

**ANALYSIS OF WHAT FUNCTIONS SHOULD BE SPECIALIZED AND  
WHAT FUNCTIONS SHOULD BE ASSIGNED TO GENERALISTS**

Function	Need For Specialized Training Or Expertise	Need For Specialized Equipment Or Vehicles	Performing Activity Would Prevent A Patrol Officer From Carrying Out Other Duties	Workload Is Sufficient To Justify Assigning One Or More Person To Function	Costs Are Reduced Or Services Are Improved	Implications	Comments
Accident Investigation and Response – Injury Accidents	ω	μ	----	λ	ω	Assign To Specialist	
Accident Investigation and Response – Non-Injury Accidents	----	----	----	λ	----	Assign To Patrol Officers	
Bicycle Patrol	μ	μ	μ	ω	λ	As Needed Specialized Deployment	Specialized officers should be trained and equipped as bicycle officers but only deployed when needed; otherwise should be assigned to regular patrol responsibilities
Budget Development – Division	ω	----	λ	μ	λ	Specialized Unit	Specialized staff should also be assigned other duties as workload and need are intermittent
Budget Administration and Management – Division	ω	----	λ	μ	λ	Specialized Unit	Specialized staff should also be assigned other duties as workload and need are intermittent
Calls-For-Service Response	----	----	----	----	----	Assign To Patrol Officers	

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Community Relations and Outreach – Local Organizations	---	---	μ	ω	μ	As Needed Specialized Deployment	All officers can and should be expected to participate in community relations and outreach activities. However, activities that cannot be interrupted to answer calls should be assigned on an as needed basis to specialists
Community Education	---	---	μ	ω	μ	As Needed Specialized Deployment	All officers can and should be expected to participate in community education. However, since such activities typically cannot be interrupted to handle calls these activities should be assigned on an as needed basis to specialists
Crime Analysis	ω	ω	λ	λ	λ	Assign To Specialist	

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Follow-Up Investigations	μ	----	λ	λ	λ	Assign To Specialist	
Grants (Individual Divisions and Units)	ω	----	λ	μ	λ	Specialized Unit	Specialized staff should also be assigned other duties as workload and need are intermittent
Proactive Investigations and Initiatives	μ	μ	μ	λ	μ	As Needed Specialized Deployment	Patrol officers can support some proactive initiatives and cannot support others (both because work cannot be interrupted and because officers in uniform are not appropriate to conduct some proactive investigations). Depending on the nature of the proactive investigation, therefore, these functions should be assigned to specialists.

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Traffic Enforcement	μ	μ	μ	λ	----	As Needed Specialized Deployment	Patrol officers can support selective traffic enforcement efforts between calls; specialists are needed only when selective traffic enforcement activity cannot be interrupted