

Deployment and Performance Review

Glendale Police Department

Presented on April 12, 2016



The Business of Better Government



Glendale PD – First and Lasting Impressions



- Strong professional leadership and employee development exists.
- Good management control systems exist.
 - Policies, procedures, and practices to guide workforce.
- There is a very strong commitment from employees at all ranks and professional (non-sworn) staff to help the Department meet or exceed its goals and objectives.
- There is a high level of confidence and trust in the Chief and Command staff.



Glendale PD – First and Lasting Impressions



- The Department has maintained focus on its primary role of providing emergency response and public safety through tough economic challenges that resulted in significant reductions in staff.
- Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation is a highly regarded accomplishment of the Department and City.
- The Department is a highly effective organization with a workforce of proud and dedicated employees.



Labor Relations

The professional relationship and mutual respect between the Union and the Executive Management team is excellent. Clearly, this is an essential foundation in moving the Department forward toward any change and growth. Based upon interviews with Union representatives, we gleaned the following:

- Excellent working relationships exist with Chief Black and the entire Executive Management team.
- The Union is very supportive of community partnerships and integrity-based values.
- Concerns exist with the time consumption of report writing.

Policy Challenges

- The 2008 financial crisis significantly impacted both the City and the Department.
- The Department adjusted resource allocations to preserve the Patrol operation and other critical functions.
- Non-sworn staffing levels were reduced and vacant positions remain unfilled.
- The Council has to continually balance the fiscal capabilities and competing demands of the municipality with the staffing needs for public safety service delivery.

Policy Choices Framework

- No mandatory federal or state regulations exist for police service, staffing, response times, and outcomes.
- International Association of Chiefs of Police (IACP) and CALEA recommendations can be used as guidelines.
- It is recommended that staffing should be sufficient to support proactive policing.

Study Application

- The study should be considered a continuous improvement tune-up that can be applied in the year-to-year budget process.
- The first opportunity is to fine-tune existing operations.
- The ability to implement recommendations is dependent upon the fiscal priorities and capabilities of the City.
 - Funding recommendations will impact feasibility of implementation.
 - These capabilities will create the need to evaluate phasing and interdependent impacts of what is funded.

General Recommendations

- Fill existing vacancies.
- Reassess analytics based upon the filled positions.
- Continue data analysis refinement.
- Reassess call priority definitions.
- Enhance categorization and documentation of adjunct patrol time.
- Add Community Service Officers to buffer call load of sworn officers.
- Fill Professional Standards Sergeant position.

Calls for Service

- Calls for service have increased by 10.5 percent from 2014 to 2015.
 - The Department has not been able to achieve its response time goals in over five years.
 - Some of this can be attributed to the staffing reductions and slowed growth of the Department during the recession, which occurred while the number of calls for service increased.
- The information in the following charts shows the response data for the last five years for Priority 1, 2, and 3 calls.

Percentage of P1 and P2 Calls Responded to in 5 Minutes or Less (2011-2015)

