



AGENDA REPORT

Department: Police Department
Prepared by: Graham Young, Assistant Chief
Meeting Date: Tuesday, November 15, 2022
Approved by: Brad Raulston, City Manager

SUBJECT:

Center for Public Safety Management – Police Operations and Data Analysis

RECOMMENDATION:

Accept and File the Report.

BOARD/COMMISSION/COMMITTEE PRIOR ACTION:

Not Applicable.

EXPLANATION:

The Center of Public Safety Management, LLC (CPSM) was contracted by the City to conduct the study. The focus of CPSM was to analyze all aspects of the Police Department's operations particularly identifying the appropriate staffing levels given the workload, community demographics, and crime levels. Another aspect evaluated by CPSM is the department's organizational structure, specifically the effectiveness and efficiency of all divisions and units.

To ensure the analysis conducted by CPSM was complete, representatives were provided access to calls for service and crime data, policies and procedures, unit operational manuals, statistical data and regarding administrative investigations, and city and department demographic data. CPSM representatives also conducted in-depth interviews with sworn and professional staff supervisors and team members to better understand department operations. In February 2022, two representatives from CPSM, Craig Junginger and Rob Handy, conducted an onsite visit and held additional meetings with staff. Subsequently, the final report from CPSM generated 103 possible recommendations for the department to consider.

The recommendations were separated by specific commands (i.e.: Administration, Investigations, and Operations). Within these commands, CPSM provided recommendations for specific units such as Core Investigations, Traffic Unit, SWAT, and Community Services. It should be noted that some recommendations were listed as they are considered best practices for the profession or specific to a certain program. For example, the increase of training hours for SWAT or the replacement of patrol vehicles at five years or 100,000 miles. Other recommendations are specific to the addition of technology, equipment, and the increase in police officer and professional staffing levels. Examples includes the purchase of a new Report Management System (RMS), the purchase of security cameras for Property and Evidence, and the increase of Community

Service Officer (CSO) positions. Other recommendations require organizational restructuring such as considering combining police and fire dispatch to avoid duplication of work and improve emergency responses during critical incidents. While this last recommendation is sound in theory, it is not realistic or feasible as each dispatch discipline would require the purchase of two different operating systems and two cadres of dispatchers to service each discipline. Currently, in San Diego County there does not exist a police and fire combined dispatch center that share technology or share the dispatch workforce.

After reviewing the entire CPSM report, there are other aspects that the reader should take into consideration. Most importantly, the CPSM report was conducted during the Covid-19 Pandemic. As a result, some of calls of service were not taken into account during the affected years because of the anomalies associated with the pandemic. Secondly, the pandemic brought about budget uncertainties and as a result eleven sworn and professional staff positions were frozen during FY21; currently, the department is working on filling some of the existing vacancies. Overall, the challenges brought about by the pandemic, staffing shortages, and the national sentiment regarding policing created a perfect storm and delayed several projects initiated in 2019.

From the recommendations made by CPSM, we have identified the following as priorities.

1. Continue to develop and complete the strategic plan, which should include a succession plan. (Pending completion).
2. A comprehensive review, reorganization, and modernization of how cases are reviewed (NetRMS), assigned, and managed. (This is a countywide project led by the San Diego Sheriff's Department to replace the existing Records Management System – NetRMS; 12 – 18 months from completion).
3. Install an electronic temperature monitoring system on DNA cold storage equipment to avoid accidental losses of DNA evidence. (Not started).
4. Increase Crisis Negotiations Team (CNT) training to 40 hours annually. (Pending completion).
5. Create a Calls for Service Working Group to explore potential ways of eliminating workload demands and non-emergency Calls for Service from patrol workload. (Not started).
 - a. Explore implementation of a web-based reporting system for non-serious crime reports. (Not started).
6. NCPD should review traffic accident data for locations where a large number of traffic accidents are occurring and after identifying primary collision factors, conduct directed enforcement to reduce the number of accidents at those locations. (Pending, ongoing).
7. Overall update of PD website - the department should consider providing the volunteer application on its website in Spanish. (Pending).

8. Increase the department's complement of full-time employees, consideration should be given to including several more Community Services Officer Positions (Not started – supports City's recruitment / pipeline efforts).
9. The department continue to move forward with any needed remodeling and renovations to improve the facility. (Ongoing).
10. Recommend a monthly, instead of an annual report be developed to provide timely use of force analytics information for the command staff to review. (Pending).
11. Reassign the Crime Analyst's administrative duties unrelated to crime analysis or intelligence-related function, particularly regarding the processing of public records requests. (Pending).
12. CPSM recommended the department increase staffing levels in the five classifications listed below. Therefore, the department is providing the following recommendations for implementation over a five year period (FY23 – FY27).
 - a. Records Clerk (1 FTE) – recommend adding position on year one
 - b. Dispatcher (2 FTE) – recommend adding both positions on year one
 - c. Police Officer (5 FTE) - recommend adding one per year
 - d. Senior Dispatcher (2 FTE) – recommend adding one per year
 - e. Community Service Officer (4 FTE) – recommend adding one per year

Recently, the department received approval to promote critical command staff level positions in anticipation of the attrition that will occur in the next two years in key positions. If approved, the above recommendation will continue to support the department's succession plan by creating supervisory and entry level positions for professional staff members. Entry level positions such as Community Service Officer, Records Clerk, and Dispatcher are essential to creating an avenue for community members that have an interest in law enforcement to join our department. Also, the addition of police officers expand the department's overall capacity to maintain pace with city growth and the increasing calls for service.

While the level of attrition in law enforcement remains high, the department continues to be proactive and mitigate anticipated challenges of recruitment, retention, and loss of experience and institutional knowledge. In closing, the CPSM analysis is invaluable as it will be used by the department as a future baseline for improvement and growth.

FINANCIAL STATEMENT:

There is no fiscal impact to the City because the recommendation is to accept and file this report.

RELATED CITY COUNCIL 2020-2025 STRATEGIC PLAN GOAL:

Public Safety

ENVIRONMENTAL REVIEW:

This is not a project under CEQA and is therefore not subject to environmental review.CCR15378; PRC 21065.

PUBLIC NOTIFICATION:

Agenda Report posted within 72 hours of meeting date and time in accordance with Brown Act.

ORDINANCE:

Not Applicable

EXHIBITS:

Exhibit A – CPSM Final Report

Exhibit B – CPSM PowerPoint Presentation