

Night Hawk Security Organization Structure Recommendations

Span of Control

- Significant span of control challenges exist with the current organization structure.
 - exceeding the recommended span of control for both officers and the number of locations requiring dedicated security supervision.
 - exceeding span of control limitations can have negative consequences on the overall performance of the security program and levels of customer service
- Span of Control 1:45 FTE's at 21 Post Locations

Best Practices

- Industry recommended security staffing levels range between **1:5 and 1:12** (supervisor/officer) ratios, depending on the complexities of the task, number of locations, and the level of interaction needed with supervision to perform their security role.

Source: Effective Security Management

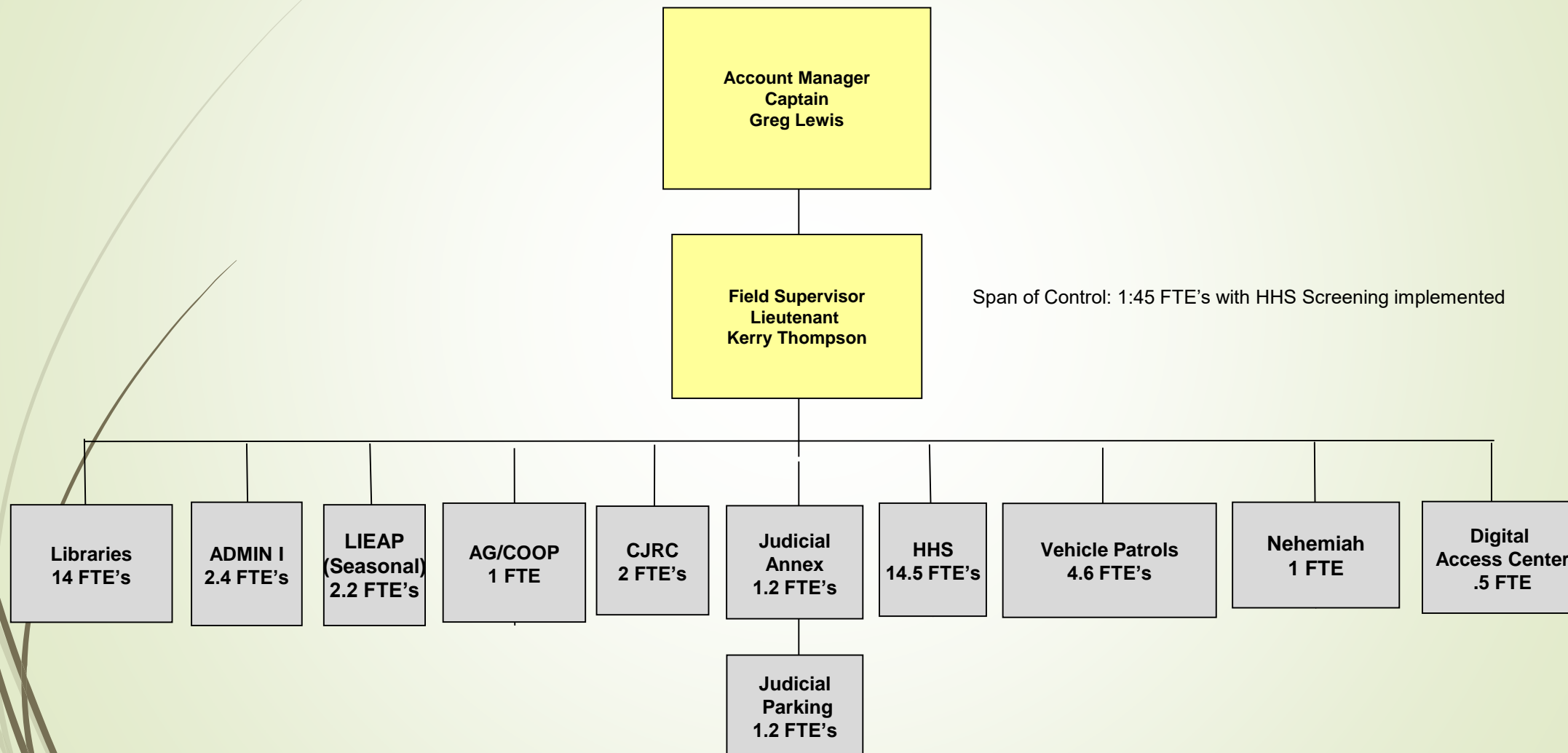
Author: Charles Sennewald, CPP, Fourth Edition

Span of Control

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- Night Hawk Security Management supports partnering with Durham County
- Using generally accepted organizational principles when developing security organization structures;
 - logical division of work,
 - clear lines of authority and responsibility, and an
 - understanding that a security supervisor can only effectively manage a limited number of officers, or geographic locations.

Current Organizational Posts =21



Recommended Span of Control

- Recommending a Span of Control range 1:10 to 1:15
- Range will help to mitigate the potential for any future staffing issues
- The recommended Span of Control will allow for additional security responsibilities to be effectively managed without the need for additional supervisory positions or costs related to additional management oversight.

CPO Sergeants

- Recommending the addition of Two CPO Sergeants using existing personnel positions this contract period.
- CPO Sergeant positions will train, supervise and assist subordinate officers in the performance of their duties. These positions will also provide critical first line supervisory presence for a shift of uniformed patrol officers insuring jurisdictional patrol to prevent, detect criminal acts.