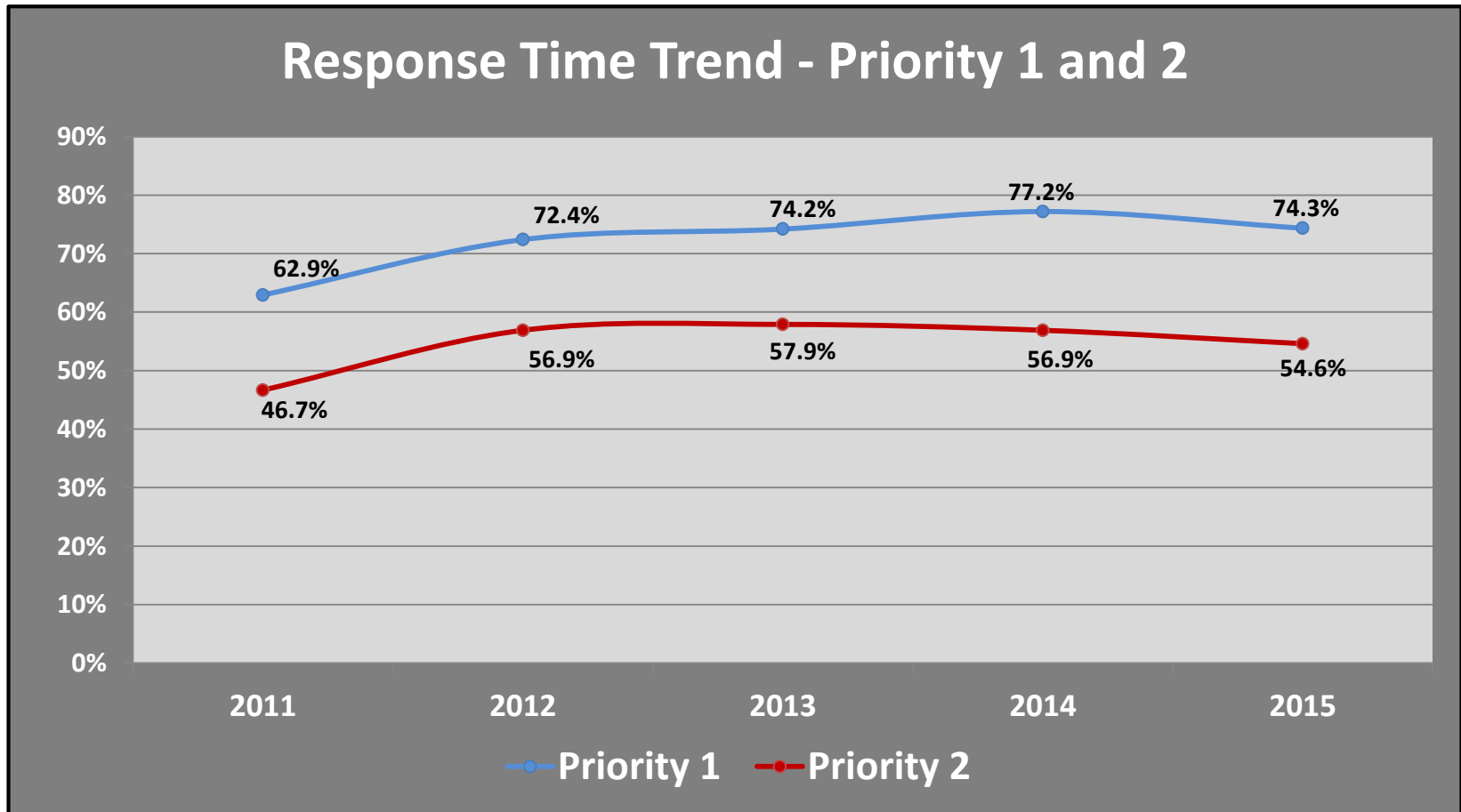


Figure 1 (from report)

P3 Calls Responded to in 15 Minutes or Less (2011-2015)

