

APPENDIX N

Police Services Technical Report

Police Services Technical Report
CITY OF HUNTINGTON BEACH, CALIFORNIA

DRAFT FINAL REPORT



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1. EXECUTIVE SUMMARY

In December 2013, the Matrix Consulting Group began a project to study the Huntington Beach Police Department (HBPD). Introductory meetings, interviews, data collection, analysis, and review of interim deliverables occurred from December 2013 through March 2014. This project is part of the City's General Plan update, and the report is focused on evaluating the current service level, determining whether the current resources in the HBPD are sufficient to provide an effective level of service to the community, and projecting the resources that will be needed in the future. This draft report provides information regarding the HBPD's current organization, workload, staffing, and resources to effectively provide police services to the community.

The Huntington Beach Police Department provides a wide range of law enforcement services for approximately 194,708 residents (2012 US Census) and covering 28 square miles. The population of Huntington Beach has remained relatively stable over the last 10 years. To provide law enforcement services in Huntington Beach, the chief is assisted by a management team consisting of three captains and an executive officer (a lieutenant) who are directly supervised by the chief. The managers have responsibility for major work units of the Uniform Division, Investigation Division, and Administrative Operations Division.

This report is not a traditional police department review project in the sense of examining the effectiveness, efficiency, or issues regarding the organizational structure, pay, and benefits or management of the department. The report includes several recommendations where the project team believes additional staffing is needed to effectively provide police services to the community. Recommendations were also made suggesting the establishment of performance measures or goals that the department can use to measure performance and assist in determining whether the HBPD is meeting reasonable service goals. A survey to compare the HBPD with other police departments in the region and the state was completed to provide the project team with information regarding police department workload, staffing, and operations in agencies similar to Huntington Beach (see Appendix B for details).

Currently, the Police Department has two goals listed in the General Plan – 1) maintaining 1.5 officers (all sworn personnel) for every 1,000 residents¹ and 2) providing a “5 minute response time for Priority 1 calls for service at least 85% of the time”. The officer's per 1,000 resident goal has not been met for many years (currently, the ratio is .92 officers per 1,000 residents). The PD is meeting the 5 minute response time goal, if response time is only considered to be “travel” time after the officer is dispatched to the call.

¹ This goal is listed in the General Plan Public Facilities and Public Services Element, page III-PF-I, dated May 13, 1996 (amended through November 2013). The goal is also listed as 1.2 officers per 1,000 residents in II-GM-4 but this appears to be an error, quoting the actual ratio of 1.2 officers per 1,000 residents that existed in 1994 as reported on page III-PF-I.

Response times or targeted staffing levels are more appropriately included as annual performance measure goals as part of a budget or performance measure process and reported on annually rather than in the General Plan. The General Plan is not frequently updated and it is therefore not an appropriate document for inclusion of staffing or performance measurement goals. Additionally, the project team does not recommend establishing an arbitrary staffing goal because it does not take into consideration a very important factor when determining an appropriate number of sworn staff needed – the workload required to be accomplished by officers. This report will review several appropriate goals and performance measurements that could be established, but we recommend they not be included in the General Plan.

This report is divided into the following chapters:

1. Executive Summary
2. Uniform Division
3. Investigation Division
4. Administrative Operations Division

Each chapter includes information, evaluation, analysis, and appropriate recommendations for the different work units of the department. In this analysis, the project team evaluated the current level of service provided to the community and the resources allocated to provide the service. In this report, recommendations are only made when the project team has identified an area where a change should be made to increase, reassign, or decrease resources to ensure the service is provided efficiently. Listed below are all of the recommendations that are made in the various chapters and sections of this report.

Recommendations
Chapter 2 – Uniform Operations Division
Adopt an average proactive time target of 40% as a targeted goal for the Department. Page 25
Annually review patrol staff workload for each 4 hour time block to ensure that a reasonable number of proactive hours are available throughout the day. Page 32
Adopt a process to enhance delivery of patrol services during the periods when “proactive time” is available. The Patrol Captain, Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when “proactive time” is available during a shift. Page 33
Evaluate the feasibility of adjusting the start time of dayshift to 0635 or 0705 – reducing the level of proactive time in the morning and increasing it one hour later in the afternoon. Page 33
Review the Patrol workload for a second year (using calendar year 2014 CAD data) to determine the workload level demands and the level of Officer initiated activity; continue annual reviews of Patrol workload. Page 35
Increase the current Patrol Officer staffing level by seven Officers to a total of 91 as soon as possible. Page 35

Recommendations
Over the next three years, if funding becomes available, increase Patrol Officer staffing by an additional eight Officers, to 99 Officers, to provide a 40% proactive time level on Patrol – these positions should be assigned between the hours of 0800 and midnight. Page 36
Annually review the workload projections for Patrol and revise as necessary the staffing that will be needed in 2018 and 2023. Page 36
Chapter 3 – Investigation Division
Evaluate the increase in crime over the last four years in an attempt to learn what led to the increase in the number of burglaries and larcenies, and what steps can be taken to reduce crime or at least keep it from increasing. Page 41
Annually review the Huntington Beach clearance rates compared to the national average. Page 43
Establish a performance measure for the Investigative Unit of a specified percentage higher than the national clearance rate for violent crimes and for property crimes (e.g. if the national clearance rate is 20% then the goal could be a 25% clearance rate). Page 43
To reduce Detectives' average caseload and increase their ability to more effectively investigate their assigned cases the Department should immediately fill the two Community Service Officer positions in Detectives Units and plan to assign four additional Detectives to the Unit (total of 14 Detectives) and one Sergeant when funding is available. Page 46
Assign one additional Police Services Specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from Discovery Motions. Page 46
Assign one additional Detective to the Property Crimes Unit as soon as possible (total of six Detectives) and assign an additional two Detectives (total of eight Detectives) when funding and staffing levels allow. Page 48
Fund one civilian Police Services Specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from Discovery Motions. Page 48
Add one full time civilian Police Services Specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from Discovery Motions. Page 49
Chapter 4 – Administrative Operations Division
Continue the initiative to reduce the number of items in the Property Room by purging unneeded property and evidence – this is a high priority issue for the Department and City. Use available resources (including OT) to complete this process by the end of 2014. Page 55
When the initial purging process is completed assess the total storage space available and determine if additional space is required to maintain an orderly property room that regularly remains under 100% of storage capacity. Page 55
Fund a civilian Property Room supervisor position to provide daily supervision and oversight of the Property Room, improve the long term management of property/evidence, be a liaison to Detectives and oversee regular purging of unneeded items. Page 55
Review the call processing times to determine the reasons for the somewhat high call processing time (1.8 minutes average) for Priority 1 calls for service and if it can reasonably be reduced. Page 64

A more detailed explanation for each recommendation can be found in the corresponding chapter of the report.

2. UNIFORM DIVISION

The largest work unit in the Uniform Division is the Patrol Bureau. Other work units include the Traffic/Aero Bureau and the Special Enforcement Bureau.

UNIFORM DIVISION – PATROL BUREAU STAFFING AND WORKLOAD

The following information was obtained through interviews with HBPD personnel and electronic data from the CAD (Computer Aided Dispatch) and RMS (Records Management System) as well as any relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, etc.).

The project team collected information regarding the HBPD workload activities relating to field patrol personnel (i.e., regular patrol officers and sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Huntington Beach Police Department for the 12-month period from December 1, 2012, through November 30, 2013 (which will be referred to as 2013 throughout this report) and included the following types of information:

- Call or event number
- Date and time of initial creation of the CAD case
- Location of call
- Type of call
- Priority of call
- Time of unit(s) dispatch
- Time of unit(s) en route
- Time of unit(s) on-scene arrival
- Time of unit(s) clearance
- Beat Unit Identifiers (unit numbers) for responding unit

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as officer-initiated activity. This summary description of HBPD patrol services is organized as follows:

- Patrol unit scheduled deployment
- Patrol officer availability
- Total calls for service
- Calls for service by priority
- Calls for service response and handling time
- Calls for service dispositions
- Officer-initiated activity and handling time

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

Huntington Beach Police Department Patrol Schedule and Officer Availability

Patrol sergeants and officers in the Huntington Beach Police Department work 11-hour, 25-minute shifts and work seven shifts (79 hours, 55 minutes) in a two-week cycle, totaling approximately 2,078 hours in a year. The department uses a team concept (where patrol personnel work with the same people on their shift every day). Sergeants and officers are assigned to work various days and shifts during the week to provide coverage 24 hours a day, seven days a week. The Patrol team's workdays and staffing levels are listed below; the staffing numbers are the number of positions per team when the department is fully staffed.

Watch 1 (Days) – Teams Work 0605–1730 Hours

- North 1 – one sergeant, seven officers; workdays are Saturday, Sunday, Monday, and every other Friday
- North 2 – one sergeant, six officers; workdays are Tuesday, Wednesday, Thursday, and every other Friday
- South 1 – one sergeant, seven officers; workdays are Thursday, Friday, Saturday, and every other Sunday
- South 2 – one sergeant, six officers; workdays are Monday, Tuesday, Wednesday, and every other Sunday

Watch 2 (Swings) – Teams Work 1505–0230 Hours

- North 1 – one sergeant, seven officers; workdays are Tuesday, Wednesday, Thursday, and every other Monday
- North 2 – one sergeant, seven officers; workdays are Friday, Saturday, Sunday, and every other Monday
- South 1 – one sergeant, seven officers; workdays are Wednesday, Thursday, Friday, and every other Saturday
- South 2 – one sergeant, seven officers; workdays are Sunday, Monday, Tuesday, and every other Saturday

Watch 3 (Nights) – Teams Work 2005–0730 Hours

- North 1 – one sergeant, seven officers; workdays are Monday, Tuesday, Wednesday, and every other Thursday
- North 2 – one sergeant, eight officers; workdays are Friday, Saturday, Sunday, and every other Thursday
- South 1 – one sergeant, seven officers; workdays are Wednesday, Thursday, Friday, and every other Saturday
- South 2 – one sergeant, eight officers; workdays are Sunday, Monday, Tuesday, and every other Saturday

Officers and sergeants may rotate shifts during the year as the department conducts a “shift bid” in the months of January, June, and September. As of February 2014, 12 sergeant and 84 officer positions are funded for Patrol staffing.

Table 1 uses the funded number of officers assigned to each team, including the canine (K-9) officers, to show a graphical depiction of the number of staff available to handle the Patrol workload in Huntington Beach for each hour of the day. One or two sergeants are also deployed on every shift and may respond to calls for service. However, they are not included in this table due to their primary responsibility as street supervisors and for overall management of patrol services when a lieutenant is not on duty.

Table 1, Funded Patrol Staffing

Hour	Days 0605–1730	Swings 1505–0230	Nights 2005–0730	Average Shift Staffing
0000		14.0	15.0	29.0
0100		14.0	15.0	29.0
0200		7.0*	15.0	22.0
0300			15.0	15.0
0400			15.0	15.0
0500			15.0	15.0
0600	13.0		15.0	28.0
0700	13.0		7.5*	20.5
0800	13.0			13.0
0900	13.0			13.0
1000	13.0			13.0
1100	13.0			13.0
1200	13.0			13.0
1300	13.0			13.0
1400	13.0			13.0
1500	13.0	14.0		27.0
1600	13.0	14.0		27.0
1700	6.5*	14.0		20.5
1800		14.0		14.0
1900		14.0		14.0
2000		14.0	15.0	29.0
2100		14.0	15.0	29.0
2200		14.0	15.0	29.0
2300		14.0	15.0	29.0

* Officers get off duty at the half hour

Table 1 depicts the number of Patrol staff working when all 84 patrol officers assigned to the shift actually work their shift; it totals approximately 483 work hours per day of patrol officer staffing. However, over the last several years the number of officers actually assigned to Patrol has been less than the 84 funded, averaging approximately

76 officers assigned to the three shifts.² Table 2 shows the number of staff available for each hour of the day using this lower number of officers.

Table 2, Patrol Staffing Over Last Several Years (Reduced Staffing Due to Vacancies)

Hour	Days 0605–1730	Swings 1505–0230	Nights 2005–0730	Average Shift Staffing
0000		12.5	13.5	26.0
0100		12.5	13.5	26.0
0200		6.3*	13.5	19.8
0300			13.5	13.5
0400			13.5	13.5
0500			13.5	13.5
0600	12.0		13.5	25.5
0700	12.0		6.8*	18.8
0800	12.0			12.0
0900	12.0			12.0
1000	12.0			12.0
1100	12.0			12.0
1200	12.0			12.0
1300	12.0			12.0
1400	12.0			12.0
1500	12.0	12.5		24.5
1600	12.0	12.5		24.5
1700	6.0*	12.5		18.5
1800		12.5		12.5
1900		12.5		12.5
2000		12.5	13.5	26.0
2100		12.5	13.5	26.0
2200		12.5	13.5	26.0
2300		12.5	13.5	26.0

* Officers get off duty at the half hour

Table 2 depicts the number of Patrol staff working when all personnel, at this reduced staffing level, work their shift, which totals approximately 437 work hours per day, approximately 50 hours less than the funded staffing level. This table does not include the reduction in regular Patrol staff when one sergeant and approximately eight officers are reassigned to work the beach and downtown area full time from Memorial Day through Labor Day.

When officers are off on various types of leave (e.g., sick, vacation, military, workers compensation), fewer officers are available to respond to calls for service. When shifts reach minimum staffing, officers are sometimes called in to work overtime. The minimum staffing level is two sergeants and 10 officers working on each of the three

² Day shift with 24, swing shift with 25, and night shift with 27.

shifts (10 on days, 10 on swings, and 10 on nights), though the night shift minimum is lowered to eight officers five days a week (Sunday through Thursday).

Leave Hours for Patrol Operations Staff and Patrol's Actual Staffing Level

The "12-hour" patrol schedule results in an employee working just under 80 hours every two weeks or 2,078 hours in a year (181 shifts of 11 hours, 25 minutes). The total number of hours actually worked on a patrol shift is reduced by leave hours used, in-service training, and other assigned tasks. The project team used personnel leave data obtained from the HBPD to determine the number of leave hours for patrol personnel for calendar year 2013.

Officers also perform a variety of administrative tasks during their work shifts, such as shift briefing, meal breaks, meetings during the shift, etc. The project team used an average of 90 minutes per shift for the actual number of work shifts officers worked after deducting leave hours and training hours.

Table 3 summarizes the estimated availability of police officers after deducting leave hours and training hours and also shows an estimate of the hours spent on administrative tasks during the shift.

Table 3, Net Work Hours

Leave and Training Hours	Work Hours
Total Scheduled Annual Work Hours	2,078
Average Leave Usage	311
Average Training Hours (on duty)	20
Total Unavailable Hours	331
Net Work Hours	1,747
% Annual Availability	84.1%
<hr/>	
Administrative Time (90 minutes x 152 shifts)	228
Net Available Work Hours	1,519
% Annual Availability	73.1%

The following points summarize the data in Table 3:

- The 11-hour, 25-minute work schedule for patrol officers equates to 2,078 hours for the year (79 hours, 55 minutes every two weeks).
- Patrol officers averaged 311 hours of leave usage annually for 2013. This includes time off for vacation, injury, sick, compensatory time off, birthday, holiday, and military leave. The leave hours for HBPD staff are slightly above the 300-hour range typically seen in other police departments across the United States.

- An estimated average of 20 training hours are “on duty” as part of straight time hours, either as part of their regular work schedule or adjusted straight time schedule. The number of on-duty training hours is an estimate provided by the Training Unit.
- Patrol officers’ average net work hours are 1,747 hours annually, or 84.1%.
- During the work shift, officers attend briefings, take meal breaks, attend court, gas and check their vehicle, etc. These tasks are defined as administrative time and take an estimated 90 minutes per shift; this reduces the call handling time and proactive time in the field to 1,519 hours, or 73.1% of their total work hours. Note that a patrol officer is almost always available to respond to emergency calls for service while performing these administrative tasks.

In summary, a Huntington Beach police officer is at work and available to provide patrol services for approximately 1,747 hours annually, or 84.1% of their 2,078 paid hours. Table 4 shows the actual number of personnel that worked a shift on patrol during 2013 based on this average.

Table 4, Actual Patrol Staffing

Hour	Days 0605–1730	Swings 1505–0230	Nights 2005–0730	Average Shift Staffing
0000		10.5	11.4	21.9
0100		10.5	11.4	21.9
0200		5.3	11.4	16.6
0300			11.4	11.4
0400			11.4	11.4
0500			11.4	11.4
0600	10.1		11.4	21.4
0700	10.1		5.7	15.8
0800	10.1			10.1
0900	10.1			10.1
1000	10.1			10.1
1100	10.1			10.1
1200	10.1			10.1
1300	10.1			10.1
1400	10.1			10.1
1500	10.1	10.5		20.6
1600	10.1	10.5		20.6
1700	5.0	10.5		15.6
1800		10.5		10.5
1900		10.5		10.5
2000		10.5	11.4	21.9
2100		10.5	11.4	21.9
2200		10.5	11.4	21.9
2300		10.5	11.4	21.9

Table 4 depicts the average number of Patrol personnel who actually worked an assigned shift in 2013. This level equates to an average of 15.3 personnel on duty each hour and a total of approximately 368 hours per day of patrol staffing. The actual staffing level reflects the net hours worked (84.1%) compared to the scheduled work hours (2,078 hours as shown in Table 1). The actual staffing level is always lower than the funded level because some officers may be on leave or at a training course that is part of their normal work hours (or adjusted work hours).

