



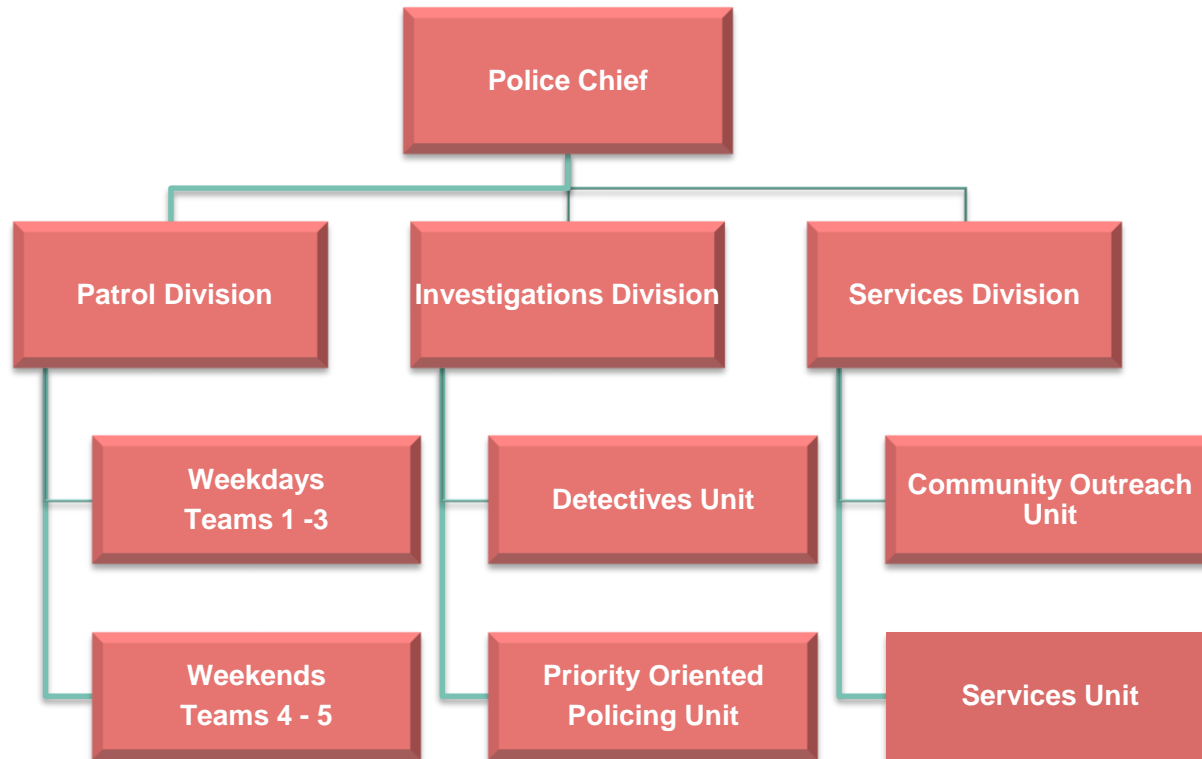
Presentation on the Police Services Review San Pablo, California

matrix 
consulting group

Scope of Work for Project Update

- ◆ To obtain and analyze relevant data to evaluate if the Department's goals and operations are aligned with providing a high level of service to and engagement with the community
- ◆ To evaluate organizational workloads to determine the current patrol service level
- ◆ To determine current and future staffing levels to maintain a high level of service to the community
- ◆ To determine if the organizational structure promotes effectiveness.
- ◆ To make recommendations to improve police services and internal / external reporting