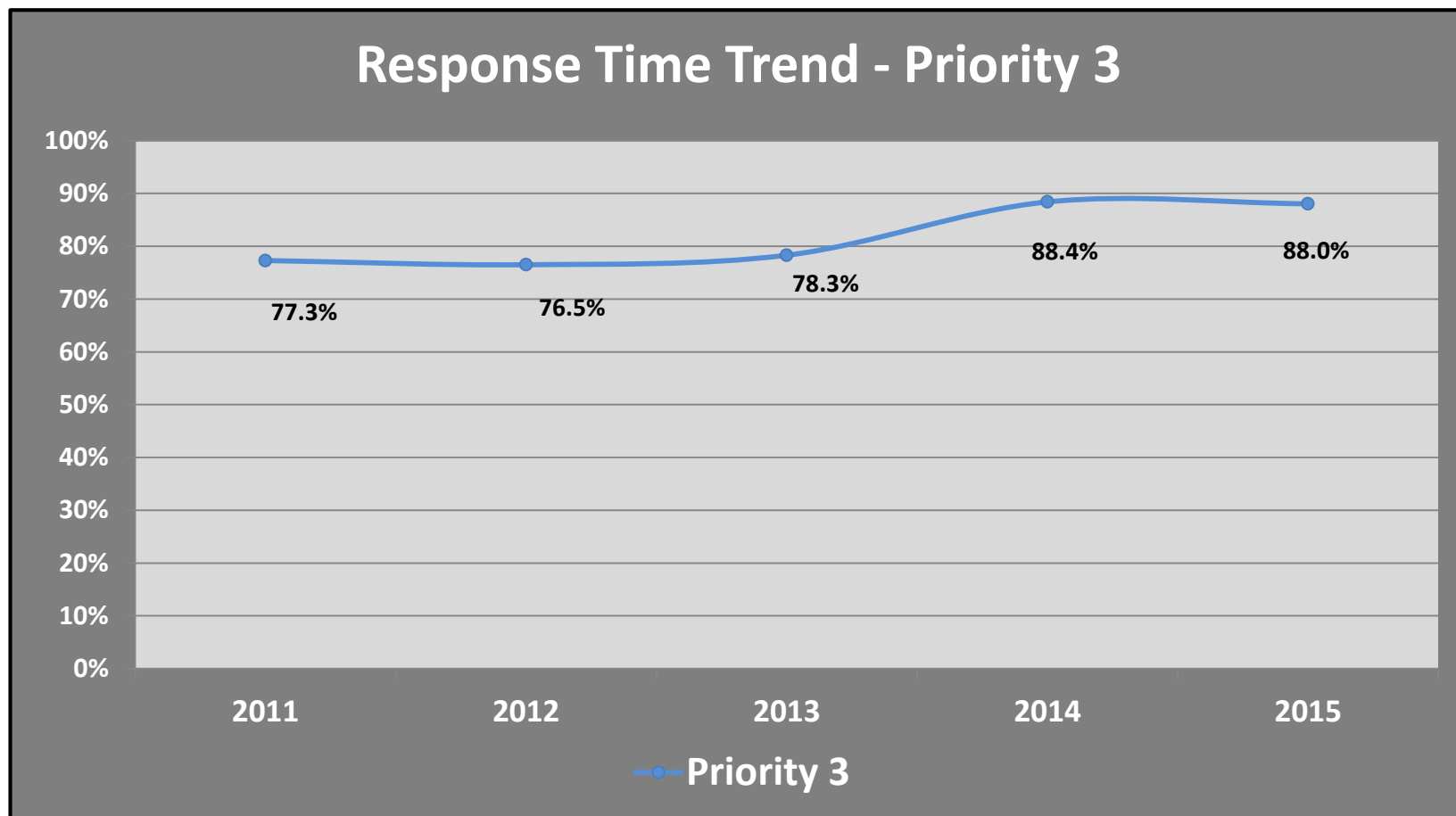


Figure 2 (from report)

Response Time Impacts

- The Department places a high priority on responding to the most critical calls (Priority 1 and 2 calls).
- The staffing recommendations herein should reduce response times.
- There is no question that Priority 1 calls (those that are life threatening, in-progress felonies, or with suspects still on scene), should be the highest priority.
- Citygate believes that the five-minute response time criteria is consistent with industry standards for municipalities.
- An opportunity exists to examine some of the Priority 2 call types to refine those that may not necessitate such a stringent response time requirement.