The actual staffing level is also increased by officers who are assigned as necessary to work “backfill overtime” to meet minimum staffing levels, filling in for officers who are off sick, on vacation, etc. In 2013, approximately 200 hours of backfill overtime were worked per patrol officer position.³

Employee Attrition Rate

Table 5 shows the number of sworn employees who have separated from the HBPD for any reason (retirement, resignation, termination) over the last four years.

Table 5, Attrition Rate

Calendar Year	Separations	Number of Sworn Employees	Attrition Rate
2010	11	213	5.2%
2011	10	204	4.9%
2012	14	195	7.2%
2013	12	197	6.1%
Total	47		
Annual Average	11.8	202	5.8%

A total of 47 sworn employees separated from the department over the last four years, equating to an average 5.8% annual attrition rate.

The department’s attrition rate is the result of many factors, including the average age of the workforce, availability of other jobs in the region to which an officer may transfer laterally, pay and benefits of the HBPD and other agencies in the region, satisfaction with organization management and peers, and overall stability in the organization. A lower attrition rate is a positive indicator of the health of an organization and results in fewer organizational resources that must be spent or dedicated to recruiting, hiring, training, and assimilating new personnel. Attrition rates above 8% annually represent a challenge for organizations to replace employees. At this rate, it is often difficult to maintain minimum staffing levels without the significant use of overtime or the

³ The months of February, April, June, July, August, October, and December were used to determine the monthly average backfill overtime hours. That average was used to calculate the annual total backfill overtime hours (15,199) divided by 76 patrol officer positions staffed in 2013 for an officer average.

reassignment of personnel from other work units. It also requires a higher training budget and puts a strain on existing training resources such as field training officers.

Calls for Service Workloads

Table 6 shows the total number of unique community-generated calls for service by time of day and day of week for 2013 that were assigned to patrol or traffic officers. The project team defined a community-generated call for service as a call where at least one HBPD sworn officer provided the primary response to an incident. Data from the CAD system was used to determine the number of calls for service (refer to Appendix C for a detailed explanation how the number of calls for service was determined). It only includes the incidents where an officer arrived at the scene and does not include incidents of officer-initiated activity.

Table 6, Community-Generated Calls for Service by Day and Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	524	236	217	234	203	289	456	2,159
0100	442	170	167	187	178	209	402	1,755
0200	406	151	138	137	169	192	383	1,576
0300	247	119	109	102	118	143	236	1,074
0400	144	97	100	83	96	107	157	784
0500	128	124	116	151	131	119	129	898
0600	104	140	142	177	186	176	137	1,062
0700	171	225	235	214	242	271	223	1,581
0800	229	318	275	258	275	293	233	1,881
0900	235	280	298	259	280	289	306	1,947
1000	307	313	302	314	302	313	321	2,172
1100	334	344	317	315	304	358	364	2,336
1200	366	386	325	325	353	350	425	2,530
1300	349	356	352	343	363	367	413	2,543
1400	386	371	374	365	375	407	393	2,671
1500	384	389	370	417	396	431	435	2,822
1600	406	418	405	415	428	449	452	2,973
1700	459	436	429	424	461	487	455	3,151
1800	383	418	416	394	439	452	481	2,983
1900	413	392	360	376	413	413	466	2,833
2000	429	380	362	396	388	462	546	2,963
2100	451	386	401	448	401	470	636	3,193
2200	381	390	363	403	429	554	698	3,218
2300	340	282	270	294	355	545	638	2,724
Total	8,018	7,121	6,843	7,031	7,285	8,146	9,385	53,829
Ave/day	154	137	132	135	140	157	180	147

HBPD patrol and traffic officers responded to 53,829 unique community-generated calls for service, approximately 147 per day. The busiest days of the week are Friday through

Sunday, with over 150 calls daily. Of the total number of calls, 18,902 calls (35%) occurred during the day (0800–1600), 24,038 calls (45%) occurred during the afternoon/evening hours (1600–midnight) and 10,889 calls (20%) occurred during the nighttime hours (midnight–0800).

Table 7 shows the most common types of calls for service in 2013.

Table 7, Most Common Call Types

Type of Call	Number of Calls	Percentage of Total
Disturbance	4,750	8.8%
Audible Burglar Alarm	3,334	6.2%
Suspicious Person	2,477	4.6%
Loud Party	2,394	4.4%
Welfare Check	1,923	3.6%
Patrol Check	1,896	3.5%
Family Disturbance	1,454	2.7%
City Ordinance Violation	1,337	2.5%
Suspicious Vehicle Occupied	1,223	2.3%
Suspicious Circumstances	1,222	2.3%
Request for Assistance by a Woman	1,219	2.3%
Traffic Hazard	1,187	2.2%
Assistance Another Agency	1,157	2.1%
Drunk Driver	1,144	2.1%
Keep the Peace	1,043	1.9%
All Other Calls for Service	26,069	48.4%
Total	53,829	100.0%

As shown in Table 7, the 15 most frequent calls for service account for 27,760 calls, or 52% of the total number of calls during the year.

Huntington Beach uses the following nine priority call types that are assigned to a call for service:

- **Priority 0** – Officer-involved shooting, officer needs immediate help, mutual aid, pursuit, high-risk stop.
- **Priority 1** – In-progress calls that significantly threaten life or property (robbery in progress, rape that has just occurred, injury traffic accident).
- **Priority 2** – Service calls with a potential for escalation; felony crimes against persons or property that occurred within 15 minutes; misdemeanor crimes in progress or just occurred (indecent exposure, property damage accident involving an argument, possible shots heard, graffiti).

- **Priority 3** – Service calls, misdemeanor crimes that occurred within 15 minutes (burglar alarms, suspicious person, non-injury traffic accident).
- **Priority 4** – Low priority service calls and high priority report calls requiring the response of an officer (petty theft suspect in custody, loud party or music, suspicious vehicle, request to see an officer).
- **Priority 5** – Low priority report calls (found property, theft vandalism, parking violation).
- **Priority 6** – Crime scene investigator (CSI) calls.
- **Priority 7 and 8** – Officer-initiated activity only.⁴

Table 8, Calls by Priority Type

CFS Priority⁵	Number	Percentage of Total
1	5,984	11.1%
2	16,569	30.8%
3	13,244	24.6%
4	10,578	19.7%
5	6,231	11.6%
6	44	0.1%
7	24	0.0%
8	1,155	2.1%
Total	53,829	100.0%

As shown in Table 8, approximately 11% of the calls for service in 2013 were Priority 1 calls, 31% were Priority 2, and 25% were Priority 3.

Average Times for Response and Handling of Calls for Service in 2013

The response to and handling of community-generated calls for service is one of the primary tasks of any municipal police agency and one that frequently is the subject of inquiry from city leaders and members of the community. Field incidents in Huntington Beach are responded to primarily by patrol officers but officers assigned to the Traffic Unit also responded to 6,566 of these calls and sometimes were the first unit to arrive at the scene. The project team calculated the average times using both the Patrol Unit's and the Traffic Unit's call response times tracked in the CAD system.

⁴ Some calls listed as Priority 7 and 8 appear to be errors, as the "call source" in the CAD data is other than the officer; these 1,179 incidents will be counted as community-generated calls for service rather than as an officer-initiated incident.

⁵ There were no Priority 0 calls.

The CAD data includes time stamps that are used to calculate the following response time components for a community-generated call for service:

- Call processing time – From the time the call was received in Dispatch and the CAD incident number was created until an officer is dispatched to the incident; it includes any time that a call was pending while waiting for an officer to become available for dispatching to the call.
- Travel time – From the time the call was dispatched to an officer until the arrival of the first police unit.
- Call response time – The call processing time plus travel time. This is the time citizens are most often interested in—from the time they call 9-1-1 until an officer arrives at the scene of the reported incident.
- On scene time – From the time of arrival to the time the officer cleared the call (if more than one officer arrived at the incident, the longest on scene time is used).
- Call handling time – The total of the officer’s travel time and on scene time.

Table 9 shows the average time for the different types of priority calls for service and the overall average times for all community-generated calls for service. Note that both Patrol Units and Traffic Units were included to determine the HBPD response time averages to all calls.

Table 9, Average Call Response Times in Minutes

Priority Type	CFS	Call Processing	Travel	Response Time	On Scene	Average Call Handling Time
1	5,984	1.8	4.8	6.7	49.6	54.4
2	16,569	9.6	6.3	15.9	29.7	36.0
3	13,244	13.5	6.3	19.8	24.8	31.1
4	10,578	25.9	9.2	35.1	31.0	40.2
5	6,231	27.7	9.8	37.4	39.8	49.6
6	44	39.5	9.2	48.7	45.8	55.0
7	24	29.1	2.1	31.3	78.6	80.7
8	1,155	10.8	6.5	17.2	56.2	62.6
Total	53,829	15.0	7.1	22.1	32.7	39.8

The response times shown in Table 9 are calculated to show the time of the first officer’s arrival at the incident and the longest time an officer was at the scene. The average call processing time (which includes any time the call was pending) for a Priority 1 community-generated call for service is 1.8 minutes and the average travel time is 4.8 minutes. An average travel time under 5 minutes is excellent and one of the lowest times seen in law enforcement studies completed by the project team. It took an

average of 6.7 minutes for the first HBPD unit to arrive at the scene of a Priority 1 call and an average of 22.1 minutes for all community-generated calls for service.

An officer's time spend at the incident (on scene time) averaged 32.7 minutes for all calls. The overall average call handling time of just under 40 minutes is slightly above the average handling time for calls for service commonly seen by the project team in other police department studies throughout the United States.

Table 10 shows the percentage of calls for service that were responded to in various time ranges.

Table 10, Travel Time Increments

Priority Type	Travel Time Increments					Total
	0:00–4:59	5:00–6:59	7:00–9:59	Above 10:00	No Time Stamps	
1	3,507	946	695	453	383	5,984
2	7,877	2,876	2,492	2,391	933	16,569
3	6,184	2,084	1,882	2,085	1,009	13,244
4	4,160	1,462	1,559	2,833	564	10,578
5	2,290	643	832	1,968	498	6,231
6	15	4	7	12	6	44
7	15		2	1	6	24
8	653	68	83	216	135	1,155
Total	24,701	8,083	7,552	9,959	3,534	53,829
% of CFS	45.9%	15.0%	14.0%	18.5%	6.6%	100.0%

Travel times of fewer than 7 minutes were attained in approximately 61% of the calls; only 18.5% of the calls resulted in a travel time of over 10 minutes.

The calls listed as “no time stamps” are the calls where a dispatch time or an arrival time was not listed in the CAD record, or if the travel time recorded for the call exceeded 100 minutes.⁶ Table 10 shows that the primary unit CAD data did not capture 3,534 time stamps but approximately 30% of all 118,606 officer responses⁷ did not include an arrival time stamp. The most common reason for this is that officers who are dispatched to a call but cancelled while en route to the call will not have an arrival time stamp attached to the incident number for their response, which is appropriate. Additional reasons for missing time stamps or exceedingly long travel times include officer, dispatcher, or equipment errors.

⁶ Thirty minutes was used for Priority 1 calls.

⁷ 53,829 by the primary officer and 64,777 by back-up officers.

Officer Backup Time, Reports Written, and Bookings

Officers also respond as backup units to assist the primary officer on many calls for service. The CAD system used by the HBPD separately captures the number of calls where officers respond as a backup officer and the amount of time officers spend as a backup officer. Of 53,829 total calls, at least one officer responded as a backup unit to 35,412 calls during the year; this equates to a backup rate of 65.8%, which is higher than the 40%–60% average range seen by the project team in other police department studies. Table 11 shows the total number of backup officer responses and the average number of minutes spent handling these incidents.

Table 11, Backup Officers' Workload Hours

	Responses	Travel Time	On Scene Time	Avg. Handling Time	Call Handling Hours
Backup Officers	59,501	8.0	30.2	38.2	37,872

Backup patrol officers responded a total of 59,501 times to assist the primary officer at a call for service. The average handling time for a backup officer is 38.2 minutes or approximately 37,872 call handling hours.⁸

Patrol officers wrote approximately 15,983 reports in 2013.⁹ The project team uses an average of 45 minutes per report over the year, an estimated 11,987 hours of report writing time. Officers also arrested 4,578 and booked 4,049 of the arrestees in 2013. The great majority of the time it will be at the HBPD jail where civilian detention officers handle part of the booking process. An average processing time of one hour per arrestee was used, equaling a total of 4,049 hours.

Patrol officers also are used to transport prisoners from the HBPD jail to the Orange County Jail several times a day. There were a total of 618 transports performed taking an average of 118.7 minutes each. This is approximately 1,222 hours spent on transportation tasks during the year.

The total number of hours patrol officers spent handling calls for service and the hours related to calls for service (time spent on report writing and booking/transporting prisoners) will be used later in this report to determine the total patrol officer workload hours.

⁸ The motor officers' responses are not included as this is a calculation of workload for officers assigned to Patrol.

⁹ The department wrote a total of 20,029 reports. Of these, 2,444 reports were credited to the Traffic Unit (12.2% - the same percentage as the percentage of CFS they handled) and 8% of the reports were credited to detectives.

Officer-Initiated Activity and Administrative Tasks

In addition to responding to calls for service, patrol officers engage in a number of officer-initiated or self-initiated activities during their work hours, such as vehicle stops, pedestrian stops, security checks, and warrant service. These tasks are almost always captured by the CAD system as an incident number is created for the task. Officers also perform a variety of administrative and other routine tasks during their shift (e.g., follow-up on case incidents, prisoner transportation, vehicle maintenance), and only some administrative incidents are documented in the CAD system.

The number of officer-initiated activities was determined by identifying the number of self-initiated events from the CAD record. Table 12 shows the number of officer-initiated incidents.

Table 12, Officer-Initiated Activity – December 2012 through November 2013

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	252	173	188	167	162	174	300	1,416
0100	263	154	98	143	117	156	239	1,170
0200	135	81	61	71	83	87	137	655
0300	61	35	35	35	51	56	83	356
0400	29	22	34	23	24	31	40	203
0500	26	13	21	30	30	8	21	149
0600	35	30	75	76	75	48	38	377
0700	79	386	472	499	423	297	86	2,242
0800	109	188	257	268	236	220	145	1,423
0900	146	172	247	259	237	225	188	1,474
1000	207	201	274	269	270	239	199	1,659
1100	186	372	445	505	467	329	210	2,514
1200	270	243	304	299	300	241	205	1,862
1300	277	282	387	298	282	198	216	1,940
1400	286	277	397	276	286	257	266	2,045
1500	263	269	310	288	274	239	233	1,876
1600	344	281	321	321	329	287	302	2,185
1700	241	228	199	248	318	284	302	1,820
1800	221	201	186	215	262	274	260	1,619
1900	167	180	124	176	192	230	213	1,282
2000	178	151	120	116	155	211	240	1,171
2100	268	252	242	187	232	310	362	1,853
2200	252	216	230	175	252	343	348	1,816
2300	235	201	175	164	215	351	324	1,665
Total	4,530	4,608	5,202	5,108	5,272	5,095	4,957	34,772
Average per Day	87	89	100	98	101	98	95	95

As shown in Table 12, patrol officers initiated 34,772 incidents, an average of 95 events per day. Most frequently these events were security checks, but they also included

traffic stops (vehicle or pedestrian), warrant service, investigative follow-up, and administrative tasks.

Table 13 shows the types and numbers of incidents for the initiating officer.

Table 13, Officer-Initiated Incidents

Type of Incident	Number	Percentage	Avg. Minutes
Traffic Stop	14,540	41.8%	18.0
Out to Investigate	4,334	12.5%	60.0
Pedestrian Stop	3,242	9.3%	29.1
Streets	2,384	6.9%	153.5
Patrol Check	1,480	4.3%	14.9
Flagged Down	1,238	3.6%	24.0
SVS/Registration	997	2.9%	13.5
Vehicle Impound	956	2.7%	36.9
Bicycle Stop	748	2.2%	25.0
Occupied Suspicious Vehicle	656	1.9%	35.2
OC Crime Broadcast	543	1.6%	108.4
Detail	471	1.4%	80.4
Follow-up	352	1.0%	43.8
Traffic Hazard	255	0.7%	14.5
Designated Enforcement	225	0.6%	30.0
All Other Incidents	2,351	6.8%	NA
Total Incidents & Average Time	34,772	100%	38.4

Table 13 reflects a significant number of officer-initiated incidents at 66% of the number of CFS. It indicates that supervisors are managing field activities and that officers are performing proactive tasks when time is available during their shift.

The average time spent on all officer-initiated incidents was 38.4 minutes by the initiating officer and 46.5 minutes by the backup officers, totaling 35,138 hours during the year for these activities.¹⁰

PATROL FIELD SERVICES PRINCIPLES AND BEST PRACTICES

The orientation toward the provision of field patrol services in municipal law enforcement agencies has come full circle in the United States over the last 60 years. The historic law enforcement approach to field services involved a police officer who walked a particular beat or neighborhood. A traditional beat officer knew people in the area; he or she was in a position to recognize potential problems before they occurred as well as likely suspects for crimes committed on the officer's beat. As cities grew and metropolitan areas spread, marked patrol vehicles became the normal transportation mode to respond to calls for service. The police department's focus changed to one of

¹⁰ A total of 22,254 hours for the originating officer and 12,884 hours for all backup officers.

responding quickly (i.e., in a patrol car) to all types of calls in a wider geographic area and, overall, fewer officers assigned to foot patrol duties. At the same time, society at large and city residents developed rising expectations for the services that would be provided by police officers (e.g., the passage of domestic violence laws in the late 1970s and 1980s). Over time, these factors resulted in a beat officer that had less local neighborhood knowledge and less frequent contact with the residents in his or her service area, but who was subject to higher expectations among the general public.

