

The background of the slide features a large, semi-transparent badge of a Lompoc Police Officer. The badge is oval-shaped with a gold and silver color scheme. At the top, a banner reads "POLICE OFFICER". The center of the badge depicts a building with a cross on top, with the text "LA PURISIMA" below it. In the middle, there is a circular seal that says "THE GREAT SEAL OF THE STATE OF CALIFORNIA". Below the seal, another banner reads "LOMPOC". At the bottom, the word "POLICE" is written in large letters, and the number "33" is at the very bottom.

# City of Lompoc

## Police Service Study

January 2006

# *Organizational Effectiveness Consulting*

- Premier Law Enforcement Consulting Firm
- Specializing in:
  - Police Service Studies
  - Strategic Planning
  - Organizational Analysis
  - Leadership Training
  - Team Building
- Over 200 California Agencies

# Consulting Team



**Tom Esensten – Principal and Lead Consultant**

**Rich Thomas – Former Ventura Police Chief and Police Service Specialist**

# Study Objectives

- Assess current workload and resources
- Anticipate future workload & resources
- Evaluate fee schedule and funding alternatives

# Major Findings

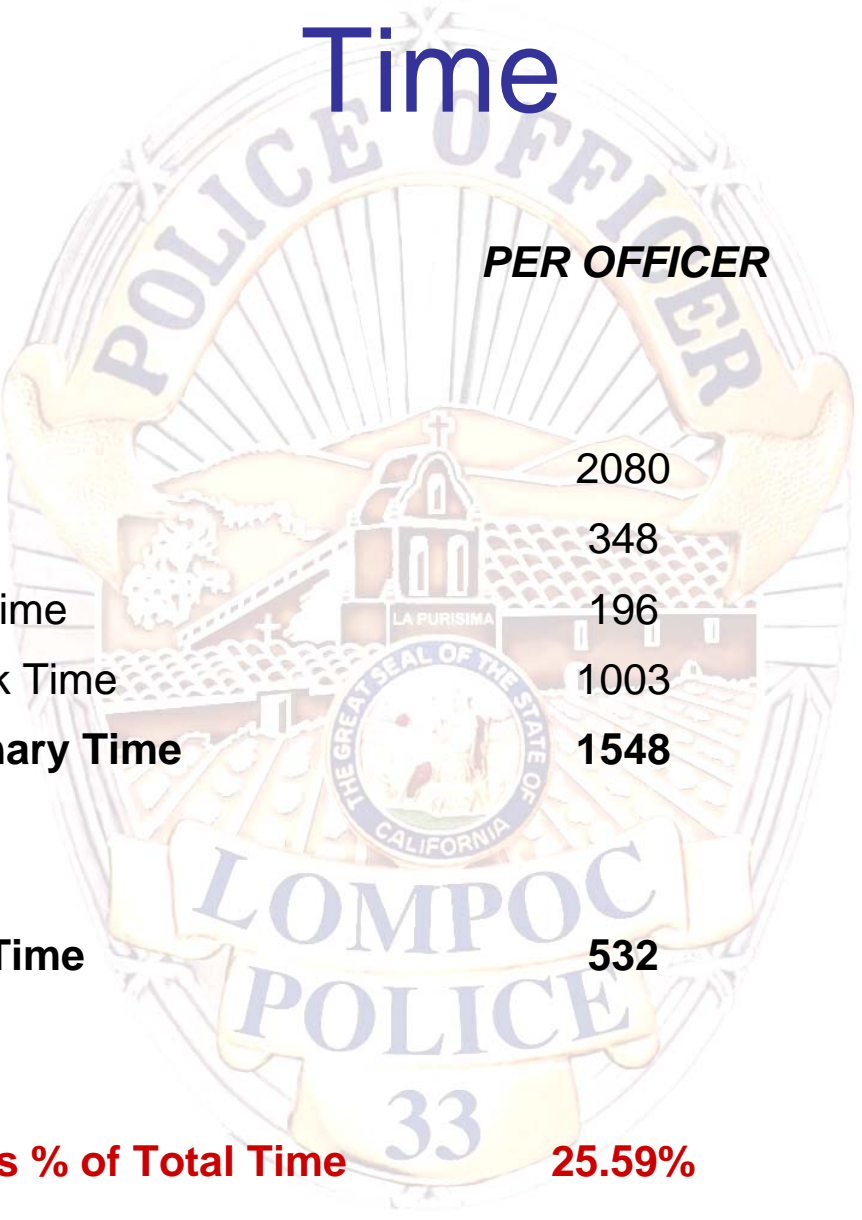
- Lompoc PD is a quality agency
- Current workload exceeds resources
- Growth will require additional resources
- Good Equipment
- Facility is inadequate