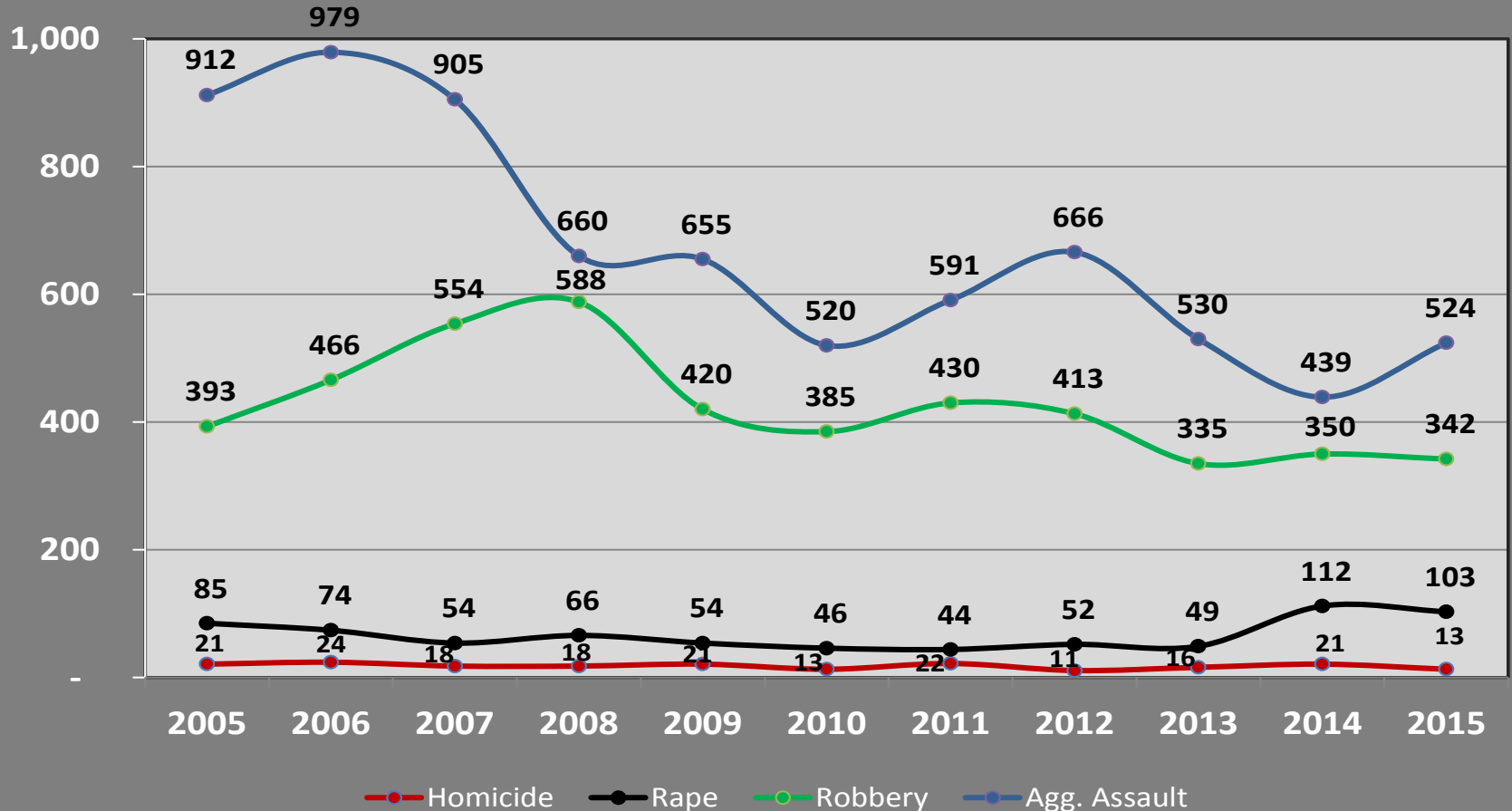
Response Time Impacts

- We suggest that the Chief of Police examine these to see if refinement of the criteria for calls within the Priority 2 category makes sense, and if so, recommend modifications to the City Council.
- In doing so, the response time challenges will be much more definitive and better understood.