Initiatives over the last three decades have attempted to once again provide more evident policing services to the community. This law enforcement focus throughout the country has been under the general umbrella of community policing—a return to providing a wide range of services identified by citizens, more frequent contact with a police officer, and more proactive law enforcement in neighborhoods and schools. Countless community policing initiatives have been instituted throughout the country in recent years. The project team supports local community policing efforts, especially those that involve directed activities of patrol personnel when they have uncommitted time during their shift. These efforts should also involve the active participation of supervisors, managers, and other specialty units (e.g., school resource officers).

Over the course of several hundred police department studies, the Matrix Consulting Group has developed a list of key elements in the effective provision of field patrol services in a community, including the responsibility of officers to be proactive during their shifts (to identify and resolve problems) rather than just reactive handling of calls for service. These general policing elements are summarized over the next several pages in Table 14.

Table 14, General Policing Elements

Management Task	Comments
Reactive Patrol Requirements	<ul style="list-style-type: none">• Responding to citizen requests (or calls) for service is the most critical element of successful patrol services and the primary mission.• As staffing allows, the department should have clearly defined areas of responsibility (beats or zones) assigned to officers.• The department should have clearly defined response policies in place, including prioritization of calls, response time targets for each priority, and supervisor on scene policies.• This reactive workload should not make up more than 50%–60% of each officer's net available time per shift (on average). This includes time to write reports and to transport and book prisoners.

Management Task	Comments
<p>Proactive Patrol Requirements</p>	<ul style="list-style-type: none"> • “Proactive time” is defined as all other activity not in response to a citizen-generated call; it occurs during the shift when officers are not handling calls and have completed other necessary tasks, and it includes items such as traffic enforcement, directed patrol, and bike and foot patrol. It is also sometimes referred to as “uncommitted” time, but this is somewhat of a misnomer, as it only means the time not committed to handling community-generated calls for service. Clearly, there are other tasks required of patrol officers. • The department should have clearly defined uses for proactive time, i.e., officers should know what they are expected to do with their time when not responding to calls for service. This may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, or visiting schools or parks. • The proactive element of field patrol should make up between 40% and 50% of an officer’s day (on average); it will be discussed in detail later in this report.
<p>Problem Identification and Resolution</p>	<ul style="list-style-type: none"> • Effective proactive patrol for municipal law enforcement requires the identification of problems and issues (e.g., effective crime analysis), the development of an action plan to address issues as they arise, implementation of the potential solution, and regular evaluations to determine whether the approach successfully addressed the issue. • This approach should be used on criminal, traffic, and other quality of life problems reported to the department or discovered by officers during the course of their patrol duties. • Officers have the primary role in accomplishing proactive tasks, field projects (e.g., problem-oriented policing), etc. • Formal and informal mechanisms for capturing and evaluating information should be used. Officers and supervisors should be primarily responsible for this, but managers must also have involvement and oversight.
<p>Management of Patrol Resources</p>	<ul style="list-style-type: none"> • Patrol supervisors and managers must take an active role in management of their shift and the patrol resources. This includes developing and utilizing management reports that accurately depict the activity, response times to calls for service, and the variety of current issues and problems being handled by patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring, as much as possible, that patrol staffing is matched to workload and that patrol beats or sectors are designed to provide an even distribution of workload. • This also includes matching resources to address issues in a proactive manner. This may include shifting beats to free staff to handle special assignments, assigning officers to targeted patrols, assigning traffic enforcement issues, etc. • Staffing should be related to providing effective field response to calls for service, provision of proactive activity, and ensuring both officer safety and safety of members of the public. • Supervisors should be both an immediate resource to field officers (for advice, training, backup, interpersonal skills) and “field managers” (managing call response); there are also required administrative functions that must be performed.

Management Task	Comments
Measurement of Success and Performance	<ul style="list-style-type: none"> • Data should be used to plan and manage work in Patrol and other fieldwork units. • Effective field patrol should be measured in multiple ways to ensure that the department is successful in handling multiple tasks or functions. • Examples of effective performance measurement include response time, time on scene, number of calls handled by an officer, backup rate, the traffic enforcement index (citations/warnings plus DUI arrests divided by injury plus fatality accidents), and overall level of crime and clearance rate. • Managers and supervisors should track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one tool to ensure that services are effective and efficient.

Table 14 summarizes the basic elements of an effective patrol service in a community, providing both reactive field services (response to community-generated calls for service) and proactive work by field officers when they have time available. During these times of limited or decreasing budgetary resources, it becomes critically important for managers of the patrol function to make the best use of officers' time to provide effective policing and to meet community expectations.

The following bullet points summarize the key elements identified above in the effective provision of field patrol services:

- Effective municipal law enforcement requires a field patrol force that is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.
- This requires that the department balance personnel, resources, and time to handle both of these types of law enforcement. Between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent on specific proactive patrol activities, other self-initiated tasks, or community policing activities.
- When an officer has a block of time available (e.g., during a slow day), the activities planned/conducted during this time should be part of a patrol plan and not left unstructured and random. Effectively addressing issues in the community requires tasks be accomplished as part of a plan, addressing specific problems in predetermined ways. The plans should be overseen by management but planned and accomplished at the officer/sergeant or "squad" level.
- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine whether the efforts made have been effective.

These basic elements represent the primary ingredients of effective and efficient municipal field law enforcement in the United States in the twenty-first century.

Patrol “proactivity” is a very important part of field operations in communities such as Huntington Beach, where the call for service volume can vary significantly during hours of the day and between winter and summer seasons. During certain hours and months, very little time may be available for proactive initiatives, while on other days significant time may be spent on directed and officer-initiated activity. Planning and establishing patrol goals and specific proactivity targets are important for effective management of a patrol operations force and to ensure that patrol officers are being used to accomplish desired tasks in meeting established goals. In most communities, the expectations placed on the police department to ensure a safe and orderly community are relatively high. Effectively managing proactive tasks of all field personnel is one significant method to demonstrate the department is taking the necessary steps toward the goal of creating and/or maintaining a safe community.

Factors to Consider in Establishing Patrol Staffing Levels

The project team uses an analytical approach to determine the staffing level required in a community such as Huntington Beach. The approach is characterized by several key factors that provide the basis for objective evaluation of a police department’s patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees), as well as providing sufficient time for proactive activities such as preventive patrol, traffic enforcement, and addressing ongoing issues/problems in a given neighborhood.
- Staffing is dependent on the time that officers are actually available to perform the work required of the patrol function. In this evaluation, leave hours usage and time dedicated to administrative functions are examined.
- The number of patrol staff deployed should be the result of policymakers (City Council and City Manager) selecting a level of policing that is desired by the community. Establishing a targeted average level of proactive, or uncommitted, time is an effective method to determine the policing level that will be provided and also gives guidance to the police chief.
- The project team’s analysis does not include the utilization of ratios such as officers per thousand residents because it does not account for the unique characteristics of communities (e.g., demographics, workload, unique community needs, deployment). Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing.

The project team's approach is supported by the International Association of Chiefs of Police (IACP) that views officer per thousand ratios as "totally inappropriate as a basis for staffing decisions"¹¹.

Other significant factors for policymakers to consider when determining staffing levels include, but are not limited to, the following:

- The type, severity, and volume of crime in a community.
- The ability of the police department to meet response time goals to calls for service and to solve crime.
- The desired level of police department involvement in providing nontraditional police services such as neighborhood problem solving, graffiti removal, community meetings and events, and teaching/role modeling in the schools.
- The desired level of proactive efforts such as traffic safety and parking enforcement, narcotics enforcement, enforcement of vice crimes such as prostitution, and liquor laws.
- Providing for basic officer safety and risk management of a patrol force. In some police agencies, primarily smaller ones, the desired level of proactive time may not be the primary measure to determine the minimum number of patrol officer positions needed. It may be driven by officer safety concerns and the need to provide reasonable community coverage 24 hours a day, seven days a week. For example, a staffing level needed to meet basic officer safety concerns may result in a proactive time that may be significantly above the 50% level for a portion of the day (typically the early morning hours).

The current Huntington Beach General Plan (1993) has a goal of maintaining a ratio of 1.5 officers per 1,000 residents. The project team recommends removing staffing goals from the General Plan, because the General Plan is not frequently updated and is not an appropriate document for inclusion of department staffing or performance measurement goals. Additionally, the staffing goal has not been adhered to (the current ratio is .92 officers per 1,000 residents based on the 2012 population) and is not an appropriate goal for the reasons listed above. A more appropriate goal would be to establish a targeted proactive time level as described below, but if established, the goal should be located in another document rather than in the General Plan.

The following summary is provided in order to illustrate the implications of various proactive time levels:

¹¹ International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

- A proactive time level of 25% or less reflects a patrol staff that is essentially fully committed most of the time (except during the low CFS hours of the day); this is due to CAD system not capturing all work tasks or administrative duties that are performed by officers. At this high level of committed time (or low proactive time level), the average travel times to high priority community-generated calls for service may be above 8 or 9 minutes and on-scene times may be below 30 minutes due to calls “stacking” and the need to respond to other incidents. This may not be enough time to conduct a thorough investigation of the incident or provide a high quality level of service.
- At this level, during most hours, officers will be responding to CFS and will not have time for any consistent proactive or project-oriented activity. The blocks of time will be generally too short (less than 20 minutes) to allow meaningful targeted patrol, working on beat projects, or neighborhood issues.
- A 40% proactive time level is generally sufficient to provide blocks of time during most shifts when officers can conduct targeted patrol and identified beat projects to address community issues. Average travel times to high priority community-generated calls for service should commonly be less than 6 minutes and on-scene times should commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- A 50% proactive time level will allow a patrol force on most workdays to have several hours during their shift to conduct targeted patrol, specific projects to address community issues, and other officer-initiated activities. Average travel times to high priority community-generated calls for service should commonly be less than 5 minutes and on-scene times should commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- Proactive time levels above 50% may provide a challenge to supervisors to keep officers busy with meaningful work and engaged in the job. For communities that do have this high level of proactive time, it is important to plan for productive work and measure the results.

Each community can choose an appropriate target level of proactive time desired for its patrol staff based on its unique needs, available funding, and policing model. An overall average proactive time level of 40% to 50% is a reasonable target/goal for a community that desires a patrol force which can provide a consistent level of proactive services to the community. Policymakers should determine the policing level for their community and understand the impacts of higher and lower proactive time levels. Higher targeted proactive time levels will require more staff but also ensure that the police force is able to provide a higher level of service to the community through proactive policing and will also allow patrol officers to be more involved in issues/problems in the neighborhoods in which they serve.

Communities with a proactive time level above 50% have the luxury of patrol staff handling more community problems/issues and unique needs. However, in these situations it is very important for patrol managers to plan the use of proactive time to accomplish identified needs. This requires that officers and sergeants make good use of their available proactive time and have accountability measures in place for evaluation. Sergeants and officers on a given shift should be involved in determining individual productivity goals, receive regular feedback from their supervisor, and measure accomplishment of those goals throughout the year as part of the department's performance evaluation and accountability system. With this system, supervisors should be provided regular (i.e., monthly) statistical reports showing each individual officer's productivity, such as reports written, investigations conducted, arrests made, field contacts (e.g., vehicle and pedestrian stops), citations or warnings issued, foot patrol, problems/issues addressed on their beat, community meetings attended, and the number of calls for service handled. This information can and should be part of the information used by the supervisor to evaluate an officer's overall performance for the month and year.

It is important to note that any evaluation of an officer's performance should not just be from quantitative statistical/productivity measures but also must include qualitative measures. Personnel accountability is important, but truly effective policing is achieved by developing engaged employees who have a positive attitude, build relationships with community members, project a positive image of the department, and provide other intangibles to the community resulting from their motivation to serve people.

Policymakers should use the above factors to determine appropriate staffing levels for all functions within the police department. The goal of a patrol staffing analysis is to ensure sufficient patrol resources on duty 24 hours a day and available to providing a high level of service to the community. The ability of the police department to achieve a high level of service depends on knowing and evaluating the community demand workload—the number of community-generated calls for service, reports, and bookings of arrested persons. These are the factors used by the project team to evaluate the number of patrol officers needed in a community to achieve a staffing level that will provide the level of pro-activity desired by a community.

Recommendation:

Adopt an average proactive time target of 40% as a targeted goal for the department.

Data Used to Conduct Staffing Calculations

The project team calculates proactive time in law enforcement agencies using a mixture of known data combined with several assumptions. The items listed in Table 15 provide a brief description of the basis for this calculation for the City of Huntington Beach.

Table 15, Reactive Factors Used in Officers' Time Calculations

Reactive Factors in Officers' Time Calculations	Summary
Calls for Service	Actual call data obtained from the CAD system allowed the project team to determine the number of community-generated calls for service (reactive time of patrol officers).
Call Handling Time	Generally, an average call handling time of approximately 30 minutes is needed to efficiently and effectively handle a community-generated call for service. The handling time includes an officer's travel time and on-scene time, not including report writing time. A handling time higher than 40 minutes may indicate patrol officers are not processing calls for service in a timely manner; a handling time lower than 20 minutes indicates officers may not be providing an appropriate amount of attention to all calls for service.
Backup Frequency/Number of Units per Call	An average of 1.4–1.6 patrol units responding to handle a community-generated call for service; the HBPD's rate is higher at 1.67.
Duration of Time On Scene by Backup	An average of 75% (or less) of the primary/initial unit's handling time for backup officers is not excessive and is used absent specific CAD data for backup officers.
Number of Reports	This number is based on the number of community-generated calls for service. For most incidents requiring a report, the officer will gather preliminary information while on scene handling the call and spend additional time later in the shift, at the end of the shift, or the next day. The project team's experience with other municipal law enforcement agencies demonstrates that some type of report is written to document the incident on approximately one-third of the community-generated calls for service. For this project, the actual number of reports written by officers will be used.
Time to Complete a Report	An average of 45 minutes is used to determine the time required for completing incident reports resulting from a call for service or self-initiated activity; this time is included as part of reactive workload time. The actual report writing time is not captured by the CAD system.
Number of Arrests	The actual number of arrests for 2013 was used.
Time to Complete an Arrest	An average of the actual time it takes for an officer to book an arrestee at the police department or the jail facility. This time is included as part of reactive workload time. The project team used an average of one hour per arrest in order to account for the travel and processing time required to book a prisoner into the jail.
Available Time of Officers/ Officers on Duty	This number used in the calculations is the average number of all leave hours (e.g., vacation, sick, long-term disability, military) used by patrol officers deducted from the total paid hours in a year to obtain the actual hours that an officer is working.

Reactive Factors in Officers' Time Calculations	Summary
Availability of Supervisors to Handle Field Workloads	The staffing needs analysis determines the appropriate number of officers needed to handle the community-generated calls for service. Sergeants are not included as primary responders to calls for service. This is appropriate, as sergeants should primarily be responsible for supervision, oversight, and other tasks, and not primarily used for response to calls for service.

Using this data and targets, the project team will calculate the current level of proactive time for the department. This approach provides managers and policymakers with an easily understood measure of the capability of the Patrol workforce to provide proactive law enforcement (the time left over once calls for service, related workload, and administrative tasks have been handled). The detailed analysis and calculations of overall patrol officer committed time and proactive time for various hours of the day are provided later in this report.

This use of this method circumvents the occurrence of significant problems that commonly occur in other comparative staffing models (e.g., the officers per thousand ratio, mentioned above) that do not take into consideration the workload for patrol officers generated by the community served. This approach also provides a methodology that can easily keep pace with the future growth of the city (by factoring in a percentage growth in call for service demand). Finally, this approach allows managers and policymakers to select a proactive time target (e.g., an average 40% or 50% proactive time level) and to base total patrol staffing on a combination of the work that must be done (i.e., community-generated calls for service) with the proactive time level that is desired. The following is a summary of the model's use and key analytical points:

- The model makes specific provision for proactive time targets.
- The model can be used at any level of detail, i.e., staffing levels can be calculated for specific times of day or for specific geographical areas.
- The model uses commonly available data:
 - Gross and net officer availability hours (proactive time).
 - Calls for service counts and the time committed to these calls.
 - Related additional workload, including report writing and time spent booking arrestees.
 - Administrative tasks, such as time spent in briefing at the beginning of a shift, breaks, vehicle maintenance, and other tasks during a shift.

The project team used this approach in conducting the staffing calculations from calendar year 2013 call for service data.

