

## Position Summary

| Position Title              | Pay Grade | Minimum | Maximum | FY 2007 Positions | Change | FY 2008 Positions |
|-----------------------------|-----------|---------|---------|-------------------|--------|-------------------|
| Firefighter EMT             | FRS02     | 39,178  | 48,929  | 39                |        | 39                |
| Firefighter EMT-C           | FRS04     | 37,385  | 56,887  | 9                 |        | 9                 |
| Firefighter EMT-Enhanced    | FRS03     | 35,492  | 54,008  | 218               | -3*    | 215               |
| Firefighter EMT-P           | FRS05     | 43,182  | 65,708  | 80                |        | 80                |
| Firefighter Recruit         | FRS01     | 33,825  | 33,825  | 25                |        | 25                |
| Management Analyst I        | MAP06     | 38,071  | 60,862  | 1                 | 1      | 2                 |
| Management Analyst II       | MAP08     | 43,051  | 68,820  | 0                 | 1      | 1                 |
| Media Production Specialist | MAP07     | 40,469  | 64,698  | 0                 | 1      | 1                 |
| Operations Officer I        | OPS06     | 23,489  | 37,550  | 6                 |        | 6                 |
| Staff Technician I          | OPS08     | 27,422  | 43,837  | 1                 |        | 1                 |
| Support Technician          | OPS06     | 23,489  | 37,550  | 2                 |        | 2                 |
| <b>SUBTOTAL</b>             |           |         |         | <b>508</b>        |        | <b>508</b>        |
| <b>OVER HIRES</b>           |           |         |         | <b>6</b>          |        | <b>6</b>          |
| <b>TOTAL</b>                |           |         |         | <b>514</b>        |        | <b>514</b>        |

**\*Fire-Rescue services will not diminish with the conversion of these Firefighter positions. This will allow Fire-Rescue to realign existing staff; and better utilize staff by reassigning uniformed members from administrative duties to field operations.**

**This page left blank intentionally**

# POLICE

---

## MISSION STATEMENT

---

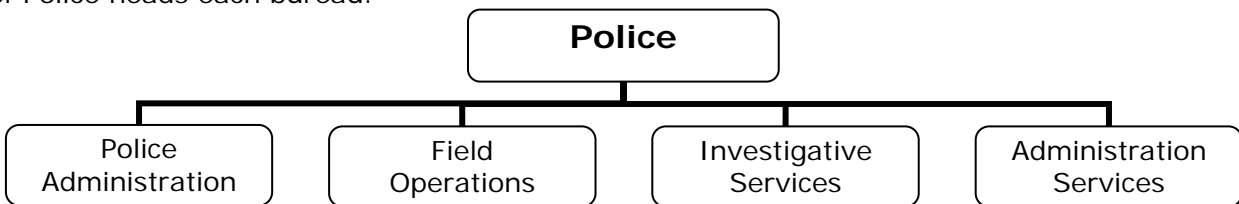
The Norfolk Police Department provides protection and police services responsive to the needs of the residents of Norfolk.

---

## DEPARTMENT OVERVIEW

---

Police is structured to deliver service to the residents of Norfolk in the most efficient and effective manner. Field Operations consist of patrolling the streets and combating crime. Investigative Services consists of investigating criminal acts. Administrative Services provides services and support to the entire department and to the public. An Assistant Chief of Police heads each bureau.



## BUDGET HIGHLIGHTS

---

The total FY 2008 budget for the Police Department is \$58,657,000. This is a \$1,531,800 increase over the FY 2007 budget. This 2.7 percent increase is attributable to increased personnel, equipment, and contractual service costs.

Police sworn officers received an additional General Wage Increase (GWI) of 0.5%; increasing Police total compensation to 5% as well as a \$1,000 increase in compensation for the rank of Lieutenants and below in FY 2008. The enhancement in Police's compensation increased Police's total budget by 4.4 percent over the FY 2007 budget.