# Determining Patrol Adequacy

- Workload & Discretionary Time
- Staffing Plan
- Response Time
- Crime Rate
- Overtime
- Management & Supervision



# Time



The background of the table features the official seal of the Lompoc Police Department. The seal is circular with a gold border. Inside the border, the words "POLICE OFFICER" are written in a blue, serif font, arching over the top. The center of the seal depicts a building with a steeple, likely a church or a town hall, with the words "LA PURISIMA" above it. Below the building is a circular emblem containing a figure, with the text "THE GREAT SEAL OF THE STATE OF CALIFORNIA" around it. At the bottom of the seal, the words "LOMPOC POLICE" are written in a large, blue, serif font, and the number "33" is displayed below that.

<i><b>TYPE</b></i>	<i><b>PER OFFICER</b></i>	<i><b>ALL OFFICERS</b></i>
Total Time	2080	54080
Total Leave Time	348	9054
Total Administrative Time	196	5098
Total Consumed Work Time	1003	26088
<b>Total Non-Discretionary Time</b>	<b>1548</b>	<b>40240</b>
<b>Total Discretionary Time</b>	<b>532</b>	<b>13840</b>
<b>Discretionary time as % of Total Time</b>	<b>25.59%</b>	<b>25.59%</b>

# Patrol Workload

- 25% to 40% – OEC Standard
- 25.9 % inadequate
- Priorities suffer
  - Community Policing
  - Directed Patrol
  - Officer Initiated Activity

# Patrol Staffing Levels

TYPE	Current	26	27	28	29	30	31	32
	<b>Total Time</b>	54080	56160	58240	60320	62400	64480	66560
<b>Total Leave Time</b>	9054	9402	9750	10098	10446	10794	11142	
<b>Total Administrative Time</b>	5098	5294	5490	5686	5294	5490	5686	
<b>Total Consumed Time</b>	26088	26088	26088	26088	26088	26088	26088	
<b>Total Non-Discretionary Time</b>	40240	40784	41328	41872	41828	42372	42916	
<b>Total Discretionary Time</b>	13840	15376	16912	18448	20572	22108	23644	
<b>Discretionary time as % of Total Time</b>	25.6	27.4	29.04	30.6	33	34.3	35.5	

# Other Patrol Factors

- Appropriate staffing plan
  - 3/12 with “cover shifts” and the 5/8 plan are best
  - 4/10 plans often waste precious time with overlaps
- Response Time
  - Goals are usually under 5 minutes 80 to 90% of time
  - Spot Check indicates potential problem
  - Lompoc CAD data inadequate – no assessment made

## Other Patrol Factors (Continued)

- **Crime Rate** (per 1000 residents)
  - Lompoc 36.6 (without prison population)
  - Santa Maria 35.0
  - Santa Barbara 39.8
  - San Luis Obispo 44.3
  - Ventura 40.0
  - National Average 39.8 (cities 25,000 to 49,999 population)
- **Management & Supervision**
  - Too much responsibility on Patrol Supervisors
  - Report review procedures cumbersome and time consuming for Patrol Supervisors
  - Little administrative/management support available