Important Factors Regarding CAD Data and the Calculation of Committed and Proactive Time Levels

The use of CAD data to calculate patrol officers' work tasks will not capture all of the duties and tasks performed by officers during their shifts due to human error and incomplete data in the CAD call for service records (e.g., missing time stamps, the fact that sometimes officers do not report a task they are doing to Dispatch resulting in missing logs, sometimes dispatchers do not track all patrol tasks). This is especially true in the first year of a thorough analysis of CAD call for service data and will be true for subsequent years unless the agency makes concerted and consistent efforts to improve accuracy. This is not unique to Huntington Beach; the project team has found that this is common in other law enforcement agencies' data. The project team estimates that approximately 10% of an officer's time spent on job-related tasks is not tracked in the CAD system record and must be considered when reviewing the committed time level in the CAD data analysis in order to obtain a more accurate percentage of officers' overall workload. (Note that 10% is applicable to Huntington Beach, but it was not specifically derived from the Huntington Beach CAD data; it is a general number applicable to all police departments.)

PATROL OPERATIONS COMMITTED AND PROACTIVE TIME IN 2013

The workload required during various hours of the day (committed time) and the resulting proactive time level of a patrol staff are the most significant factors in determining the staffing needed to achieve the level of service desired by a city. Other significant factors to consider while determining the deployment of police resources include consideration of the minimum number of officers needed to maintain basic safety of the force, as well as the ability of the department to handle the normal peak workload hours of the day.

It is important to have a clear understanding of what is included in the committed time and proactive time calculations. Committed time includes the time required to respond to and handle community-generated calls for service, make arrests, book arrestees, write reports, and complete other tasks related to a call for service. Proactive time is the amount of officers' work hours remaining, expressed as a percentage of work hours, after handling the community-generated workload.

Assumptions Utilized in Calculating Committed and Proactive Time

The workload criteria and analytical assumptions utilized to calculate and analyze a patrol officer's committed time are listed below.

- The actual community-generated calls for service handled by patrol officers (not including Traffic Units) obtained from CAD data totaled 52,539 for 2013. This number excludes all officer-initiated activities (such as traffic stops), backup unit

responses to a call, administrative activities, and calls cancelled prior to an officer being dispatched.

- Meals and other breaks are taken evenly across all hours of a shift.
- The volume of calls for service throughout the day (expressed as a percentage for each 4-hour time period) was used to allocate the number of reports written and arrests made.
- Personnel are available on an average hourly basis (i.e., there are no heavy or light shift days in the model).
- Officers are at work an average of 1,747 hours per year to provide all field services. This takes into account the various leave usages (e.g., vacation, sick) and on-duty training hours; deducting hours for administrative tasks performed reduces time allotted to call handling and officer-initiated activities to 1,509 hours annually.

The resulting calculation shows the average level of an officer's time committed to handling calls for service and also the percentage of proactive time during a shift when he or she is available to perform preventive patrol and provide general proactive policing efforts in the field—targeted patrol to address a specific problem, visiting schools, traffic enforcement, foot patrol, and other tasks initiated by the officer or directed by the officer's supervisor.

The Percentage of Proactive Time Varies Throughout the Day

An overall percentage for committed and proactive time in 2013 was calculated, but because the percentages vary significantly throughout the day, calculations are also shown in 4-hour time blocks. This clearly illustrates the availability or unavailability of patrol staff during various times of the day.

The average number of officers on duty during a 24-hour period was taken from Table 4. The average call handling times of 39.8 minutes for the primary (first) officer and 38.2 minutes for the backup officer(s) were used in this calculation. Report writing time was estimated at 45 minutes per report. Huntington Beach officers also book prisoners in the jail and transport prisoners to the Orange County Jail; one hour was used as the average estimated time required to book a prisoner and the total transport time from the CAD data was used to determine the time officers spent transporting prisoners.

Table 16 shows the committed hours for patrol officers in handling calls for service and the related workload (report writing, booking prisoners); officer-initiated activity is not included in this table. Administrative time was estimated at 120 minutes per shift for officers and 240 minutes for sergeants.

Table 16, Calls for Service Workload in 2013

	0000– 0400	0400– 0800	0800– 1200	1200– 1600	1600– 2000	2000– 2400	Total
Patrol Staff Allocation	19.5%	16.3%	11.0%	13.8%	15.6%	23.8%	100.0%
Hours Staffed	29,159	24,361	16,410	20,685	23,255	35,571	149,456
Administrative Time	3,379	2,823	1,902	2,397	2,695	4,122	17,318
Available Work Hours	25,780	21,538	14,509	18,288	20,561	31,449	132,138
Calls for Service (CFS)	6,546	4,272	8,046	10,070	11,617	11,988	52,539
Percentage of Total CFS	12.5%	8.1%	15.3%	19.2%	22.1%	22.8%	100%
First Officer Minutes/CFS	39.8	39.8	39.8	39.8	39.8	39.8	39.8
First Unit Hours	4,347	2,837	5,343	6,687	7,714	7,961	34,889
Backup Unit Responses	7,413	4,838	9,112	11,404	13,156	13,577	59,501
Backup Minutes/CFS	38.2	38.2	38.2	38.2	38.2	38.2	38.2
Backup Officer(s) Hours	4,719	3,079	5,800	7,259	8,374	8,641	37,872
Reports Written	1,991	1,300	2,448	3,063	3,534	3,647	15,983
Report Writing Hours	1,494	975	1,836	2,298	2,651	2,735	11,987
Bookings	657	429	807	1,010	1,165	1,203	5,271
Booking Hours	657	429	807	1,010	1,165	1,203	5,271
Total Committed Hours	11,216	7,320	13,786	17,254	19,904	20,540	90,019
Total Proactive Hours	14,564	14,219	723	1,034	656	10,909	42,119
Committed Time Percentage	43.5%	34.0%	95.0%	94.3%	96.8%	65.3%	68.1%
Proactive Time Percentage	56.5%	66.0%	5.0%	5.7%	3.2%	34.7%	31.9%

In 2013, patrol staff spent an overall average of 68% of their on-duty hours handling community-generated calls for service and the related workload, resulting in an overall average of 32% of the shift available for proactive time. It is important to add an additional 10% to the committed time percentage for work not captured by CAD to these totals. This results in an overall daily average of 78% committed time and 22% proactive time.

The committed time level above 90% between the hours of 0800 and 2000 is extremely high and results in almost no proactive time available to officers; they will generally only have time to respond to calls for service and other urgent tasks. It also means that time for administrative tasks will be reduced to meet the workload demand of calls for service. This level of committed time is one of the highest levels of committed time the project team has seen in over 200 studies of law enforcement agencies throughout the United States.

One minor change that should be evaluated which will provide some minor improvement to the daytime proactive time level is adjusting the start time of day shift to 0635 or 0705 hours to balance the workload and increase the level of proactive time for one hour later in the afternoon. The project team recommends that the department review the feasibility of making this change.

It is important to review the differences in committed time for the various time periods of the day, as they vary by over 50 percentage points. The busiest hours of the day for the HBPD (and almost all other police agencies) are the daytime hours from 8:00 a.m. to 8:00 p.m. In Huntington Beach, approximately 57% of calls occur during these hours, and officers' committed time during these hours was approximately 94%, leaving an average of 6% of their time available for proactive activities (administrative time is already included). This pattern is typical for police departments; a higher volume of daytime calls results in a higher level of committed time during the day. Correspondingly, a lower volume of nighttime calls results in a lower level of committed time and a higher level of proactive time.

High levels of proactive time from midnight to 8:00 a.m. require that during these hours a significant portion of officers' proactive time is used to conduct prescribed, productive tasks (as opposed to taking on random tasks without a plan or anticipated results). These planned activities should not include exclusively enforcement activities, but also qualitative tasks, such as visiting businesses, patrolling on foot, addressing specific beat problems/issues, and other activities wherein officers may reach out to and meet members of the community. Obviously, some of these proactive activities are limited by the hour of the day.

Patrol officers working the busiest hours of the day (8:00 a.m. to 8:00 p.m.) will have very little time to perform preventive patrol and other community policing activities. These tasks will only regularly be accomplished by specialty units that are on duty during these hours.

Ideally, police managers would deploy staff to provide an even balance between committed and proactive time for all hours of the day. However, officers work a fixed 11-hour, 25-minute shift with regularly scheduled days off. Frequently, it is not possible to match the staffing level to the workload, as workload can vary significantly throughout the day and by day of week. The fixed schedules used by all police departments do not allow a police manager the ability to reduce the staffing level during a "slow" night or to routinely call in additional officers to work if a shift becomes busy.

Each police department also should establish a minimum staffing level as part of a reasonable risk management plan. Even during the hours when the call volume is normally low, a minimum number of staff must be on duty to meet officer safety concerns, respond to calls that do occur, and have the ability to handle a critical incident (which may also require the assistance of officers from another agency). The minimum staffing level is especially important during the nighttime hours when no other police personnel (such as detectives) are available to provide additional assistance quickly.

The information provided by the CAD data workload analysis provides police managers with valuable information regarding workload demand, but these calculations are only part of the information needed to determine an appropriate staffing level. When making projections regarding patrol staffing needs, the second and third year of CAD data analysis will begin to reveal a historical trend and more reliable analytical workload data results. In subsequent years, the Huntington Beach Police Department should continue to evaluate and conduct data analysis to determine whether the workload, performance, and productivity of its staff are at acceptable levels.

Other factors that should be considered when determining a staffing level include the expectations of patrol officers to be engaged in proactive patrol and targeted patrol tasks (e.g., traffic safety enforcement, security checks, foot patrol, addressing identified community concerns, school visits), community policing efforts during regular patrol shifts, the frequency of emergency calls of a serious nature, actual critical incidents, availability of mutual aid, the level of criminal activity, the number of new officers in the field training program, general community safety perceptions/concerns, prudent risk management considerations, recommendations from police department management based on their experience, additional tasks that may be required of Patrol in the near future, and a staffing level that reasonably meets officer safety requirements. In this context, officer safety concerns are addressed by establishing a minimum staffing level that is adhered to notwithstanding the workload demands of calls for service.

An example is the establishment of a minimum staffing level for nighttime hours. Although the workload level is generally low and the proactive time level is very high (approximately 50% from midnight to 8:00 a.m.), a minimum number of patrol officers are reasonably required to be assigned to the night shift to provide adequate coverage for the city, meet officer safety needs, handle the average call workload, and have the ability to handle at least one critical incident, typically requiring four to six officers and a sergeant.

Finally, it is important to note that this is the first evaluation of Patrol workload, and again, the CAD data does not capture all of the patrol officers' work. Improving CAD tracking of officers' time will provide more accurate data, and this same workload analysis should be conducted in 2014. This will augment the degree of confidence that the results closely reflect the actual patrol workload time commitment. The workload analysis in the second and subsequent years will also show workload trends that will assist managers in making staffing deployment decisions.

Recommendations:

Annually review patrol staff workload for each 4-hour time block to ensure that a reasonable number of proactive hours are available throughout the day.

Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. The patrol captain, lieutenants, and sergeants should

coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift.

Evaluate the feasibility of adjusting the start time of the day shift to 0635 or 0705, reducing the level of proactive time in the morning and increasing it one hour later in the afternoon.

ANALYSIS OF WORKLOAD AND PERSONNEL STAFFING REQUIREMENTS FOR PATROL

The tables in the previous section described the current patrol staffing level and the number of hours required to handle the community-generated work (calls for service, reports, and bookings) in Huntington Beach. This section utilizes this data to evaluate the staffing level needed at the average of 45% proactive time and for targeted 40% and 35% proactive time levels. The results of these staffing level projections are discussed in the context of the total workload, specific expectations of the patrol officers during their shift to conduct significant officer-initiated activity and assigned officer-initiated tasks (e.g., security checks), and the overall service level desired in Huntington Beach.

Table 17 uses the employee and workload data to calculate the number of officers currently required to handle the community-generated workload, attend training, and perform necessary administrative tasks. The table also includes projections for the next 10 years (showing the years 2018 and 2023) based on a 1.5% annual increase in workload.

Table 17, Ten-Year Staffing Projections for Patrol Operations

Staffing Projections Based on Workload	2013	2018	2023
1. Community-Generated Workloads			
Calls for service (one year)	52,539	55,763	60,073
Handling Time – first unit from dispatch until officer clears call	34,889	37,030	39,892
Handling Time – backup officers	37,872	40,196	43,302
Total Time for Report Writing	11,987	12,173	13,706
Time to Book & Transport Prisoners	5,271	5,594	6,027
Total Time Needed to Handle Workload	90,019	95,543	102,927
2. Additional Hours for Preventive Patrol & Officer-Initiated Activity			
To Provide 45% Proactive Time Level	73,652	78,172	84,213
To Provide 40% Proactive Time Level	60,013	63,695	68,618
To Provide 35% Proactive Time Level	48,472	51,446	55,422
3. Total Time Required for Reactive & Proactive Work			
To Provide 45% Proactive Time Level	163,671	173,715	187,140
To Provide 40% Proactive Time Level	150,032	159,239	171,545
To Provide 35% Proactive Time Level	138,491	146,989	158,349
4. Availability of Staff			
Annual Paid Work Hours	2,078	2,078	2,078
Leave Hours (vacation, sick, WC, etc.) and On-Duty Training	331	331	331
Administrative Tasks – 90 minutes per shift	228	228	228
Net Available Hours	1,519	1,519	1,519
5. Officers Required to Handle Workload			
To Provide 45% Proactive Time Level	107.7	114.4	123.2
To Provide 40% Proactive Time Level	98.8	104.8	112.9
To Provide 35% Proactive Time Level	91.2	96.8	104.2

Table 17 shows the minimum number of officers required to handle the call for service workload and administrative tasks at the various proactive time service level targets for the current workload (2013) and projected workloads in 2018 and 2023.

A targeted 35% proactive time service level (higher than the HBPD 2013 proactive time level of 32%) currently requires approximately 91 officers. This is the minimum number of patrol officers needed in Huntington Beach, an increase of seven officers above the current 84 funded positions.

However, the project team believes that a targeted 40% proactive time level is a reasonable target for communities such as Huntington Beach that desire time for patrol officers, even during the busier times of the day (0800–2000) to regularly engage in preventive patrol, traffic enforcement, and other proactive activities. The department

should try to achieve this staffing level over the next several years; it will require a patrol staffing level of 99 officers, assuming that the workload related to calls for service remains the same. Most of any additional positions should be assigned between the hours of 8:00 a.m. and midnight to provide additional staffing where it is most needed.

The funded Patrol staffing level during 2013 was 84 officers but the department only had a staffing level of 76 officers most of the year. Positions were vacant because of a lack of hiring in recent years due to budgetary restrictions and officers off on various types of leave (disability leave, sick leave, military deployment, etc.) resulting in an actual staffing level below 76 officers (described earlier in this report). The department has been able to recruit and hire additional officers, which should allow the HBPD to attain the currently funded staffing level of 84 officers in 2014.

The projections for the next 10 years show that the department will need 105 patrol officers in 2018 and 113 patrol officers in 2013 to provide a service level targeting 40% proactive time. The project team used an average annual workload increase (calls for service, reports, bookings and prisoner transportations) of 1.5%. However, workload does not always increase each year and there may not be a consistent workload increase in Huntington Beach over the next 10 years. Additional factors affect the overall number of workload hours, including a possible reduction in the average time it takes to handle a call for service by either the primary officer, backup officers, or both. The department should annually monitor the workload and make adjustments to these projections as necessary.

One significant additional issue impacts the Patrol staffing level: During the summer months, one sergeant and eight officers are reassigned from Patrol to work the beach area. These work units perform valuable functions, but the result is lower staffing on patrol for approximately four months of the year. The only realistic option to provide additional staffing during these months is to backfill some of the positions with overtime. The HBPD is funding backfill overtime to meet the additional need for staffing on patrol. However, particularly during the last half of the summer, it is difficult to find officers to work the overtime, as they have grown tired of the extra work hours. In some cases, the department has ordered officers to work to be able to meet minimum staffing levels. The need to order officers to work is an indication that there is too much overtime available for officers and anecdotal evidence that the overall staffing level is too low. An increased staffing level will somewhat mitigate the reassignment of the eight officers from Patrol during these months and reduce the number of overtime hours needed.

Recommendations:

Review the Patrol workload for a second year (using calendar year 2014 CAD data) to determine the workload level demands and the level of officer-initiated activity; continue annual reviews of Patrol workload.

Increase the current patrol officer staffing level by seven officers to a total of 91 officers as soon as possible.

Over the next three years, if funding becomes available, increase patrol officer staffing by an additional eight officers, to 99 officers, to provide a 40% proactive time level on patrol. These positions should be assigned between the hours of 0800 and midnight.

Annually review the workload projections for Patrol and revise as necessary the staffing that will be needed in 2018 and 2023.

UNIFORM DIVISION – TRAFFIC/AERO BUREAU

This bureau is composed of the Air Support Unit, the Traffic Enforcement Unit, and the Parking Enforcement Unit. The bureau is staffed with one lieutenant, four sergeants, 23 officers, two helicopter mechanics, one parking control supervisor, 16 parking control specialists, and one records specialist.

Air Support Unit

The Air Support Unit is based out of the heliport facility and serves as the home base for this unit. One sergeant, six officers, and two helicopter mechanics staff this unit. All seven of the sworn personnel are pilot positions (one officer is new to the unit and still in training). Eight additional HBPD officers have received training to function as tactical flight officers in the helicopter. These are observer positions available to the Air Support Unit when additional personnel are needed for the flight schedule.