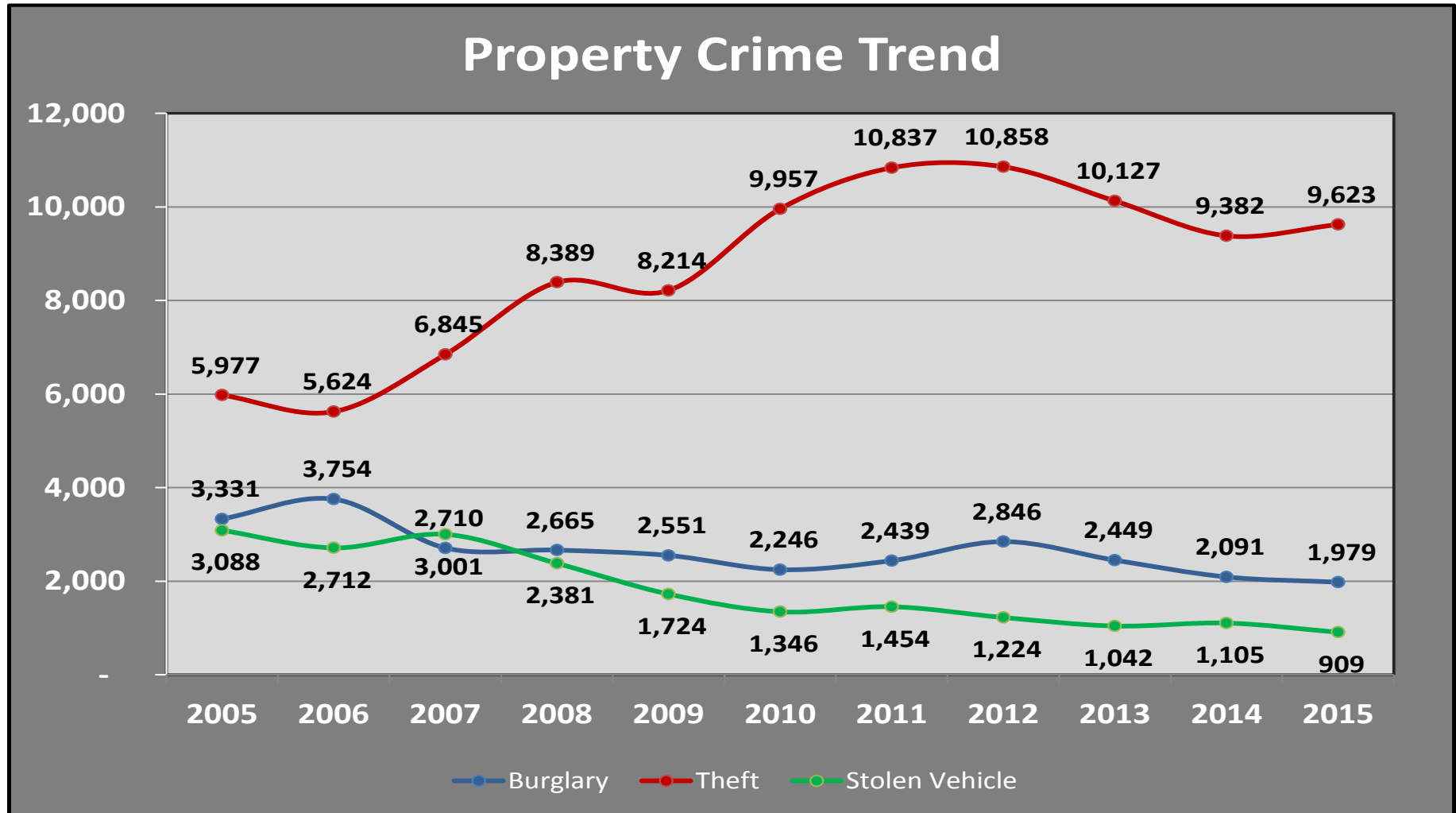
Glendale Violent Crime Trend (2005-2015)



Violent Crime Trend



Glendale Property Crime Trend (2005-2015)



Operations Bureau



Operations Bureau

Patrol Recommendations



- The deployment model and work schedule remain unchanged.
- Examine criteria for Priority 2 calls.
- Fill existing sworn officer vacancies (14).
- Establish civilian Community Officer position.
 - Add 6 FTE Community Services Officers.
- Upon filling the vacancies, add 6 FTE sworn officers to Patrol.