# Major Recommendations - Patrol

- Improve CAD data
  - Response time
  - Workload information
- Increase discretionary time to no less than 33%
  - Better manage calls for service
  - Enhance use of mail & web reporting
  - Add 2 sworn officers
  - Add 2 civilian “Community Service Officers”
- Modify report review and administrative responsibilities
  - Add 1 administrative Sergeant
  - Add 1 (FTE) report review officer - civilian

# Determining Detective Adequacy

- Caseload
- Case Screening
- Clearance Rate
- Carry Over Cases
- Open Cases
- Clerical & Administrative Tasks
- Rotation & Specialization

# Caseload

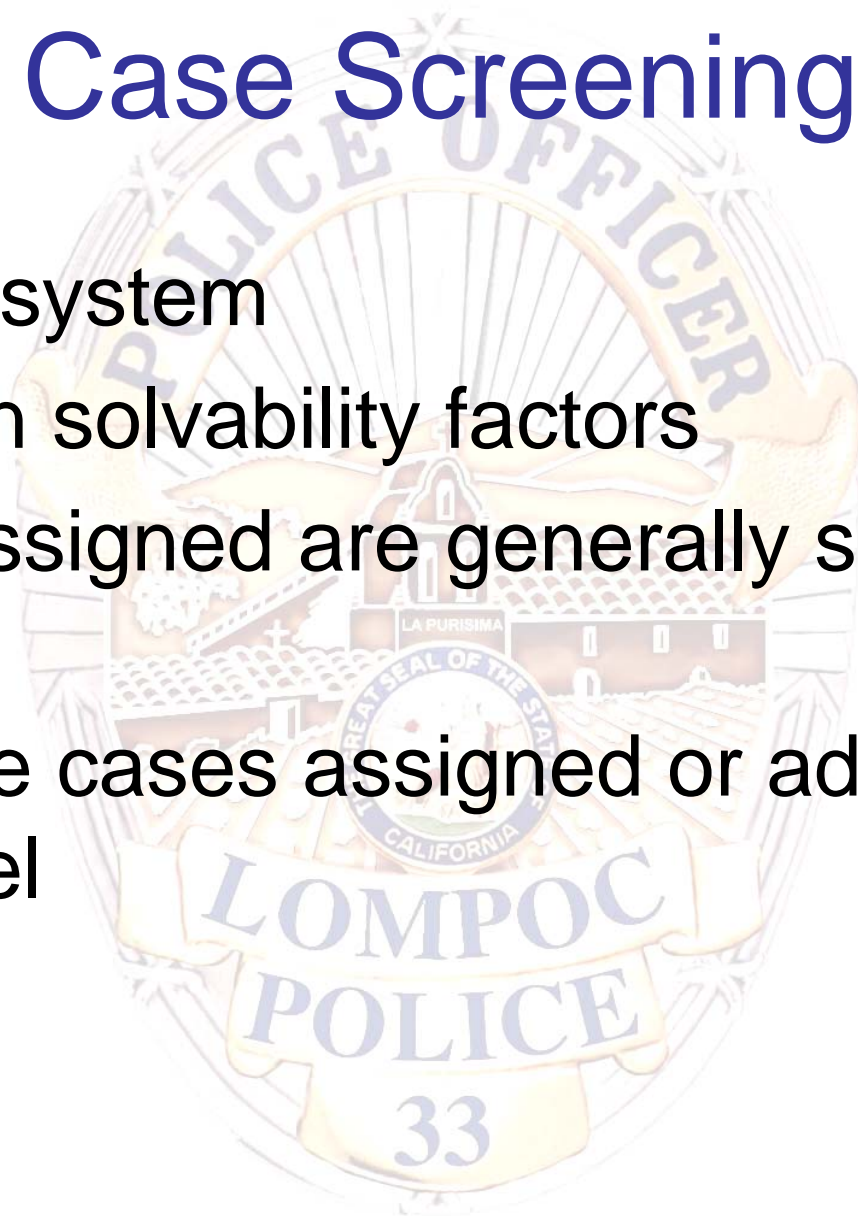
- Cases Assigned

YEAR	NUMBER OF DETECTIVES	TOTAL CASES	AVERAGE MONTHLY CASELOAD/DETECTIVE
2003	5	1527	25.5
2004	5	1337	22.3
2005	5	1121	18.7