Air support units are beneficial for a city but also expensive to operate, as the capital costs are significant and the training required for personnel is extensive. Helicopters benefit a police department by providing an overhead view and information for officers on the ground during incidents and events. The routine preventive patrol provides a general “order maintenance” effect, similar to preventive patrol of officers in vehicles. Additional benefits of a helicopter include possible prevention of crime due to the presence of a helicopter on proactive patrol,¹² a reduction in the number and length of vehicle pursuits and a possible increase in the frequency and speed in apprehension of fleeing suspects¹³ (reducing the number of officer hours involved in maintaining a perimeter and searching for a wanted suspect), and the ability of a field commander to have an “eye in the sky” for effective deployment of resources during large events (e.g., the US Open of Surfing) and where large crowds are gathered.¹⁴

The Air Support Unit works 10-hour shifts and has a goal to be in the air 5 hours each shift. In addition to providing air support for the Huntington Beach Police Department,

¹² Applicability of a Helicopter Patrol Procedure to a Diverse Area – A Cost Benefit Evaluation, National Criminal Justice Reference Service, 1980, R.E. Kichner; a study of the effectiveness of helicopter patrol in the reduction of burglaries in Nashville, Tennessee.

¹³ P.U.R.S.U.E.: The Training Video, Police Chief Magazine, 2007, Richard Ashton, and Helicopters in Pursuit Operations, National Institute of Justice, 1998, Geoffrey Alpert.

¹⁴ Civil Disturbance Readiness, Police Chief Magazine 2012, Jerry Harper.

the Air Support Unit provides daily helicopter patrol over the cities of Newport Beach and Costa Mesa, which contract with the HBPD to provide daily helicopter patrol over their cities of 2.7 hours and 1.2 hours, respectively. Huntington Beach receives an average of approximately 1.1 hours. Contracting air support services to other cities allows Huntington Beach to subsidize some of the costs of this unit, which is an effective way to provide air support for all three communities.

Huntington Beach has essentially regionalized a high cost law enforcement service, which is supported by the project team. Regionalizing services where possible is an organizational best practice in law enforcement, as it provides a higher level of service at a lower cost for each city. The Air Support Unit providing services for Newport Beach and Costa Mesa is reasonable, but providing helicopter service to additional communities could not be expanded without increasing the number of daily flight hours.

Traffic Enforcement Unit

The Traffic Enforcement Unit comprises the Accident Investigation Unit and the Motor Unit. Total staffing for this group is three sergeants and 17 officers. All three sergeants report directly to the Traffic/Aero Bureau lieutenant.

The Accident Investigation Unit is staffed with one sergeant and three officers. One of the officer positions is grant funded to provide enforcement of driving under the influence laws; this officer is assigned exclusively to these duties. The sergeant and other two officers are responsible for the review and quality control of traffic accident reports, conducting follow-up of hit and run accidents, maintaining the department's accident statistics, and overseeing the department's traffic-related grants.

The Motor Unit is staffed with two sergeants and 14 officers. They work two shifts and provide coverage from 6:00 a.m. until 11:30 p.m. during the week, and until 1:30 a.m. on Friday and Saturday nights. They are assigned to ride motorcycles, and their primary tasks are to provide enforcement of the traffic safety laws and investigate traffic accidents involving an injury or a fatality.

Traffic Units were the primary call handling unit for 6,566 calls for service in 2013. As shown earlier in this report each CFS took approximately 39.8 minutes (travel and call handling time). This equals a total of approximately 4,355 hours, or 16.9% their annual work hours that Traffic Units responded to and handled calls for service.

The project team believes that the current staffing level for the Accident Investigation Unit and Motor Unit is reasonable for a city the size of Huntington Beach.

Parking Enforcement Unit

This unit is staffed with one parking control supervisor, 16 parking control officers, and one records specialist. During the summer months, the City employs an additional six

temporary parking control officers to handle the extra workload due to the increase in vehicle traffic and tourists in the beach areas.

This unit is responsible for the enforcement of parking regulations, assisting Public Works with clearing the streets for street sweeping and marking, tagging, and towing abandoned vehicles, including the related paperwork required by the State for reimbursement to the City. The records specialist is also responsible for the data entry of all traffic tickets written by police officers, computer entry of all private property tows, and the processing of appeals for parking tickets.

UNIFORM DIVISION – SPECIAL ENFORCEMENT BUREAU

This bureau is composed of the Directed Enforcement Team and the Special Enforcement Team and staffed with one lieutenant, two sergeants, and 18 officers. The lieutenant supervises the sergeants and their activities and also has responsibility for the coordination and oversight of special events in Huntington Beach. This includes the US Open of Surfing championship, the July 4 parade/run/fireworks event, and the AVP Volleyball tournament each year. These are significant events for the HBPD and involve significant scheduling and coordination of all work units in all three divisions. The lieutenant has significant involvement with the downtown business association in the planning and coordination of these events, as well as other special projects such as the installation of security cameras in the downtown area. This position also serves as the liaison or contact point for neighborhood associations and the City's Economic Development Committee.

Special Enforcement Team (SET)

This unit is staffed with one sergeant and eight officers who are assigned to work exclusively in the downtown area or at the Bella Terra Mall. Two officers (reduced from a four officer detail due to reduction in the PD budget) are assigned to work at the mall during the afternoon and evening hours from Wednesday through Saturday. They provide high visibility patrol and handle thefts and other incidents that occur at the mall.

The six officers assigned to the downtown area also provide high visibility patrol for order maintenance purposes. The downtown area has a number of bars and establishments that serve alcoholic beverages, and it is common, especially during the warm weather months, for people to become disruptive and involved in fights. The officers' presence is intended to provide quick intervention for observed or reported incidents of disruptive or criminal behavior. The officers also visit businesses selling alcohol to ensure they operate within the confines of their permit issued by the California Department of Alcoholic Beverage Control (ABC). Additionally, after the main working hours of this unit patrol officers, from 0200-1200 hours, are automatically and routinely dispatched by the CAD system at specified intervals to respond to the downtown area for the purpose of providing high visibility foot patrol.

The downtown area attracts homeless persons. The officers in this unit have been involved in a project to identify persons who are homeless and to determine the availability of programs or assistance in helping them obtain health or other human services and/or permanent housing.

This unit provides an important proactive function and maintains order in the city's downtown. The area is a local and tourist destination; therefore, it very important for the City to ensure that both residents and visitors perceive the downtown as safe. The SET officers are responsible to ensure the crime rate is low and the perception of safety is high, thereby providing a good environment that attracts businesses and visitors to this area.

Directed Enforcement Team (DET)

This unit is staffed with one sergeant and four officers who provide a wide range of proactive enforcement and problem solving.

The Directed Enforcement Team also conducts proactive crime-related operations involving surveillance and obtaining/serving search warrants and arrest warrants. The unit also addresses longer-term police-related problems in the community, code enforcement violations, and quality of life concerns of businesses or residents.

The DET receives and responds to complaints regarding houses where drugs are suspected of being sold, conducts undercover prostitution operations, conducts site visits to ensure compliance with massage parlor permits, and enforces ABC laws in businesses selling alcoholic beverages. The DET often works alone but coordinates with the Gang Unit, the SET, and Patrol for assistance as necessary.

The DET is also tasked with addressing longer-term problems, enforcement of city codes, and other quality of life issues reported by members of the public. These include complaints regarding barking dogs, graffiti, homeless encampments, and neighborhood disputes. The DET also works with the involved parties to resolve problems caused by tenants of apartments/houses that disrupt a neighborhood. The sergeant is a member of the City's Public Nuisance Task Force, a multidisciplinary team that responds to ongoing code enforcement problems and issues.

Similar to the SET, the DET officers have proactive assignments that focus on specific problems and concerns throughout the city. They provide support to field operations by addressing longer-term problems that a patrol officer does not have time to address during his/her shift. The DET provides a valuable liaison to other City work units to cooperatively respond to problems identified by patrol or residents. The unit's multitasking of street operations (undercover operations, warrant service) and quality of life issues requires that management and supervision of this unit balance efforts so that a reasonable amount of staff time is spent addressing both of these tasks.

3. INVESTIGATION DIVISION

The Investigation Division is composed of three work units that report directly to the captain—the General Investigation Bureau, the Special Investigation Unit, and the Jail Bureau. The review and analysis of this division begins with a look at the number of crimes committed in Huntington Beach and the crimes cleared by the Police Department.

CRIME DATA FOR HUNTINGTON BEACH

The Federal Bureau of Investigation (FBI) publishes crime and clearance data in the Uniform Crime Reporting (UCR) format. This data is commonly used for comparison purposes for historical averages within a city and also in comparison with other cities. For this report, the project team obtained the UCR crime data for calendar years 2009 through 2012. Data is listed in Table 18.

Table 18, UCR Part I Crimes*

Crime	2009	2010	2011	2012	2009–2012 Average	% Change 2009–2012
Homicide	1	2	4	3	2.5	200.0%
Forcible Rape	30	32	34	31	31.8	3.3%
Robbery	128	109	108	83	107.0	-35.2%
Aggravated Assault	218	306	260	196	245.0	-10.1%
Burglary	704	767	753	797	755.3	13.2%
Larceny – All	3,571	3,621	3,584	4352	3,782.0	21.9%
Motor Vehicle Theft	296	285	252	321	288.5	8.4%
Total	4,948	5,122	4,995	5,783	5,212	16.9%
Violent Crime	377	449	406	313	386	-17.0%
Property Crime	4,571	4,673	4,589	5,470	4,826	19.7%

* Crime data was obtained from HBPD statistics.

The number of violent crimes in Huntington Beach decreased significantly from 2009 to 2012, with the number of robberies and aggravated assaults accounting for the decrease. However, property crimes saw a significant increase of 19.7%, with the number of burglaries up 13% and larcenies up almost 22%.

To obtain additional perspective of crime in the community, crimes rates in Huntington Beach can be compared to those in the region and in California as a whole. These comparisons are calculated by the FBI as part of their Uniform Crime Reports published each year; they are expressed as the number of crimes per 100,000 people and referred to as the crime rate. The most recent statistics published are for calendar year

2012.¹⁵ The average number of crimes in Huntington Beach over the last four years and the 2012 crime rates for the city, region, and state are listed in Table 19.

Table 19, Number of Crimes and Crime Rate

Crime	2009–2012 Average Number in Huntington Beach	2012 Huntington Beach Crime Rate	2012 Orange County Crime Rate	2012 State Crime Rate
Homicide	2.5	1.5	1.7	5.0
Forcible Rape	31.8	15.9	12.9	20.6
Robbery	107.0	42.6	69.1	148.6
Aggravated Assault	245.0	100.7	136.4	248.9
Burglary	755.3	409.3	383.2	646.1
Larceny – All	3,782.0	2235.1	1,585.5	1,669.5
Motor Vehicle Theft	288.5	164.9	230.3	443.2
Violent Crime	386.3	160.8	220.1	423.1
Property Crime	4,825.8	2,809.3	2199.1	2,758.7

The rate of violent crime in Huntington Beach is significantly lower than in Orange County overall and is 38% of the state’s crime rate.¹⁶ However, Huntington Beach had a higher rate of rape than Orange County as a whole.

Although the number of crimes committed in Huntington Beach compares favorably to the region and the state, over the last four years, the city has experienced a significant increase in the number of larcenies. To determine the reasons for the significant increase, an analysis should be completed to determine whether there is any pattern to the increases and if so, to develop a plan to try and reduce the number of larcenies, or at least take reasonable steps to prevent further increases.

Recommendation:

Evaluate the increase in property crimes over the last four years in an attempt to learn what led to the increase in the number of burglaries and larcenies, and what steps can be taken to reduce crime or at least keep it from increasing.

CRIME CLEARANCE STATISTICS

One significant measure of the effectiveness of a police department is the number of crimes that are cleared (solved) by the agency in a year, either by an arrest or through other method prescribed by the the FBI’s Uniform Crime Reports manual. The number

¹⁵ The crime rate published by the FBI is expressed as the number of crimes per 100,000 people; it is only published by the individual crime and by violent crime or property crime grouping.

¹⁶ The FBI Anaheim-Santa Ana-Irvine Metropolitan Division (all of Orange County) in Table 6 of the 2012 UCR statistics.

of crimes cleared is a significant measure of the effectiveness of an investigative unit, as it is their primary task to follow up criminal cases and clear the case by identifying the perpetrator of the crime, making an arrest, or clearing the case by other means allowed under UCR standards. An investigative unit does not have sole responsibility for the number of crimes solved by the department, as many crimes are handled and closed by patrol officers in the normal course of their duties. However, it is the primary responsibility of investigative units to follow up on and close as many cases as possible. The determination and skill of investigators is one of the factors that results in a favorable case clearance rate in any police department. Table 20 shows the number and percentage of cases cleared by the Huntington Beach Police Department.

Clearance statistics are kept by the department and reported monthly to the State of California, which reports them to the FBI. The FBI also publishes national average clearance rate data for cities of various sizes. Table 20 shows the HBPD's clearances for calendar years 2009 through 2012 and compares the department's 2012 clearances with the 2012 FBI clearance rate percentage for cities with a population of 100,000 to 249,999.¹⁷

Table 20, UCR Part I Crime Clearances

Crime	2009	2009 HB Clear Rate	2010	2010 HB Clear Rate	2011	2011 HB Clear Rate	2012	2012 HB Clear Rate*	2012 Nat'l Clear Rate
Homicide	1	100%	2	100%	4	100.0%	3	100%	59.5%
Forcible Rape	17	56.7%	5	15.6%	7	20.6%	8	25.8%	36.1%
Robbery	40	31.3%	46	42.2%	61	56.5%	37	44.6%	27.8%
Aggravated Assault	155	71.1%	215	70.3%	151	58.1%	111	56.6%	52.7%
Burglary	161	22.9%	103	13.4%	87	11.6%	107	13.4%	11.2%
Larceny – All	656	18.4%	625	17.3%	562	15.7%	680	15.6%	20.8%
Motor Vehicle Theft	55	18.6%	44	15.4%	38	15.1%	48	15.0%	10.0%
Total	1,085	21.9%	1040	20.3%	910	18.2%	994	17.2%	NA¹⁸
Violent Crime	213	56.5%	268	59.7%	223	54.9%	159	50.8%	43.6%
Property Crime	872	19.1%	772	16.5%	687	15.0%	835	15.3%	17.6%
* Percentages in red font indicate that HBPD's rate is below the national average.									

Huntington Beach's clearance rate for violent crimes over the last four years has been significantly higher than the national average—an average of over 50% compared to 43.6%. The homicide clearance rate has been 100% each year. The only violent crime

¹⁷ Calendar year 2012 is the most recent published FBI statistics.

¹⁸ The FBI does not calculate a total clearance rate.

for which the clearance rate does not exceed the national average is rape, which is over 10 percentage points below the national clearance rate for cities the size of Huntington Beach. In 2009, the HBPD clearance rate for rapes was 57%, but the rate has dropped under the national average in each of the last three years. However, the overall violent crimes clearance rate is approximately 7 percentage points above the national average. In property crimes, both burglary and larceny clearance rates fall below the national average. The property crimes clearance rate has been approximately 2 percentage points below the national average for the last two years.

It should be noted that because the number of murder and non-negligent homicides in Huntington Beach is low, the percentages can swing significantly with an increase of just one or two crimes that go unsolved. Notwithstanding, the crime clearance numbers and rates should be regularly reviewed and evaluated as one important benchmark to evaluate the effectiveness and performance of the Investigation Division.

Recommendations:

Annually review the Huntington Beach clearance rates compared to the national average.

Establish a performance measure for the Investigation Division of a specified percentage higher than the national clearance rate for violent crimes and for property crimes (e.g., if the national clearance rate is 20%, the goal could be a 25% clearance rate).

GENERAL INVESTIGATION BUREAU

The General Investigation Bureau comprises three work units—the Crimes Against Persons Unit, the Property Crimes Unit, and the Economic Crimes Unit.

The primary task of the detectives is to follow up on crimes or serious incidents that have occurred in Huntington Beach. Cases may be screened and reviewed by the lieutenant, but it is primarily the sergeants who read and assign the cases to detectives. The sergeants will thoroughly review the cases for solvability factors and determine if the case is going to be assigned to a detective for follow-up. If there are no leads, the case will be closed. Any cases with a lead that would reasonably lead to a suspect responsible for the crime are assigned to a detective for follow-up; these are referred to as “P3” cases. Almost all of the other reported crime reports written by officers that do not have leads are also assigned to be reviewed by the detective; these are referred to as “P4” cases. Most often, the detective will review and then close (inactivate) the case, but keep it on their list of assigned cases. If a lead does develop in the future, it will be their responsibility to conduct needed follow-up.

Over the last four years, Huntington Beach has averaged a total of 5,212 Part 1 crimes, a monthly average of 261 crimes, or 22 crimes monthly for each of the 20 current detectives (all three units). Almost all of these crimes are assigned to detectives to

follow up on the case, but many of the lesser crimes (e.g., theft) only require a review of the report to ensure the patrol officer completed a thorough investigation. This measure provides an overview of the total number of crimes per detective and indicates a reasonable caseload level per detective. Using only this measure indicates that the units are reasonably staffed with 20 detectives total. However, an individual evaluation of the workload in each unit was conducted, with the results presented below.

Additionally, each detective is required to perform paperwork processing and clerical tasks; this includes processing the evidence resulting from discovery motions, processing paperwork required to obtain a warrant or present a case to the District Attorney's Office for review (to determine whether or not to charge a suspect with a crime), and completing "green sheets" to make an evidence disposition determination. Most of the processes currently performed by detectives could be performed by civilian personnel and would only require input or review by a detective. Additional civilian positions are needed in each unit to increase efficiency by relieving detectives of time-consuming paperwork processing tasks. Specific recommendations are made for each unit in the sections below.