Also included is a 1.5 percent efficiency goal adjustment to non-personnel costs. This reduction is consistent with one of the citywide expenditure strategies used to balance the FY 2008 approved budget.

---

## KEY GOALS AND OBJECTIVES

---

- Provide police protection and police service responsive to the needs of the residents of Norfolk.
  - Reduce crime.
  - Implement programs and tactics to increase apprehension of law violators.
-

- Improve response to calls for service.
- Provide for the effective and efficient operation of all aspects of the Police Department.
- Enhance operations through appropriate direction and leadership.
- Increase recruitment efforts to attract more qualified candidates and reduce sworn personnel turnover.
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system.
- Develop, coordinate, and provide training for all police personnel.
- Develop and maintain effective community partnerships.
- Develop and maintain infrastructure quality through maintenance, security and safety.

---

## **PRIOR YEAR ACCOMPLISHMENTS**

---

- Implemented COMPSTAT forum designed for crime analysis and problem-solving of significant crime issues which ensures accountability, increases effective policing, and increases the efficiency and effectiveness of the Norfolk Police Department.
- Initiated a lateral transfer program developed to hire sworn officers from other jurisdictions.
- Conducted six safety talks on DUI and aggressive driving awareness to approximately 1200 members of the Military community.
- Trained all supervisors in the ICS-300/ICS-400 FEMA – NPD Critical Incident Management In-Service program preparing supervisors for crisis response and scene management.
- Partnered with Tidewater Community College (TCC) to offer a cohort higher education opportunity to NPD personnel that accommodates departmental work schedules, yielding personal and career development, and leads to an Associates Degree.
- Awarded Port Security grant from US Department of Homeland Security to purchase a 27 foot full cabin SAFEBoat, dive lights and diving equipment, and sonar system.
- Awarded COPS Technology grant from US Dept of Justice to purchase Personal Digital Assistants (PDAs) for police officers, to enhance productivity by providing quick access to information, allowing officers to make better informed and more efficient responses to problems.
- Awarded Selective Enforcement grant from the Virginia Department of Motor Vehicles to pay for overtime to assist with traffic safety enforcement and purchase radar guns and equipment.
- Completed construction of a SIM House at the Firearms Range Complex, which will allow for additional training including, but not limited to, perimeter tactics, force on force training, and building searches.
- Completed renovation improvements to 3rd Patrol building exterior including newly paved lot, perimeter fencing, and card access controlled vehicle gates as well as renovations and upgrades to the Detective Division interview rooms, Roll Call room, and Commanding Officers rooms.

- Implemented I/LEADS software system replacing PISTOL 2000 which allows update and immediate access to registered felons' photos without waiting for photo lab processing.
- Purchased equipment for the Crowd Management Team providing supervisor and team training.
- Partnered with Southside Boys and Girls Club to establish a Youth Academy.
- Purchased bomb response vehicle to respond to and mitigate explosive devices and suspect packages.

## Expenditure Summary

|                                   | FY 2005<br>ACTUAL | FY 2006<br>ACTUAL | FY 2007<br>APPROVED | FY 2008<br>APPROVED |
|-----------------------------------|-------------------|-------------------|---------------------|---------------------|
| Personnel Services                | 50,605,489        | 48,969,288        | 52,005,141          | 53,437,205          |
| Materials, Supplies, and Repairs  | 2,575,303         | 3,126,139         | 3,386,327           | 3,425,506           |
| General Operations and Fixed Cost | 723,460           | 774,209           | 778,033             | 866,816             |
| Equipment                         | 927,888           | 1,363,608         | 925,656             | 927,473             |
| All Purpose Appropriations        | 206,105           | 274,423           | 30,043              | 0                   |
| <b>TOTAL</b>                      | <b>55,038,245</b> | <b>54,507,667</b> | <b>57,125,200</b>   | <b>58,657,000</b>   |