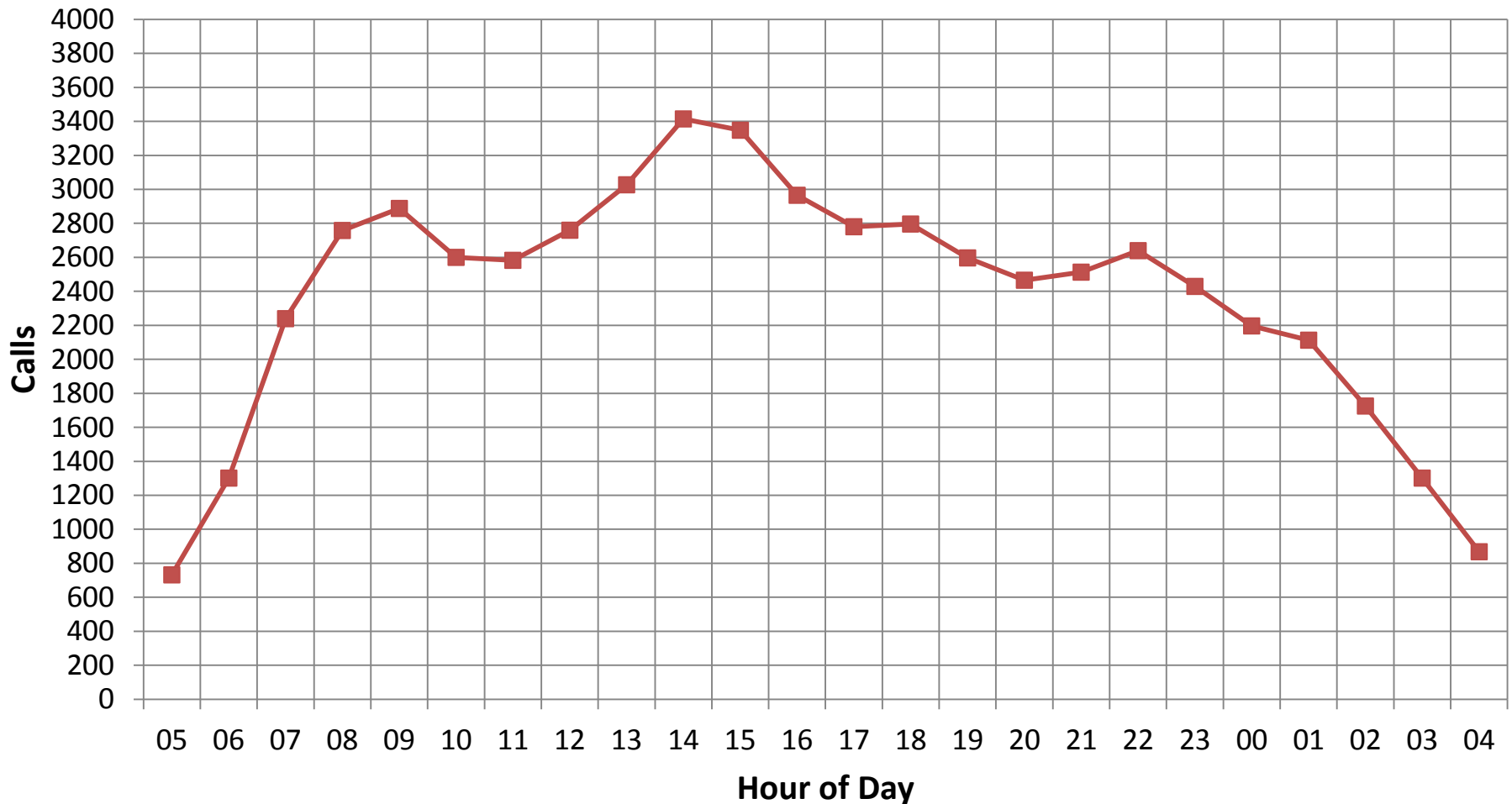
Patrol Division Staffing Levels (S) and Calls for Service (C) by Day of Week



Time of Day	Sun		Mon		Tue		Wed		Thu		Fri		Sat	
	S	C	S	C	S	C	S	C	S	C	S	C	S	C
05:00-05:59	38	94	41	107	46	104	43	92	37	123	40	101	40	111
06:00-06:59	44	133	51	176	49	220	55	250	51	210	46	179	41	134
07:00-07:59	32	215	35	315	31	380	36	436	36	365	31	327	31	202
08:00-08:59	32	263	35	415	31	468	36	537	36	426	31	394	31	255
09:00-09:59	32	271	35	384	31	545	36	498	36	467	31	363	31	359
10:00-10:59	32	305	35	405	31	396	36	415	36	423	31	371	31	285
11:00-11:59	32	286	35	406	31	378	36	370	36	452	31	367	31	323
12:00-12:59	51	309	58	387	55	463	62	433	59	478	47	388	49	301
13:00-13:59	71	318	76	421	73	501	77	518	77	481	72	443	70	345
14:00-14:59	71	348	76	519	73	525	77	567	77	570	72	508	70	377
15:00-15:59	54	393	61	489	58	526	48	531	56	545	56	503	55	361
16:00-16:59	39	354	53	441	42	489	41	435	41	434	41	453	39	359
17:00-17:59	39	341	41	385	42	437	41	401	41	438	41	425	39	353
18:00-18:59	39	349	41	386	42	430	41	402	41	447	41	437	39	345
19:00-19:59	39	370	41	358	50	362	49	347	47	376	41	422	39	362
20:00-20:59	56	334	59	335	65	347	56	301	54	364	63	392	55	392
21:00-21:59	75	370	75	354	67	338	60	343	60	346	78	371	79	391
22:00-22:59	45	331	52	320	59	371	58	337	46	392	62	411	61	477
23:00-23:59	36	314	34	276	41	290	49	333	28	383	37	398	40	435
24:00-00:59	36	411	34	254	41	252	34	251	28	366	37	340	40	322
01:00-01:59	36	331	34	225	41	220	34	268	28	339	37	362	40	368
02:00-02:59	36	302	34	185	41	173	34	235	28	244	37	292	40	294
03:00-03:59	36	215	34	146	41	143	34	189	28	175	37	218	40	215
04:00-04:59	36	152	34	113	41	102	34	102	28	133	37	132	40	134