Crimes Against Persons Unit

This unit is staffed with one sergeant, 10 detectives, one civilian police services specialist, and two part-time civilian staff (assisting with case investigations). Additionally, two new community service officer (CSO) positions have been funded but not yet filled. Detectives are responsible for the follow-up investigation of crimes committed against a person, such as murder, rape, robbery, and aggravated assault. This unit also is staffed with a full-time victim advocate (grant funded) who works with detectives to assist victims of violent crime.

The project team met with six of the detectives and conducted a review of their assigned cases. Table 21 shows the number of active cases. An active case is defined as a case where some investigative activity has been conducted by the detective in the past 30 days. Each detective also has a varying number of pending cases where he/she may be waiting for Crime Lab analysis or fingerprint comparison or the case has been sent to the prosecutor to review for criminal charges.

Table 21, Crimes Against Persons Unit – Detective Caseload

Detective	Active Cases	Comments
1	14	Almost all domestic violence cases
2	17	Several homicide cases and several cold case homicides
3	24	9 are robbery cases
4	32	11 are missing persons cases
5	42	19 are sexual assault cases
6	25	Most are robbery or battery cases
Total	154	Cases – 6 detectives
Average	25.6	Cases per detective

The volume of cases assigned to each investigator does not allow the detective to begin working the case within a few days of it being assigned unless it is a very high priority case (e.g., a murder). If so, the case will receive immediate attention, resulting in a delay in follow-up on other cases. When a major crime occurs (e.g., murder, stranger rape), it is common for many detectives to be called in and participate in the preliminary and follow-up investigation of the incident.

The project team uses a best practice benchmark of no more than 15 active cases per Crimes Against Persons (CAP) detective (a caseload of 10 to 15 cases is optimal). The current average caseload of 25 cases significantly exceeds this best practice benchmark. Detectives with a caseload this high will frequently not have the time to conduct a systematic, consistent, and thorough follow-up investigation of a case, will not have the time to keep in contact with the victim (e.g., not returning phone calls within one business day), and will frequently be required to change priorities as new cases are assigned.

However, the Crimes Against Persons Unit has additional employees who provide investigative assistance to detectives. Two part-time employees (retired officers) are assigned follow-up tasks that can be completed in the office. Additionally, two new full-time civilian CSO positions will be filled in the near future to assist detectives in CAP and other units. The specific job tasks for the CSOs are still being developed, but they will include some investigative follow-up similar to that being done by the part-time retired officers.

Table 22 uses an active caseload level of 256 (using the above average of 25.6 cases) to show the number of detectives that would need to be assigned to the Crimes Against Persons Unit at three average caseload levels: 20 active cases (higher than optimal), 15 active cases, and 10 active cases.

Table 22, Number of Detectives Required at Various Caseload Levels

Active Cases – Unit Total	Targeted Active Caseload Level	Staff Required	Civilian Staff (FTEs)	Detectives Required
256 Cases	20 Cases (higher than optimal)	12.8	3	9.8
256 Cases	15 Cases	17.1	3	14.1
256 Cases	10 Cases	25.6	3	22.6

As shown above, the current detective staffing level is lower than required to effectively meet the current workload demands for the crimes being reported to the department. The two part-time investigators and the new CSOs will provide needed assistance (three civilian full-time equivalents) to this unit. With the civilian staff in the unit, it is reasonable to reduce the required number of full-time sworn detectives by three positions. However, additional sworn staff are needed in the Crimes Against Persons Unit to reduce the active case workload. To reduce detectives’ average active caseload to an average of 15 active cases, which will increase their ability to more effectively investigate and complete investigations, the department should plan to increase the number of detectives to 14 when funding is available. An additional sergeant will be needed to provide needed supervision for staff, maintaining an approximate 1:8 supervisory ratio (the ratio should not exceed 1:10). One additional police services specialist position to assist with paperwork processing and production of evidence resulting from discovery motions should also be funded.

One of the goals to accomplish with an increased staffing level is to improve the clearance rate for the crime of rape, which is currently approximately 10 percentage points below the national average.

Recommendations:

To reduce detectives’ average caseload and increase their ability to more effectively investigate their assigned cases, immediately fill the two community service officer positions in Detective Units and plan to assign four additional detectives to the unit (total of 14 detectives) and one sergeant when funding is available.

Assign one additional police services specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from discovery motions.

Property Crimes Unit

This unit is staffed with one sergeant, five detectives, and one part-time civilian support position. They are responsible to conduct the follow-up investigation of property crimes such as burglary, petty theft, grand theft, defrauding an innkeeper, and credit card fraud.

The sergeant also supervises the Scientific Investigation Unit, referred to as the Crime Lab, that is staffed with two full-time and one part-time latent print examiners, one photographer, one crime analyst, and one police services specialist. Crime Lab personnel provide photography, evidence processing, and fingerprint comparison services for all HBPD cases. The crime analyst provides both general statistical services for the General Investigations Bureau as well as crime analysis and crime trend information for the department.

The project team met with three of the Property Crimes Unit detectives and conducted a review of their assigned cases. Table 23 shows the number of active cases. An active case is defined as a case where some investigative activity has been conducted by the detective in the past 30 days. Each detective also has a varying number of pending cases where he/she may be waiting for Crime Lab analysis or fingerprint comparison or the case has been sent to the prosecutor to review for criminal charges.

Table 23, Property Crimes Unit – Detective Caseload

Detective	Active Cases	Comments
1	48	33 of these were cases closed in the last 30 days, most cleared by arrest and sent to the DA for filing
2	34	Approx. 25 of these were cases closed in the last 30 days
3	37	6 of these were cases closed in the last 30 days
Total	119	Cases – 3 detectives
Average	40	Cases per detective

As with the Crime Against Persons Unit, the volume of cases assigned to property crimes investigators does not allow the detective to begin working the case within a few days of it being assigned unless it is a very high priority case. If so, the case will receive immediate attention, resulting in a delay in follow-up on other cases. Detectives in this unit may also be called out to assist with any major crime.

The project team uses a best practice benchmark of no more than 25 active cases per Property Crimes detective (a caseload of 15 to 25 cases is optimal). The current average caseload of 40 cases significantly exceeds this best practice benchmark. Detectives with a caseload this high will frequently not have the time to conduct a systematic, consistent, and thorough follow-up investigation of a case, will not have the time to keep in contact with the victim (e.g., not returning phone calls within one business day), and will frequently be required to change priorities as new cases are assigned.

Table 24 uses an active caseload level of 200 for the five detectives in this unit (using the above average of 40 cases) to show the number of detectives that would need to be assigned to the Property Crimes Unit at three average caseload levels: 35 active cases (higher than optimal), 25 active cases, and 20 active cases.

Table 24, Number of Detectives Required at Various Caseload Levels

Active Cases – Unit Total	Targeted Active Caseload Level	Detectives Required
200 Cases	35 Cases (higher than optimal)	5.7
200 Cases	25 Cases	8.0
200 Cases	15 Cases	13.3

As shown above, the current detective staffing level is lower than required to effectively meet the current workload demands for the crimes being reported to the department. The HBPD should increase the number of detectives to six as soon as possible to reduce the average caseload and plan to increase this unit to eight detectives when funding allows.

One of the goals to accomplish with an increased staffing level is to improve the clearance rate for larcenies, which is currently approximately 5 percentage points below the national average.

Recommendations:

Assign one additional detective to the Property Crimes Unit as soon as possible (total of six detectives), and assign an additional two detectives (total of eight detectives) when funding and staffing levels allow.

Fund one civilian police services specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from discovery motions.

Economic Crimes Unit

This unit is staffed with one sergeant, five detectives, two civilian check investigators, and a part-time receptionist. An Orange County probation officer and two federal agents partner with the HBPD in a High Tech Crime Task Force and have offices at the PD headquarters.

A second work unit supervised by the Economic Crimes sergeant is the High Tech Lab. This unit is staffed with one detective, one forensic systems specialist, a part-time “960” retired officer¹⁹, and a volunteer reserve police officer. The lab is primarily involved in obtaining information from the Internet and electronic devices (e.g., e-mail, cell phones, tablets, computers) that is a part of a criminal investigation assigned to any HBPD investigator. Computer forensics investigation is often very time consuming and can take weeks to complete.

¹⁹ A “960” officer is a retired HBPD employee who can work up to 960 hours annually.

The project team interviewed an Economic Crimes detective regarding his assigned caseload. The detective had 38 active cases and additional “P4” cases assigned to him for review and disposition. Economic Crimes detectives are assigned primarily to theft cases that often also involve identify theft. These thefts are frequently serial crimes where one suspect commits multiple crimes using a stolen credit card and/or identity. The crimes are commonly committed on retail Internet sites and at physical locations. This unit has been involved in a long-term and time-consuming fraud investigation case involving losses of over \$100 million that has required the involvement of the Task Force and all of the detectives in this unit.

Two other tasks common to all detective work units are the completion of warrant packages and the response to discovery motions. The warrant package is the paperwork necessary to present to the district attorney requesting an arrest warrant for the suspect in the case after the detective believes he/she has sufficient evidence. Detectives must also respond to discovery motions from the District Attorney’s Office to provide them with all of the evidence in a case. Both of these items are primarily clerical tasks; however, detectives must complete them, as the work units do not have clerical support staff to assist.

A specific benchmark measurement is not available to assess a reasonable workload level by number of active cases for an investigative unit such as the HBPD Economic Crimes Unit. The types of cases typically assigned to the Economic Crimes Unit are related to fraud and identity theft. The cases often involve the criminal use of computers, other electronic devices, and the Internet and can be very time consuming. Additionally, as mentioned above, this unit also provides investigative support to any other HBPD officer or detective when an electronic device needs to be searched.

The project team recommends maintaining the current sworn staffing level in this unit but recommends a full-time civilian position (such as a CSO in the Crimes Against Persons Unit) be added primarily to assist with required paperwork processing. Additionally, regular review of this unit’s workload should be completed to determine whether rebalancing the number of detectives among the three detective units is appropriate (if the workload decreases in one of the units) or if additional detectives are warranted.

The project team believes that if the recommendations listed in these sections are implemented over the next several years, a beneficial effect will result in all three General Investigation Bureau work units, increasing the quality and efficiency of follow-up investigations in Huntington Beach.

Recommendation:

Add one full-time civilian police services specialist, or equivalent position, to assist with paperwork processing and production of evidence resulting from discovery motions.

SPECIAL INVESTIGATION UNIT

This unit is staffed with one sergeant, seven detectives, and one police services specialist (two other detectives are assigned to the Gang Unit and will be discussed below). The primary responsibility for this unit is to conduct proactive undercover investigations of crimes related to the use and sale of illegal narcotics and related to vice. Four detectives are assigned to investigate narcotics-related crimes and two detectives are assigned to vice operations. The work of these detectives also involves developing informants regarding crimes occurring in Huntington Beach and responding to tips and complaints made by members of the public.

In the last year this unit performed the following tasks:

- Reviewed and processed 53 entertainment permits (about three hours each)
- Reviewed and processed 36 entertainment permit violations (about three hours each)
- Reviewed and processed 73 establishment registrations for massage parlors (about three hours each)
- Oversee 398 Alcoholic & Beverage Control premises that may require administrative paperwork during the year
- Reviewed and processed 48 conditional use permits
- SIU Detectives are assigned about 180 criminal cases for follow-up annually

This unit also conducts criminal intelligence operations related to narcotics and vice crimes as well as general intelligence operations for the HBPD. One detective is assigned to the Orange County Intelligence Assessment Center, a regional intelligence gathering task force with a specific focus of investigating Internet crimes against children.

A municipal narcotics crimes enforcement unit is appropriate for a city the size of Huntington Beach and is able to provide street-level enforcement of these crimes that a regional task force, which is more focused on mid to high level drug traffickers, cannot provide to a local community.

Gang Unit

The two detectives assigned to this unit are primarily assigned to provide high visibility proactive patrol to reduce gang-related activity and crime. These officers make proactive contact with known gang members who are on probation or parole, frequent

areas where gang members are known to loiter, serve outstanding arrest warrants, and develop contacts to obtain information about crimes that have occurred or may occur.

For the last several years the DET sergeant provided supervision of these officers, often by text or phone as they are most often handling separate job tasks as they did not work the same hours (but did have overlapping work hours). Recently this unit was moved to SIU and is supervised by this sergeant.

In prior years, the Gang Unit was staffed with additional officers and a sergeant. The current staffing situation is the result of budget reductions over the last several years. The remote supervision of Gang Unit officers was not ideal or effective and has been improved by moving them into SIU. However, the SIU sergeant now supervises nine detectives, a higher than desirable officer-to-sergeant supervision ratio, especially since two of the units often conduct field operations where a sergeant should be present.

JAIL BUREAU

This bureau is staffed with one detention administrator, four detention supervisors, 13 detention officers (four are Officer/Nurse positions), and two part-time detention officers. The nurse detention officers provide medical screening for persons being booked into the jail and when on duty can approve clearance, as appropriate, for persons that might otherwise require the booking officer to take to a medical facility for clearance prior to being booked.

The State of California classifies the Huntington Beach Jail as a Type 1 facility, which allows arrestees to be housed in the jail for up to 96 hours and convicted persons (inmates) for up to one year. Of the 82 beds in the facility, 70 are for pre-arraignment cells and 12 are for inmates. The jail averaged over 400 bookings monthly in 2013 and a total of 3,967 bookings into the facility for the year. The jail's average daily population in 2013 was approximately 15.

A majority of the 12 beds allocated for inmate housing (eight male and four female) are filled most of the time. All of the inmates sentenced to stay at the jail have jobs, either inside the jail or with various employers in the community. Inmates working in the jail perform a variety of cleaning, organizing, and maintenance tasks and may also be assigned to prepare meals for the other inmates.

The jail also participates in the "pay to stay" program in Orange County where persons sentenced to jail can voluntarily elect for personal reasons to serve their sentence in the Huntington Beach Jail rather than in the main County Jail, but they must pay Huntington Beach to house them in the city facility.

Detention officers, with a police officer as an escort (detention officers are not armed), transport prisoners to the County Jail and to court. At large events such as the US Open of Surfing and July 4 events in the city, the detention officers also assist police officers in transporting arrestees.

As currently staffed, the Jail Bureau has the minimum staffing required to provide an effective level of service as a booking facility and housing facility 24 hours a day, seven days a week. The steps that management has taken to take advantage of the bed space in the facility by housing inmates bring in additional revenue for the City (i.e., the pay to stay program).

4. ADMINISTRATIVE OPERATIONS DIVISION

The Administrative Operations Division provides most of the support services for the Police Department, including budgeting, processing, and maintaining the department's crime and traffic reports, hiring new employees, communication and dispatching services, property/evidence processing, and facilities maintenance. One captain provides oversight for these functions and has six direct reports: the administrative services manager, budget manager, communications manager, training sergeant, and two background investigators. The staffing levels for the Property Unit, Records Bureau, Budget Bureau, Communications Bureau and the Training Unit will be described in their respective sections.

ADMINISTRATIVE SERVICES

This unit provides general oversight for a variety of work units and department functions including the Evidence & Property Room, Records Bureau, background investigations, personnel and payroll functions, alarm permitting and false alarm billing, community outreach/support services, general equipment/supply functions, and facilities maintenance.

The eight employees performing these functions report directly to the administrative services manager: two property officers, a records administrator, personnel manager, facilities maintenance crew leader, community relations specialist, and two police services specialists.

The community relations specialist is responsible for coordinating the department's community outreach efforts and for providing department and crime prevention information at special events and safety fairs. This person also is responsible for overseeing and coordination the HBPD's two volunteer programs—the VIPS (Volunteers in Police Service) and the RSVP (Retired Senior Volunteers Program).

One of the police service specialists is responsible for processing residential and commercial alarm permits/renewals and also for billing alarm owners for false alarm responses as defined by the Municipal Code. The other police service specialist is responsible for ordering and supplying police officers with equipment, tracking inventory and location, and maintaining other necessary supplies used by the department.

Separate sections below discuss the staffing and functions of the work units in this division.

Property Unit

The Evidence & Property Room is staffed with two civilian property officers. Major responsibilities of the position/function include the following:

- Process evidence including intake from officers, packaging, maintenance, reporting, and accounting.
- Process all found property and evidence.
- Transport items needing lab processing or examination to the appropriate facility (e.g., to the Crime Lab).
- Liaison with detectives and the court regarding the processing and purging of evidence (green sheets).
- Regular spot audits of the Evidence & Property Room conducted/directed by a supervisor.
- Administer all seizures and forfeitures.
- Order and track supplies for the department.

Officers booking evidence/property package the item(s), attach an evidence tag to the package (noting it as “lost-found,” for safekeeping, or as evidence), and put it into a locked temporary storage locker. The property officers empty the temporary lockers each day, enter items into the computer system, and assign a barcode to all items for accounting and tracking purposes. Evidence is stored on-site on shelves or in a safe, refrigerator, or freezer as appropriate. Unless cash being booked is needed as evidence, it is processed and deposited with the Finance Department.

Four locations, referred to as rooms are used to store evidence and property, all at the HBPD headquarters.