## Program & Services

|  | FY 2006<br>ACTUAL | FY 2007<br>APPROVED | FY 2008<br>APPROVED | POSITIONS  |
|--|-------------------|---------------------|---------------------|------------|
| <b>POLICE ADMINISTRATION</b>   |                   |                     |                     |            |
| <b>Leadership</b>  | <b>1,077,031</b>  | <b>1,171,956</b>    | <b>1,535,115</b>    | <b>8</b>   |
| Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.   |                   |                     |                     |            |
| <b>Leadership Support</b>  | <b>918,304</b>    | <b>644,748</b>      | <b>2,855,988</b>    | <b>54</b>  |
| Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.   |                   |                     |                     |            |
| <b>FIELD OPERATIONS</b>  |                   |                     |                     |            |
| <b>Uniformed Patrol Services</b>   | <b>29,419,936</b> | <b>30,613,127</b>   | <b>30,961,511</b>   | <b>477</b> |
| Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing. |                   |                     |                     |            |

## Program & Services

|   | FY 2006<br>ACTUAL | FY 2007<br>APPROVED | FY 2008<br>APPROVED | POSITIONS  |
|---|-------------------|---------------------|---------------------|------------|
| <b>INVESTIGATIVE SERVICES</b>   |                   |                     |                     |            |
| <b>Vice/Narcotics</b>   | 14,577,993        | 15,462,280          | 13,412,725          | 189        |
| Provide criminal investigative services responsive to the needs of the citizens of Norfolk.   |                   |                     |                     |            |
| <b>ADMINISTRATIVE SERVICES</b>  |                   |                     |                     |            |
| <b>Records Management &amp; Training</b>  | 6,582,681         | 6,967,087           | 7,491,059           | 137        |
| Provide administrative and support police services including Central Records and Training.  |                   |                     |                     |            |
| <b>Administrative Support</b>   | 1,931,722         | 2,266,002           | 2,400,602           | 34         |
| Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis. |                   |                     |                     |            |
| <b>TOTAL</b>  | <b>54,507,667</b> | <b>57,125,200</b>   | <b>58,657,000</b>   | <b>899</b> |

## Strategic Priority: Public Safety, Education, Public Accountability

### TACTICAL APPROACH:

Deliver public safety and law enforcement services while utilizing community oriented policing to develop safer neighborhoods.

| PROGRAM INITIATIVE                  | FY 2005 | FY 2006 | FY 2007 | FY 2008 | CHANGE    |
|-------------------------------------|---------|---------|---------|---------|-----------|
| Number of index crimes              | 13,939  | 14,728  | 13,188  | 13,188  | NO CHANGE |
| Number of index crimes per 1,000    | 58.6    | 61.9    | 56.3    | 56.3    | NO CHANGE |
| Number of index crimes cleared      | 2,107   | 2,102   | 1,858   | 1,858   | NO CHANGE |
| Percentage of index crimes cleared  | 15%     | 14%     | 14%     | 14%     | NO CHANGE |
| Number of index arrests             | 1,535   | 1,477   | 1,555   | 1,555   | NO CHANGE |
| Number of index arrests per 100,000 | 646     | 621     | 663     | 663     | NO CHANGE |