San Pablo Police Department



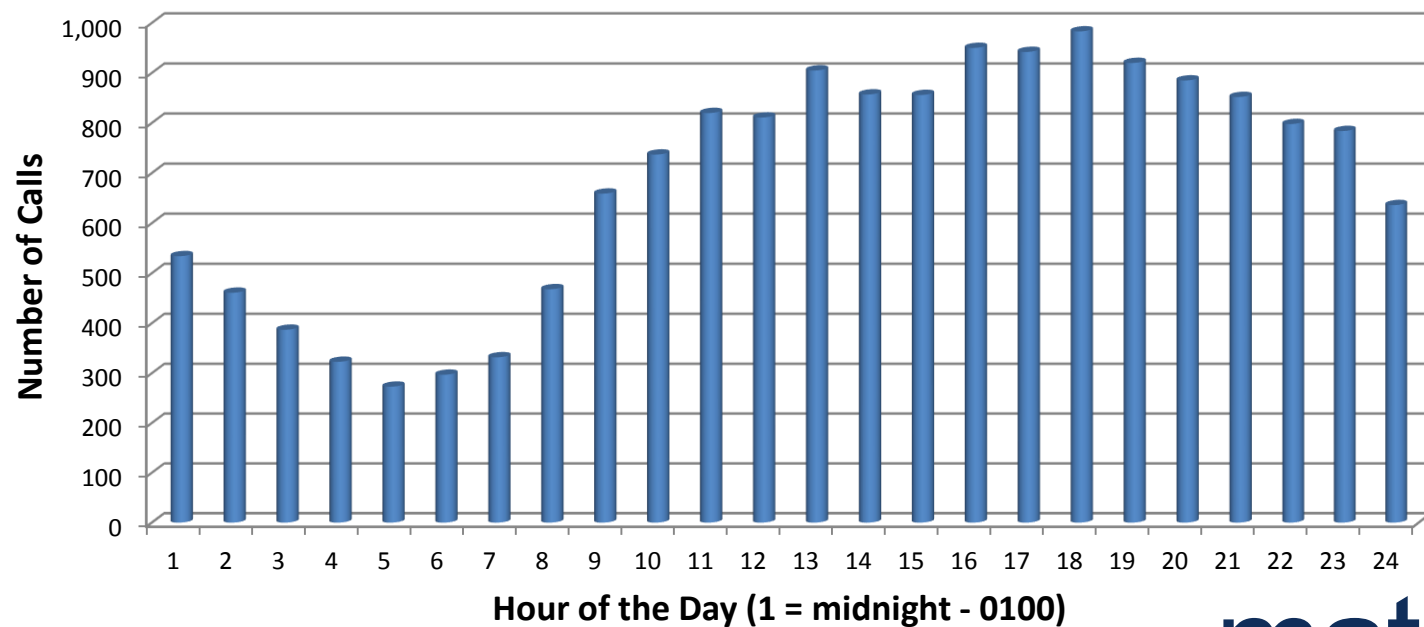
Summary of Staffing Levels

- ◆ SPPD sworn staff use an average of 270 leave hours annually – lower than the 300-350 hour of leaves seen in other law enforcement agencies.
- ◆ The attrition rate for sworn staff has averaged 4% over the last ten years – this is at the lower end of the range commonly seen in other law enforcement agencies.
- ◆ Patrol staffing averages 5.8 Officers hourly when at the full staffing level of 30 Officers / 6 Sergeants.
- ◆ At the current level of 22 Officers / 5 Sergeants less than 5.0 Officers hourly are available (higher on weekdays, fewer on weekends).

Patrol Calls for Service in 2016

- ◆ SPPD responded to 16,470 unique community generated calls for service (45 per day)

Calls for Service by Hour



Call Distribution and Comparison

- ◆ Calls for service during the day:
 - 19% of calls occur from midnight to 8 AM
 - 40% of calls occur during the day from 8 AM to 4 PM
 - 41% of calls occur in the evening from 4 PM to midnight
- ◆ Distribution of calls is low during the early morning hours, which is common, but sufficient staff must be scheduled and available to handle emergency calls when they occur.
- ◆ Geographic distribution of calls:
 - 34% of the calls were located in Beat 73
 - 29% of calls were in Beats 71 and 72 (each); 8% unknown location



Most Frequent Types of Calls

Type of Call	2016
Disturbance	1,464
Unwanted Person	1,389
Building Intrusion Alarm	1,015
911 Disconnect (Welfare Check)	996
Suspicious Person	696
Petty Theft	688
Auto Theft	519
Total of All Calls	16,470

Response Times for 2016

- ◆ Response times to the highest priority calls for service are very good.
- ◆ Priority 1 and 2 are calls that require an immediate response; , Priority 3 are urgent calls.