- Typical range 10-15
- Excessive
- Sergeant carries caseload

# Case Screening

- Informal system
- Based on solvability factors
- Cases assigned are generally solvable cases
- Decrease cases assigned or add more personnel



# Other Detective Factors

- **Clearance Rate**

- 23% of crime reports assigned to detectives
- Cases cleared range of acceptability 25 to 40%
- Lompoc data nonconforming on clearance rates
- 35% of Part 1 Crimes cleared
- Compared to 22% national average

- **Carry Over & Open Cases**

- 24 cases per detective monthly average
- Indicative of burdensome caseload

## Other Detective Factors (Continued)

- **Clerical & Administrative Tasks**
  - Insufficient clerical and administrative support
  - Sergeant overburdened with administrative tasks
- **Rotation & Specialization**
  - Can impact the effectiveness of unit
  - Constant loss of experienced personnel

# Major Recommendations - Detectives

- Fine tune case screening
  - But not enough to ease excessive caseload
- Refine workload & performance statistics
- Add personnel
  - 1 Detective
  - 1 CSO who serves as “Investigative Aid”
- Modify rotation and specialization policy
  - Increase experience level

# Specialized Work Units



- Dispatch/Jail
  - Separate the two functions
  - Add one supervisor/lead worker
  - Staffing adequate
  - Both well run
  - Institute a “User Group” of both Fire and Police
- Records/Property
  - Staffing adequate except Property
  - Add one half-time property/evidence technician
  - Property storage full
  - Move Vehicle Abatement to Patrol

## Specialized Work Units (continued)

- Professional Standards
  - Move to Support Services
- Community Services
  - No recommendations
- Crossing Guard Program
  - Share cost with School District
- Traffic Unit
  - Working at effective level

# Fees & Revenues

- User Fees
  - Cursory comparison (see appendix 3)
  - Not taking advantage of this revenue source
  - Complete a comprehensive review and increase where warranted
- Parking Fines
  - Little effort in pursuing “scofflaws”
  - Significant lost revenue
  - Outsource the collection of fines
- Revenue Sources
  - Seek voter approval for increase
    - » Sales Tax or
    - » Utility Tax

# Facility

- Current space inadequate
- Immediate Need
  - Retain “space planner” with police experience
  - Identify additional space
  - Move offsite – ancillary requirements
    - » EOC, Training & meeting room, storage
  - Remodel accordingly
- Long-Term (15 years or beyond)
  - New Building – or – additional space