- Room 1 – The main and largest storage area with powered moveable storage racks.
- Room 2 – A large room that contains refrigeration and freezer units for evidence items.
- Room 3 – A metal storage container in the back parking lot.
- Room 5 (there is not a Room 4) – A large room with shelving racks adjacent to the jail. Department equipment and supplies are also stored in this room but separated by a locked cage.

In the main evidence storage areas, Rooms 1 and 2, the shelves are completely full. Bags and containers of evidence/property are stored in front of shelves and on the floor, making organization of the rooms very difficult.

Access to the Evidence & Property Room is by an electronic fob. Persons having access to the Evidence & Property Room include the property officers, the investigations lieutenant, the professional standards lieutenant, two sergeants, and the administrative services manager. Additionally, hard keys and a fob are stored in a safe in the watch commander’s office for emergency access.

The property officers have a developed and organized system for property and evidence, but the volume of items currently in the facility exceeds capacity. The Evidence & Property Room is in need of significant attention to deal with this issue. The storage space (racks, refrigerators, and freezers) are full, overflowing into the aisles and

work areas of the property officers. As a result, it is difficult to maintain an organized facility where evidence can be easily retrieved.

Management has taken recent steps to address the storage issue by assigning available staff to assist the property officers in purging property and evidence that is no longer needed, which is accomplished by processing the green sheets completed by detectives. This is the quickest method to reduce the number of items to be able to assess whether the current storage space is adequate or additional space will be required. However, it will take a significant effort and additional resources to make a noticeable improvement in the next three to six months. Regular (quarterly) spot audits of the Evidence & Property Room should be conducted by management, and within the next year, a 100% audit of all four evidence storage rooms should be conducted.

Additionally, the two property officers have not been able to process the incoming evidence/property, complete necessary paperwork, and purge property. They are also responsible for ordering and stocking office supplies for the department (e.g., paper, pens, and batteries), which takes approximately 10% of their time. Ideally, this function should be reassigned to another work unit or employee in the department, allowing the property officers to focus 100% of their work hours on property/evidence-related tasks, but at this time there does not appear to be another Unit to assign this function.

Supervision and management of the Evidence & Property Room should be increased to address the current needs. Reasonable temporary options include assigning the Evidence & Property Room to the General Investigations Bureau lieutenant or to the chief's executive officer. A civilian supervisor position should be funded to provide daily supervision and oversight of the Evidence & Property Room, improve the long-term management of property/evidence, serve as a liaison to detectives, and oversee the regular purging of unneeded items.

Recommendations:

Continue the initiative to reduce the number of items in the Evidence & Property Room by purging unneeded property and evidence; this is a high priority issue for the department and the City. Use available resources (including overtime) to complete this process by the end of 2014.

When the initial purging process is completed, assess the total storage space available and determine whether additional space is required to maintain an orderly property room that regularly remains under 100% of storage capacity.

Fund a civilian Evidence & Property Room supervisor position to provide daily supervision and oversight, improve the long-term management of property/evidence, serve as a liaison to detectives, and oversee the regular purging of unneeded items.

Records Bureau

This bureau is staffed with a records administrator, three records supervisors, 16 records specialists, five police services specialists, one systems coordinator, and one court liaison person (position currently vacant).

The Records Bureau is open to the public from 8:00 a.m. to 5:00 p.m. Tuesday through Thursday and from 8:00 a.m. to noon on Saturday and Sunday. The Records Bureau answers the business phone line for the HBPD and serves people at the front counter. This bureau's primary work tasks include:

- Quality control and data entry into the RMS of all crime reports.
- Processing and duplication of crime reports (over 21,000 in 2012); organize and maintain physical report files.
- Organization and maintenance of physical files of crime reports, field interrogation cards, tow reports, and other hard copy files/reports.
- Distribution of copies of reports to detectives for review/assignment.
- Data entry of arrestee booking information (3,967 in 2013).
- Entry of warrants into the police computer system.
- Processing of sex, arson, and drug registrants and data entry into the computer system.
- Processing of computerized background checks for HBPD applicants.
- Processing of court packages (referred to as electronic directed complaints [EDCs]), which involves obtaining all relevant reports, evidence, and information and delivering them to the appropriate court.
- Entry of stolen property items into the police computer system (involves checking with officer regarding multiple items and research into proper NCIC code, item brand, model, etc.).
- Conducting quality control checks on property entered into the computer system.
- Assisting with searches of females being booked into the jail.
- Processing and data entry of private property tows (880 in 2012) and vehicle repossessions (2,540 in 2012).
- Processing of subpoenas for officers.
- Scanning old police case files into a database for electronic retrieval.
- Purging of records according to the retention schedule.
- Answering incoming telephone calls to the business line.

The Records Bureau has general responsibility for organization and maintenance of the department's files, reports, computerized data systems, and the Records Management System (RMS), including system upgrades. It is also involved with related improvement projects such as the electronic field reporting test project where officers write reports in the RMS either at headquarters or in their vehicles and the reports are reviewed and transmitted to the Records Bureau electronically for quality control. Other record-keeping functions not specifically assigned elsewhere are also the responsibility of this bureau.

The workload data provided to the project team show that Records staff have many workload tasks and responsibilities. According to the manager, they struggle to keep up with the workload at the current staffing level. However, the comparative survey completed for this project (see Appendix B) shows that the HBPD Records Bureau has one of the highest staffing levels of the cities surveyed. Although a comparative survey is only one piece of information, it does show that other agencies perform generally the same functions with less staff, in most cases.

Table 25 shows information provided by the records manager listing the number of minutes and hours required for many of the tasks assigned to the Records Bureau.

Table 25, Records Bureau Tasks and Hours

Task	Annual Hours
Background Checks	467
Registrant Processing	861
Data Entry – Incidents	7,023
Data Entry – Accidents	430
Data Entry – Field Contact Cards (FI)	144
Warrant Entry	26
Warrant Verifications/Updates	500
EDC (Electronic Directed Complaint)	382
Court Run	65
Property Entry	1,397
QC Property Entry Checks	183
Jail Searches	12
Bookings	3,274
Routing & Distribution	5,936
Duplicating	3,835
Private Prop Impounds & Repossessions	285
Total Hours	24,819

These documented tasks account for over 63% of the total hours for the Records Bureau in a year and do not specifically include hours spent answering phone calls or assisting people at the front counter (although some of the above tasks involve these duties).²⁰ The bureau is also involved in a multiyear project to scan and digitally store old report files.

There is not a specific time percentage standard that indicates when additional staff should be added to a records unit. If additional workload hours are documented showing a higher percentage (e.g., 80% or 85%) of the total available hours are spent on specific tasks, it would be convincing evidence that additional staff is warranted. The

²⁰ Using 75% of total annual work hours for the 24 Records Bureau positions (only counting 33% of the 3 supervisors' hours) equals 39,000 hours.

currently vacant court liaison position should be filled, as this position is responsible for putting together the EDCs and also provides assistance to the detectives on their investigations and interface with the District Attorney's Office.

Budget Bureau

One budget manager and three accounting technicians are assigned to this bureau. They have responsibility for developing the budget for the department and monitoring all expenditures and revenue received (including grants to the department) throughout the year. This unit also processes all time keeping and payroll functions for the HBPD.

Management has made changes to this work group to address organizational needs.

COMMUNICATIONS BUREAU

This bureau is staffed with a communications manager, six communications supervisors, 15 communications operators, and five part-time communications operators.²¹ The bureau currently has one vacant supervisor position and three vacant operator positions. The manager and supervisors provide overall direction and coordination for the bureau and the daily operations, staffing, and workload.

The Communications Center has eight fully functional workstations with CAD, computers, and radio. The HBPD uses four primary radio channels for radio communications:

- Primary police channel: Green 1
- Secondary police channels: Green 2–4

A Sheriff's Department radio channel, the Red Channel, must also be monitored by communications operators.

Huntington Beach also has a "AlertOC" system, also referred to as a reverse 9-1-1 system, that can call approximately 30,000 phone numbers per hour to notify residents of an emergency incident in Huntington Beach. Communications operators have the responsibility for programming and operating this system.

Communications Center Staffing

Communications operators work 10-hour shifts: 0600–1600, 1100–2100, 1600–0200, and 2000–0600. Communications operators work four consecutive days of the week, followed by three days off. The Communications Bureau does not operate on the team concept, so the employees working the shifts have varying workdays/days off.

²¹ In the 2009 Communications Consolidation Feasibility Study conducted by the Matrix Consulting Group, the Communications Bureau was funded for 20 full-time and 6 part-time operator positions.

The shift deployment for the 15 communications operators and six supervisors is:

- Day shift, 0600–1600: two supervisors, four communications operators
- Early swing shift, 1100–2100: four communications operators
- Swing shift, 1600–0200: two supervisors, three communications operators
- Night shift, 2000–0600: two supervisors, four communications operators

Table 26 uses the funded number of communication operators and supervisors to show an hourly depiction of the current 10-hour shift deployment schedule. The number varies from a low of 3.1 to a high of 7.8 staff per hour. Supervisors are included in the authorized number, as they are working supervisor positions.

Table 26, Communications Center Staffing

Hour	Days 0600–1600	Mid-Shift 1100–2100	Swings 1600–0200	Nights 2000–0600	Average Shift Staffing
0000			3.1	3.1	6.3
0100			3.1	3.1	6.3
0200				3.1	3.1
0300				3.1	3.1
0400				3.1	3.1
0500				3.1	3.1
0600	3.3				3.3
0700	3.3				3.3
0800	3.3				3.3
0900	3.3				3.3
1000	3.3				3.3
1100	3.3	1.5			4.8
1200	3.3	1.5			4.8
1300	3.3	1.5			4.8
1400	3.3	1.5			4.8
1500	3.3	1.5			4.8
1600		1.5	3.1		4.6
1700		1.5	3.1		4.6
1800		1.5	3.1		4.6
1900		1.5	3.1		4.6
2000		1.5	3.1	3.1	7.8
2100			3.1	3.1	6.3
2200			3.1	3.1	6.3
2300			3.1	3.1	6.3

Table 26 depicts the authorized number of communications operators (15) and supervisors (6) for an average deployment of 4.6 staff per hour per day. This staffing level is achieved only when the Communications Center is fully staffed and no one is off on leave. In the Communications Center, the actual staffing level will always be lower

than the authorized level described above, due to employees off on leave and away at training.

Minimum Staffing Levels

To ensure a sufficient number of staff are on duty to handle the workload, the department established a minimum number of personnel that are required to be on duty at various times of the day, days of the week, and months of the year. This minimum staffing level was established to ensure that the Communications Bureau will be able to provide a high service level even during peak workload hours. The minimum staffing level varies from a low of three staff to a high of six. This number includes one communications supervisor, as a supervisor is required to be on duty 24 hours a day, seven days a week in the Communications Center. Table 27 shows the varying minimum staffing levels.

Table 27, Minimum Staffing Levels – HBPD Communications Bureau

Hour	Sunday–Thursday (Sept.–May)	Sunday–Thursday (June–Labor Day) and Friday & Saturday (All Year)
0600–1100	3	3
1100–0200	5	6
0200–0600	3	3

If staffing falls below the number shown in Table 27, supervisors will call staff in on overtime to meet the minimum level. The HBPD is also staffed with five part-time communications operator positions. These operators are assigned to work vacant shifts to fill in for full-time employees off on leave and are a significant help in maintaining the normal shift staffing level and the minimum staffing level. This is an efficient way to provide needed staffing without the use of overtime.

Employees Leave Usage and Attrition Rate

Employees are scheduled to work 2,080 hours in a year. The total number of hours actually worked is reduced by the number of leave hours, training hours, and other tasks employees are required to perform. The project team obtained personnel leave and training data from the City showing that Communications Bureau employees used an average of 601 hours of leave in 2013. Table 28 summarizes the availability of communications operators and supervisors, after deducting the average hours of leaves used during the year and in-service training hours.

Table 28, Communications Employees Leave Hours

Calendar Year 2013	Hours
Total Paid Annual Work Hours	2,080
Average Leave Usage	601
Average In-Service Training (estimated)	30
Total Unavailable Hours	631
Net Work Hours	1,449
% Annual Availability	69.7%

The following points summarize the data in Table 28:

- Communications employees averaged 601 hours each,²² over 15 weeks annually, for all types of leave used: 350 hours of comp time taken, 109 hours of vacation, 109 hours of sick leave, 26 hours of family sick leave, and 8 hours of injury leave. The sample includes all communications operators and supervisors who were full-time employees for the entire year and still an active employee at the end of the year.
- Communications Bureau employees attended an average of 30 hours (estimated) of in-service and special skills training to meet departmental and POST training requirements. Basic academy training hours are not included in this total.

In total, a Huntington Beach Police Department communications operator is working on the Dispatch floor approximately 1,449 hours per year, or approximately 69.7% of the total number of work hours in a year.

The 350 hours of comp time taken results in a very high overall rate of total leave hours taken annually. Although comp time is earned in lieu of being paid for the work hours, when the comp time is taken by the employee, it can create overtime, resulting in higher overall cost for the department to fill minimum staffing positions. Work units that have a minimum staffing level, such as Communications, and have high leave hour usage will always result in higher costs to maintain the required staffing level, associated with an increased number of overtime hours needed to maintain the minimum staffing level.

In addition to use of leaves, staffing of the Communications Center is impacted by the attrition rate of employees. The frequency of employee separation from the department also impacts the ability to meet staffing levels. Additionally, the cost to test, hire, and train a new employee adds to the operations cost and requires at least some overtime hours to cover vacancies.

²² In calendar year 2007, the average leave per operator was 525 hours, including 302 hours of comp time taken, 114 of vacation leave, and 76 hours of sick leave.

Table 29 shows the number of Communications staff that left the department over the last four years. The number listed is for all separations from the HBPD, including retirement, taking a job in another City department, probationary releases, etc.

Table 29 – Attrition Rate

Calendar Year	Separations	Number of Communications Staff	Attrition Rate
2010	0	22	0.0%
2011	0	22	0.0%
2012	0	22	0.0%
2013	1	21	4.8%
Total	1		
Annual Average	0.3	22	1.1%

In most police agencies with a communications unit, the attrition rate in the unit is significantly higher than the attrition rate for sworn staff. When the project team conducted a dispatching study in 2008, the Communications staff attrition rate was 11.7% for the three-year period evaluated (calendar years 2005–2007). However, only one Communications employee has separated from the City in the most recent four-year period. This low attrition rate is a positive factor for the Communications Center, as fewer organizational resources must be spent and resources dedicated to recruiting, hiring, training, and assimilating new personnel. This low attrition rate is very unusual for a communications work unit, and the department should plan for it to increase, likely to an attrition rate in the range of 8% to 12%.

Call for Service Workloads

The Communications Center handles a variety of workloads, including incoming emergency and non-emergency telephone calls, community-generated calls for service, officer-initiated incidents, related radio transmissions, computer queries, outbound telephone calls, and a variety of other information handling and processing.

Workload data obtained from the CAD case data used for Patrol included the event number, date/time of initial call, location of the call, unit handling the call, type of call, and time stamps for the time received, dispatched, arrival of unit, and when the unit cleared the event. The primary dispatcher workload is listed below:

- Answering incoming telephone calls: 9-1-1, business, and administrative lines. As the Public Safety Answering Point (PSAP) for Huntington Beach, the Communications Center also handles all incoming emergency fire calls for the city. The incoming calls in 2013 totaled 78,461 on the 911/Emergency phone lines and 130,146 on the business/administrative phone lines.

- Processing and handling police calls for service: 53,829 community-generated calls for service handled by patrol officers and an additional 64,777 responses to these CFS by other sworn personnel.
- Processing and handling 16,868 calls for service handled by the crime scene investigators, parking control units, detectives, or special detail units.
- Processing and handling 6,540 incidents of crime broadcasts, general information, or a CFS that was cancelled before the arrival of the officer.
- Processing and handling 34,772 officer-initiated events.
- Performing the additional tasks request by units in the field.

The project team obtained the number of hours required to handling incoming and outgoing telephone calls in the Communications Center, detailed by month in Table 30.

Table 30 – Hours Spent Receiving and Making Telephone Calls

Month	Business Lines	9-1-1 Lines	Hours Total
December 2012	392	126	518
January 2013	377	123	500
February	344	113	457
March	403	137	540
April	407	122	529
May	433	132	565
June	450	135	585
July	549	167	716
August	428	134	562
September	412	132	544
October	406	121	527
November	342	118	460
Total	4,943	1,560	6,503

The workload in Huntington Beach is busier during the warm weather months from May through October due to the attraction of the beach and downtown businesses.

The current staffing level has been able to handle the workload, in some measure assisted by the fact that all of the Communications staff are trained and work individually. They are also assisted as needed by the part-time operators.

One item noticed in the CAD call for service record is a somewhat high call processing time for Priority 1 calls for service, an average of 1.8 minutes. The project team recommends that individual call data be analyzed to determine the reasons for this processing time and if it can reasonably be reduced. Several factors may be involved, including calls that were originally a lower priority but reclassified to a Priority 1 after the

officer arrived. Another common reason when the CAD data shows a long call processing time on high priority calls is that the call is verbally dispatched to an officer fairly quickly but the “time stamp” on the CAD case shows a later time than this initial “dispatch” as the call taker/dispatcher keeps the reporting party on the phone to obtain more information, resulting in a delay of “entering” the initial CAD incident and call processing time that is higher than the actual call processing time.