Call Priority	# of Calls	Call Processing	Travel	Response Time
Priority 1	609	2.6	4.7	7.3
Priority 2	7,580	6.6	6.0	12.6
Priority 3	4,416	11.4	8.2	19.6
All Calls	16,470	10.2	8.0	18.2

Proactive Time Guidelines Are Used to Determine Staffing Level

- ◆ “Committed time” is the time required to handle community generated calls for service, writing reports and booking prisoners.
- ◆ “Proactive time” is the amount of an Officer’s time remaining after accomplishing ‘reactive’ tasks.
- ◆ Important activities during “proactive time”: neighborhood patrols, traffic and pedestrian contacts, community meetings, beat projects, etc.
- ◆ An optimal level of proactive time for many law enforcement agencies is between 40% and 50%.
- ◆ The project team has recommended San Pablo target an overall “proactive” time level of 45% for the community.

Proactive Time Guidelines

- ◆ **Below 40% proactive time** – this level generally will not provide sufficient time for a Patrol Officer to have regular blocks of time during a shift to provide proactive neighborhood patrol, conduct traffic enforcement and also address beat problems and issues.
- ◆ **40% - 50% proactive time range** – this level is sufficient to provide blocks of time during most shifts to conduct targeted patrol and identified beat projects to address community issues.
- ◆ **Above 50%** – this level is often more available time than is needed to accomplish policing goals in a community and can be a challenge for supervisors to keep Officers engaged in their job and conducting meaningful work.

Proactive Time for San Pablo Patrol Officers in 2016

- ◆ All Patrol staff (Officers and 50% of Sergeants time) resulted in an overall average proactive time of 44.3%

	0-4 AM	4-8 AM	8 AM - 12 PM	12-4 PM	4-8 PM	8-Midnt.	Avg.
Committed	44.2%	31.3%	76.3%	62.3%	62.5%	54.1%	55.7%
Proactive	55.8%	68.7%	23.7%	37.7%	37.5%	45.9%	44.3%

- ◆ Patrol Officers only would have equaled 37.3% proactive time

	0-4 AM	4-8 AM	8 AM - 12 PM	12-4 PM	4-8 PM	8-Midnt.	Avg.
Committed	49.8%	35.2%	85.9%	70.1%	70.4%	60.9%	62.7%
Proactive	50.2%	64.8%	14.1%	29.9%	29.6%	39.1%	37.3%

Slight Staffing Increases Will Be Required if Workload Increases

- ◆ The current authorized staff of 30 Patrol Officers meets the number needed to provide a targeted 45% proactive time at the current workload (includes two 'over hire' positions).
- ◆ Assuming a 1.5% workload increase in future years will require staffing increases in 2018 and 2020 to maintain a 45% proactive time level (includes two 'over hire' positions).

Officers Needed to Achieve Various Proactive Time Targets	Officers - 2016	Officers - 2018	Officers - 2020
To Provide 50% of Available Time	31.3	32.3	33.3
To Provide 45% of Available Time	28.5	29.3	30.2
To Provide 40% of Available Time	26.1	26.9	27.7

Other Recommendations (1)

- ◆ Continue to hire new Officers to reduce vacant positions; when the staffing level increases return to a six Patrol Team deployment.
- ◆ After the new CAD system is operational ensure that it is able to accomplish appropriate workload and performance calculations.
- ◆ SPPD should establish a performance measure of achieving a 5 minute or less average travel time to Priority 1 (emergency) calls for service and a 7 minute or less travel time to Priority 2 calls.
- ◆ SPPD should document the number and types of cases assigned to Detectives (using the new Records Management System).

Other Recommendations (2)

- ◆ SPPD should establish a performance measure to meet or exceed the national clearance rate for violent crimes and property crimes.
- ◆ Evaluate the feasibility of contracting for all applicant background investigations and returning the Officer currently assigned to Patrol Operations.
- ◆ Conduct a training needs analysis and develop a multi-year training plan.
- ◆ Use the training plan to develop a 1-3 year training plan to use as a guide to fund necessary employee training needs.