# Projections

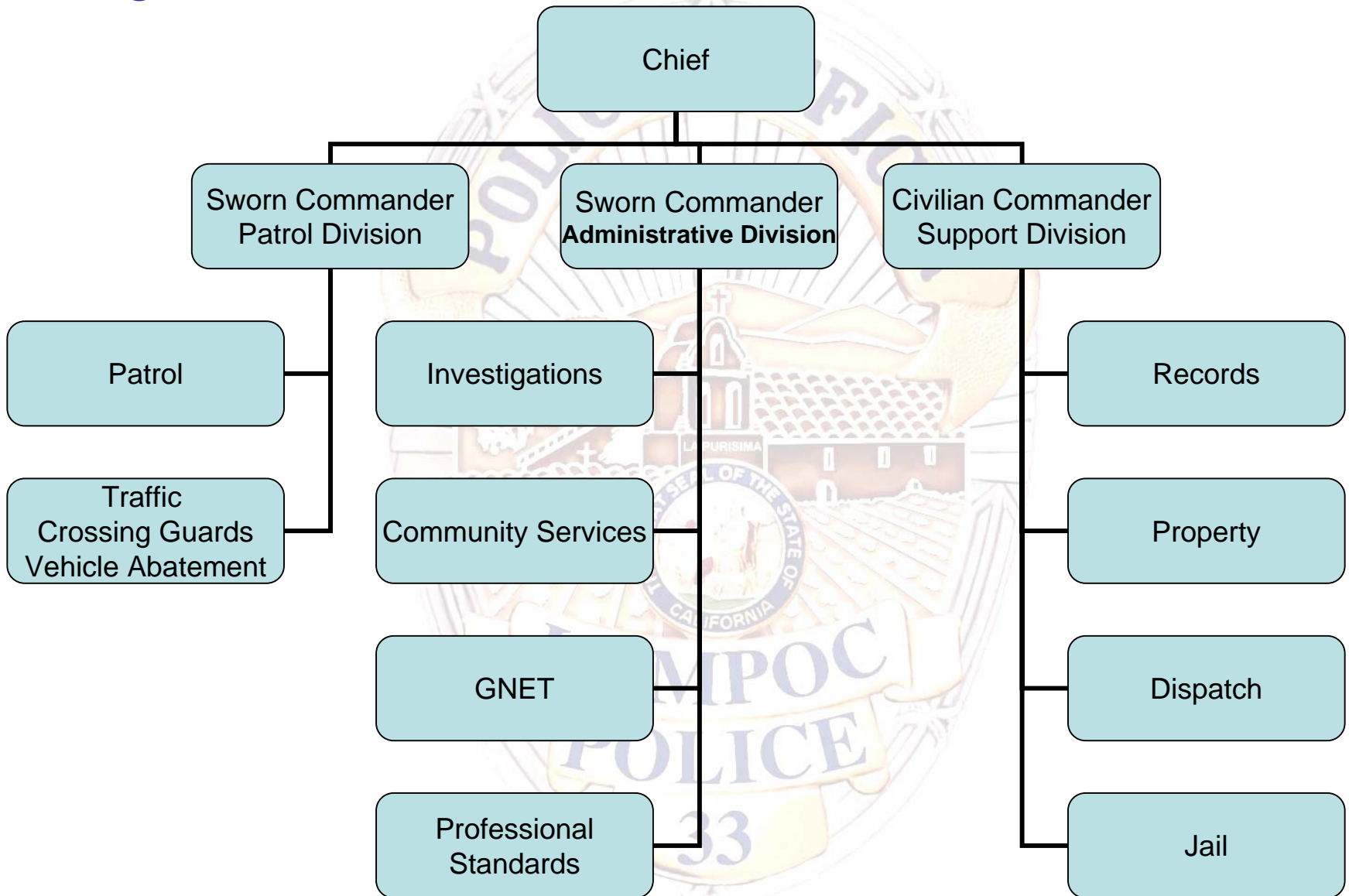
Type	Immediate	2008	2012	2016	2020
Population		40,182	41,813	43,511	45,278
Sergeant	1				2
Officer	3	2	1	2	2
CSO	3				
Civilian Supv.	1				
Records Clerk			1		1
Dispatcher			1		
FTE- Report Rev. Property/Evidence	1 .5				
Vehicles	3	1		1	1

Note: Does not include prison population

# Organizational Alternatives

- Lieutenant Rank
  - Worth considering
  - Lean on management
  - Career development
- Consider Transition
  - “Commanders”
  - Civilian “Commander” over records, dispatch, jail

# Organizational Alternatives (continued)



# Immediate Budgetary Implications

## OEC Recommended – Immediate

1 sergeant	\$110,288
1 civilian supervisor/lead worker	\$ 66,434
3 police officers	\$285,000
3 community service officers	\$177,894
.5 evidence/property officer	\$ 18,149
1 FTE report reviewer	\$ 56,160
3 Vehicles	\$ 95,000
<b>TOTAL</b>	<b>\$808,925</b>

# Conclusion

- Lompoc PD is great organization
- High level of performance
- Especially given “lean” staffing
- City faced with a dilemma
  - Finding dollars for additional personnel
  - Modify and reduce services

## Questions?