## Position Summary

| Position Title                                     | Pay Grade | Minimum | Maximum | FY 2007 Positions | Change | FY 2008 Positions |
|--|-----------|---------|---------|-------------------|--------|-------------------|
| Accountant I                                       | OPS10     | 32,134  | 51,369  | 1                 |        | 1                 |
| Accounting Technician                              | OPS07     | 25,368  | 40,558  | 1                 |        | 1                 |
| Administrative Analyst                             | MAP08     | 43,051  | 68,820  | 0                 | 1      | 1                 |
| Administrative Secretary                           | OPS09     | 29,671  | 47,438  | 18                |        | 18                |
| Animal Caretaker                                   | OPS03     | 18,751  | 29,980  | 6                 |        | 6                 |
| Animal Services Supervisor                         | MAP10     | 48,828  | 78,058  | 1                 |        | 1                 |
| Assistant Animal Services Supervisor               | MAP05     | 35,841  | 57,299  | 0                 | 1      | 1                 |
| Assistant Chief Of Police                          | POL08     | 99,378  | 115,246 | 4                 |        | 4                 |
| Chief of Police                                    | EXE04     | 95,358  | 155,000 | 1                 |        | 1                 |
| Compliance Inspector                               | OPS11     | 34,834  | 55,690  | 2                 |        | 2                 |
| Custodian  | OPS02     | 17,427  | 27,862  | 2                 |        | 2                 |
| Fiscal Manager II                                  | MAP10     | 48,828  | 78,058  | 1                 |        | 1                 |
| Health & Fitness Facilitator                       | MAP04     | 33,768  | 53,984  | 1                 |        | 1                 |
| Humane Officer I                                   | OPS08     | 27,422  | 43,837  | 7                 |        | 7                 |
| Humane Officer II                                  | OPS11     | 34,834  | 55,690  | 1                 |        | 1                 |
| Management Analyst I                               | MAP06     | 38,071  | 60,862  | 3                 |        | 3                 |
| Management Analyst II                              | MAP08     | 43,051  | 68,820  | 5                 |        | 5                 |
| Management Analyst III                             | MAP09     | 45,831  | 73,270  | 1                 |        | 1                 |
| Office Assistant                                   | OPS03     | 18,751  | 29,980  | 3                 |        | 3                 |
| Operations Officer I                               | OPS06     | 23,489  | 37,550  | 25                |        | 25                |
| Operations Officer II                              | OPS08     | 27,422  | 43,837  | 14                |        | 14                |
| Operations Manager                                 | MAP10     | 48,828  | 78,058  | 1                 |        | 1                 |
| Photographic Lab Technician                        | OPS08     | 27,422  | 43,837  | 2                 |        | 2                 |
| Police Captain                                     | POL07     | 79,858  | 92,610  | 12                |        | 12                |
| Police Corporal                                    | POL04     | 47,247  | 63,198  | 35                |        | 35                |
| Police Identification Clerk                        | OPS06     | 23,489  | 37,550  | 8                 |        | 8                 |
| Police Lieutenant                                  | POL06     | 69,617  | 80,576  | 24                |        | 24                |
| Police Officer I                                   | POL02     | 36,516  | 36,516  | 54                |        | 54                |
| Police Officer II                                  | POL03     | 40,278  | 57,887  | 522               |        | 522               |
| Police Records & Identification Section Supervisor | MAP07     | 40,469  | 64,698  | 1                 |        | 1                 |
| Police Recruit                                     | POL01     | 35,000  | 35,000  | 27                |        | 27                |
| Police Sergeant                                    | POL05     | 55,146  | 73,821  | 79                |        | 79                |

## Position Summary

| Position Title                   | Pay Grade | Minimum | Maximum | FY 2007 Positions | Change   | FY 2008 Positions |
|----------------------------------|-----------|---------|---------|-------------------|----------|-------------------|
| Programmer/Analyst III           | ITM02     | 43,249  | 69,140  | 2                 |          | 2                 |
| Programmer/Analyst V             | ITM05     | 52,538  | 83,986  | 1                 |          | 1                 |
| Public Information Specialist II | MAP06     | 38,071  | 60,862  | 1                 |          | 1                 |
| Stenographic Reporter II         | OPS08     | 27,422  | 43,837  | 4                 |          | 4                 |
| Support Technician               | OPS06     | 23,489  | 37,550  | 27                |          | 27                |
| <b>SUBTOTAL</b>                  |           |         |         | <b>897</b>        | <b>2</b> | <b>899</b>        |
| <b>OVER HIRES</b>                |           |         |         | <b>7</b>          | <b>0</b> | <b>7</b>          |
| <b>TOTAL</b>                     |           |         |         | <b>904</b>        | <b>2</b> | <b>906</b>        |

\*In FY 2007, eleven Police Officer II were planned to be added to the General Fund upon the completion of the COPS grant.