Patrol Division Total Calls for Service by Hour of Day



Operations Bureau – Special Operations Recommendations



Special Events and Traffic Recommendations



- Special Event impacts were outside the scope of this study.
 - Explore alternative funding reimbursement mechanisms for Special Events where opportunities exist.
- Fill the vacant Squad 40 Motor Officer position.
 - This position was filled in December.



Investigations and Administrative Services Bureau Recommendations



Investigations Recommendations

- Adopt caseload volume/clearance benchmarks.
- Supplement staffing through utilization of 2 FTE civilian Community Service Officers (CSOs) to handle follow-up contacts, information gathering, and other non-suspect contacts to help balance case loads and time allocation.
- Select and implement dictation/transcription tool.
- Certify an investigator: Forensic Computer Analysis.

Professional Standards Bureau Recommendations



- Return authorized Sergeant position to the Audits and Inspections Unit (1 FTE).



Investigations and Administrative Bureau Records Unit



- Reinstatement of the Records Supervisor (1 FTE) position to maintain span of control, oversight, training, and evaluation of work force.
- Reinstatement of two of the Call Back Unit positions to reduce demands on Patrol. (Add 2 FTE Records Technicians or CSOs.)
- Address long-awaited records management system (RMS) implementation.
- The new RMS system will impact workload in varying manners; evaluate staffing impacts after implementation.
- Consider utilization of volunteer program in Records.



Investigations and Administrative Bureau Communications Unit



- Fill existing vacancies in Communications.
 - Eliminate sworn officer backfills.
- Upon filling of existing vacancies, add four Communications Specialist positions (4 FTE).
 - Facilitate supervisory oversight.
 - Develop, train, and evaluate performance at optimal levels.
- Add two provisional Communications Specialists.
 - Provides cost-effective backfill of leave time and turnover.
 - Buffers recruitment and training time to fill vacancies.
- Eliminate automatic call distributor.
 - Reduce wait time for answering 9-1-1 calls.



Investigations and Administrative Bureau Training Unit



- Develop and administer leadership training designed to prepare staff for leadership positions in the future.



Investigations and Administrative Bureau Detention Unit



- Reinstatement of 4 FTE and add 1 provisional Detention Officer positions to reduce overtime, buffer repeated vacancies, and allow schedule flexibility for training.



Other Interagency Performance Opportunities



- The complexity of technology systems, applications, and software in a police department requires constant and dedicated staff attention. Staff must maintain currency, monitor quality, and ensure reliability, providing on-call after-hours service to minimize down time.
 - We recommend dedicated resources to provide self-sufficient support of Police Department systems.

- Throughout the study there are recommendations that require Human Resources' leadership to address compaction, compensation, and assist in the implementation of performance evaluations that focus on articulable job performance, by job function.
 - We understand these efforts are already underway on several fronts and applaud both departments for their quick efforts to address these items.

Overall Impressions of the Police Department



- There is a very strong commitment from employees at all ranks and among the civilian workforce.
- This is a well run and performing organization.
- There is a high level of confidence and trust in the Police Chief and her Command staff.
- During the financial crisis, the Department implemented policies designed to preserve the Patrol operations and other critical functions.
 - Non-sworn staffing levels were reduced and vacant positions remained unfilled.
- This approach was appropriate for the circumstances and consistent with how other municipal police departments addressed the financial crisis.
- The results were not without consequences; however, these can be addressed as economic conditions improve.



Next Steps

- Absorb the policy recommendation of this police services study.
- The Department should adopt revised data analytics for documentation of proactive time.
- Aggressively track and measure preventative/proactive crime prevention time.
- Assess call priority criteria.
- Upon filling of existing vacancies, analyze Patrol coverage and response time data.
- Return to Council with recommendations to further impact crime and response times.

Questions?