Recommendation:

Review call processing times to determine the reasons for the somewhat high call processing time (1.8 minutes average) for Priority 1 calls for service and if it can reasonably be reduced.

TRAINING UNIT

This unit is staffed with one sergeant, one officer, and one police services specialist. The primary functions of this unit are coordinating new officer training (liaison with the Police Academy) and providing in-service training to all sworn staff. This includes developing, scheduling, and instructing (or coordinating instruction) of the monthly in-service training classes.

The Police Services Specialist processes the paperwork for scheduling officers when they attend “away” training courses and ensures the tuition is paid and necessary travel arrangements are made for the person attending the school. This includes ensuring they receive the appropriate POST (Peace Officer Standards and Training) credit for attending the training course and returning the financial paperwork to the City. Documentation of training received is another important function of this position that is accomplished by entering all training attended into the officer’s computerized training record.

This unit is appropriately staffed and is able to obtain assistance as needed when in a hiring cycle and when new recruits are at the Police Academy.

APPENDIX A – DESCRIPTIVE PROFILE

To provide law enforcement services in Huntington Beach, the chief is assisted by a management team consisting of three captains and an executive officer (a lieutenant) who are directly supervised by the chief. The managers have responsibility for major work units of the Uniform Division, the Investigation Division, and the Administrative Operations Division.

This descriptive profile of the Huntington Beach Police Department provides information regarding the current organization and operations of the HBPD, documenting the organization's staffing and job tasks.

The police department has 212 sworn staff and 121 civilian staff for a total of 333 funded positions (full-time equivalents, or FTEs) deployed in various work units, as listed in Table A-1.

Table A-1, HBPD Staffing

	Chief	Captain	Lt.	Sergeant	Officer	Civilian	Total
Executive Division	1		1	2		1	5
Uniform Operations Division		1	7	18	123	27	176
Investigation Division		1	1	4	28	28	62
Administrative Operations Division		1		1	3	65	70
Vacant or New Hires – Division Not Assigned					20		20
Total	1	3	9	25	174	121	333

The above staffing numbers do not include part-time staff such as communications operators, "960" officers,²³ other clerical staff, and reserve police officers and volunteers who routinely assist the Police Department.

Table A-2 on the following page provides a summary of the primary roles and responsibilities of the personnel within the HBPD; it is not a comprehensive list of all tasks performed.

²³ A "960" officer is a retired HBPD employee who can work up to 960 hours annually.

Table A-2, Roles & Responsibilities

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Executive Division	Chief	1	<p>Chief:</p> <ul style="list-style-type: none"> • Provide the overall leadership, guidance, management, and administration of department personnel and police services. • Manage and coordinate all police services in the city to meet objectives set by the mayor and City Council. • Develop department policies and procedures. • Responsible for overall management of risk in the department. • Supervise the captains and the executive officer. • Develop and maintain good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Develop and maintain good working relationships with local business leaders, community leaders, and school officials. • Perform routine administrative functions in the day-to-day management of the department. <p>Administrative Assistant:</p> <ul style="list-style-type: none"> • Provide secretarial and office administrative assistance to the chief of police and other administrative staff. • Perform a variety of office administrative tasks, including maintaining records and files, processing bills, scheduling appointments, answering phones, and ordering supplies.
Executive Division	Lieutenant (Executive Officer)	1	

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Exec. Division – Professional Standards Unit	Sergeant	2	<ul style="list-style-type: none"> • Investigate Internal Affairs cases as assigned by the chief. • Each sergeant handles approximately 10–15 complete Internal Affairs investigations annually. • Facilitate and assist with an additional 60–80 IA investigations annually, including discipline and appeals. • Prepare and handle Pitchess motions and the required court appearances. • Process and handle all civil claims against the department. • Process all traffic collisions involving PD employees.
UNIFORM DIVISION			
Uniform Division	Captain Administrative Secretary	1 1	<p>Captain:</p> <ul style="list-style-type: none"> • Manage/lead the Uniform Division and supervision of the seven bureau lieutenants. • Overall responsibility for the proper functioning and work output of the division. • Develop and implement department policies, procedures, goals, and objectives. • Work closely with the chief to accomplish the goals of the department. • Responsible for management of risk. • Monitor performance/productivity standards of staff to ensure compliance with policy; attend patrol briefings. • Review reports of major incidents. • Keep the chief informed of significant or newsworthy incidents. • Directly oversee incidents/activities and provides assistance as appropriate; may respond to major incidents and emergencies. • Schedule/chair monthly and an annual meeting of all supervisors in the division. • Oversee and participate in the development of the annual budget; monitor expenditures. • Perform routine administrative functions; approve expenditures, purchases of equipment, etc. • Work on special projects such as the Downtown Task Force meetings. <p>Administrative Secretary:</p> <ul style="list-style-type: none"> • Provide secretarial and office administrative assistance to the captain and other staff (e.g., typing Internal Affairs reports). • Perform a variety of office administrative tasks, including maintaining records and files, answering phones, and ordering supplies.

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Uniform Division	Lieutenant (Executive Officer)	1	<ul style="list-style-type: none"> • Assist the patrol captain in the overall daily management and leadership of patrol. • Review IA reports and makes findings and recommendations. • Attend patrol-related meetings with lieutenants and sergeants; assist with ensuring daily staffing on patrol is accomplished. • Keep the captain and the chief informed of significant or newsworthy incidents. • Work with other entities on police-related projects, e.g., liaison with the schools to develop emergency plans for police-related incidents at the schools. • Perform routine administrative functions, oversee purchases of equipment, etc. • Work on patrol-related projects such as new computers in the cars, report writing dictation, updating of forms, etc.
Patrol Bureau	Lieutenant	4	<ul style="list-style-type: none"> • Serve as the watch commander during work shift; one lieutenant is assigned to each shift. • Oversee patrol staff scheduling to ensure adequate staffing in the field. • Supervise the sergeants during their shift, evaluate their performance. • Ensure field resources are being utilized properly to address problems in the city; respond to major incidents and coordinate field responses as appropriate. • Keep the captain and the chief informed of significant or newsworthy incidents. • Review written work and reports of sergeants and officers as appropriate. • Coordinate with CID lieutenant/sergeant on field incidents involving response of detectives. • Train, counsel, and mentor employees and audits their performance; take corrective or disciplinary action as necessary. • Receive and handle complaints from members of the public.

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Patrol Bureau	Sergeant	12	<ul style="list-style-type: none"> • Serve as a field supervisor and as watch commander in absence of the lieutenant; ensure there is adequate staffing to handle calls in the field. • Supervise officers during their shift; ensure field resources are being utilized properly to address problems in the city. • Respond to routine incidents to assist officers at calls for service. • Respond to major incidents and coordinates field responses as appropriate. • Keep the lieutenant and the captain informed of significant or newsworthy incidents. • Review written work and reports of officers. • Ensure that officers' daily work assignments and reports are completed. • Conduct regular reviews of officers' performance in the field and written work. • Train, counsel, and mentor employees and audit their performance; take corrective or disciplinary action as necessary. • Receive and handle complaints from members of the public.
Patrol Bureau	Officer	84	<p>Officer:</p> <ul style="list-style-type: none"> • Respond to all calls for service in the city, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. • Provide direct field enforcement of all applicable laws and ordinances. • Write reports; conduct preliminary investigations of crime; conduct follow-up investigations as appropriate; book and transport prisoners. • Engage in neighborhood patrols, directed patrol, traffic enforcement, and other proactive activities to reduce crime. • Respond to questions, concerns, and requests from the general public and provides information and problem resolution as necessary. • Identify and address both criminal and quality of life issues on the beat. <p>Crime Scene Investigator:</p> <ul style="list-style-type: none"> • Assigned to day shift and swing shift teams; respond to calls for service to process the scene for evidence, including latent fingerprints, physical evidence from suspects, and other evidence related to the crime. <p>Desk Officer:</p> <ul style="list-style-type: none"> • Answer phone calls, answer questions from members of the public at the front desk, take crime reports, and provide assistance.
	Crime Scene Investigator (civilian)	6	
	Desk Officer (2 PT)		

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
			Patrol staff includes four canine (K-9) officers. NOTE: Approximately three officer positions are vacant.
Patrol Bureau – School Resources	Officer	2	<ul style="list-style-type: none"> • Report to the on-duty patrol sergeant; work 10-hour shifts Monday–Thursday or Tuesday–Friday. • Assigned to provide primary coverage for the four high schools and spends most of the time at their assigned schools. • Provide positive police presence at the schools; handle calls for service and other incidents. • Make presentations to school classes; work with school officials to ensure student safety and security of the campus. • Regularly work with school personnel to answer questions, provide information. • During summer months, provide patrol services.
Traffic/Aero Bureau	Lieutenant	1	<ul style="list-style-type: none"> • Oversee and manage the Traffic Unit (accident investigation and traffic enforcement), Parking Enforcement Unit, and Air Support Unit. • Supervise the sergeants in this bureau and evaluate their performance. • Ensure field resources are being utilized properly to address goals of this work unit; respond to major incidents and coordinate field responses as appropriate. • Unit tasks include traffic accident investigation, enforcement of traffic laws, response to traffic complaints from members of the public, enforcement of parking laws, and the abandoned vehicle abatement program. • Keep the captain and the chief informed of significant or newsworthy incidents. • Review written work and reports of sergeants and officers as appropriate. • Work on special projects as assigned.
Air Support Unit	Sergeant Officer Helicopter Maintenance Tech (1 is a Senior)	1 6 2	<ul style="list-style-type: none"> • Provide routine patrol over the city and other cities contracting for helicopter services (Costa Mesa and Newport Beach). • Work 10-hour shifts; generally fly five hours each shift; two-person flight crews. • During working hours, respond to emergency and critical incidents to provide aboveground support and observation for officer safety and the apprehension of criminals. • Pilots and mechanics maintain their FAA certifications and maintain the three helicopters (all McDonnell Douglas 520N models) to meet all FAA flight and safety regulations.

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Traffic Enforcement – Accident Investigation Unit	Sergeant	1	<ul style="list-style-type: none"> • Review accident reports and conduct necessary follow-up on cases. • Assign/oversee follow-up on hit & run cases. • Maintain the department's traffic accident statistics for internal use and reporting to the State. • Oversee and administer traffic-related grants such as the driving under the influence grant (which funds the one officer position). • One of the officer positions is grant funded to provide enforcement of DUI laws.
	Officer	3	
Traffic Enforcement – Motor Unit	Sergeant	2	<ul style="list-style-type: none"> • This unit provides coverage Monday–Saturday between 0600 and 0130 hours; officers are assigned to day shift or evening shift. • Primarily enforce traffic safety laws and provide for a safe flow of traffic in the city. • Investigate traffic accidents involving a serious injury or a fatality. • Assigned to a motorcycle but may drive a car as necessary. • Receive and investigate traffic-related complaints made by members of the public; provide targeted enforcement; evaluate the effectiveness of HBPD efforts.
	Officer	14	
Parking Enforcement Unit	Pkg. Control Supervisor	1	<ul style="list-style-type: none"> • This unit is staffed entirely with civilians and is responsible for parking enforcement and the abandoned vehicle abatement program. • Issue tickets (all parking tickets are electronic) for timed parking and other parking violations; install the tire “boot” for delinquent violators. • Mark and tag abandoned vehicles; tow cars in violation. • Enter private property impounded vehicles into the computer database. • Process and enter data from all traffic tickets written by police officers. • Process appeals for parking tickets.
	Pkg. Control Officer	16	
	Records Specialist	1	
	Pkg. Control Officer (6 PT)		

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Special Enforcement Bureau	Lieutenant	1	<ul style="list-style-type: none"> • Oversee and manage the work of the Special Enforcement Team and the Directed Enforcement Team; supervise the sergeants in these units. • Oversee and coordinate special events in the city (e.g., US Open of Surfing, AVP volleyball tournament, July 4 events); coordinate and schedule officers to work the events. • Oversee the Beach Detail – one sergeant and eight officers reassigned from Patrol during the summer months (approximately Memorial Day through Labor Day). • Act as liaison with Business Association, Zone 1 Business Association (downtown), Economic Development committee, and neighborhood associations. • Administer the Community Service Program grant, which funds officers on overtime for DUI enforcement, downtown security, and response to loud parties. • Oversee the Field Training Officer (FTO) Program for new officers. • Oversee special projects such as security cameras to monitor the downtown area.
Special Enforcement Team (SET)	Sergeant Officer	1 8	<ul style="list-style-type: none"> • This unit provides additional officers who work exclusively in the downtown beach area of the city or at the Bella Terra Mall. • Six officers are assigned to the downtown patrol and work in teams of two to provide coverage seven days a week, normally on swing shift. • Handle calls for service and provide proactive patrol of the downtown area, including enforcement of entertainment permits and of ABC laws to ensure orderly behavior in licensed premises. • Work closely with the DET to support each other's operations and on issues of common interest. • The officers have also been involved in a project to identify and assist homeless individuals. • The two officers assigned to the mall work afternoon and evening hours Wednesday–Saturday, providing a visible law enforcement presence and handling incidents that occur at the mall.

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Directed Enforcement Team (DET)	Sergeant	1	<ul style="list-style-type: none"> • This unit is tasked with a variety of proactive enforcement operations, including undercover surveillance and operations, serving arrest and search warrants; also responsible for proactively addressing longer-term police-related problems, code enforcement, and quality of life issues throughout the city. • Receive information on street problems/issues from Patrol and work with code enforcement, building inspectors, and others to address problems (e.g., homeless encampments); participate with them on the City's Public Nuisance Task Force. • Address neighborhood complaints (e.g., known drug houses, halfway houses, and barking dogs). • Manage and enforce massage parlor permits. • Work full time at special events such as the US Open of Surfing competition. • Work closely with the Special Investigation Unit on narcotics and vice crimes and with the SET on issues related to the downtown area.
	Officer	4	
Gang Unit	Officer	2	<ul style="list-style-type: none"> • Primary duties are to provide high visibility proactive patrol and field contacts to reduce gang-related activity and crime. • Serve outstanding arrest warrants; check on parolees' and probationers' compliance with the terms of parole/probation. • Supervision is provided by the DET sergeant but most often it is by phone; an on-duty patrol sergeant also provides supervision in the field.

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Crimes Against Persons Unit	Sergeant Detective Police Services Specialist Community Services Officer Civilian Investigator (2 PT positions)	1 10 1 2	<ul style="list-style-type: none"> • Conduct follow-up investigations for all assigned cases, including homicides, robbery, rape, sexual assaults, domestic violence, child and elder abuse, missing persons, death investigations, and other cases needing follow-up. • Sergeant supervises all staff in the unit; reads reports and assigns cases to detectives; assigns a priority to each case. • Meet with detectives daily and discusses in detail their assigned cases; keep lieutenant informed of significant issues. • Review written work of detectives, including case follow-up reports, search warrant requests, etc. • Coordinate with patrol officers as necessary to complete crime reports and investigations. • Detectives conduct follow-up on assigned cases, write reports and search warrants, review cases with the prosecutor, process discovery motions (attorney requests for case files and evidence). • Detectives are subject to call-out as needed. <p>NOTE: The two CSO positions are new and currently vacant but are planned to be filled in 2014.</p> <p>NOTE: This unit is also staffed with a full-time victim advocate (grant funded) that assists victims of crime.</p>
Property Crimes Unit	Sergeant Detective Civilian Support Personnel (1 PT position)	1 5	<ul style="list-style-type: none"> • Conduct follow-up investigations for all assigned cases including burglary, auto burglary, fraud, auto theft, and other cases needing follow-up. • Coordinate with patrol officers as necessary to complete crime reports and investigations. • Meet with detectives daily and discusses in detail their assigned cases; keep lieutenant informed of significant issues. • Sergeant supervises all staff in the unit; reads reports and assigns cases to detectives; assigns a priority to each case. • Sergeant reviews/reads reports that are filed on the department's website (approximately 2,000 annually). • Detectives are subject to call-out as needed.
Property Crimes Unit – Scientific Investigations	Latent Fingerprint Examiner Photographer Crime Analyst Police Services Specialist Latent Fingerprint Examiner (PT)	2 1 1 1	<ul style="list-style-type: none"> • The Crime Lab is supervised by the property crimes sergeant. • Crime Lab personnel provide evidence processing, photography, and fingerprint comparison services for all HBPD cases. • Crime analyst analyzes crime that has occurred in the city, maintains crime data files, and regularly prepares reports on crimes that have occurred, wanted crime suspects, and crime trends.

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Economic Crimes Unit	Sergeant	1	<ul style="list-style-type: none"> • Sergeant supervises this unit and also the High Tech Lab and staff assigned there; reads reports and assigns cases to detectives; assigns a priority to each case. • Conduct follow-up investigations for all assigned cases relating to thefts, fraud, passing of bad checks, high tech and white collar crimes, and other cases assigned for follow-up. • Meet with detectives daily and discusses in detail their assigned cases; keep lieutenant informed of significant issues. • Coordinate with patrol officers as necessary to complete crime reports and investigations. • Member of High Tech Crime Task Force with federal and local agencies. • Detectives are subject to call-out as needed. • Receptionist works at the upstairs front desk and provides services for all detective units (e.g., enters and files pawn slips, FI cards, distribution and tracking of case assignments). <p>NOTE: This unit is also currently staffed with an Orange County probation officer and a Secret Service agent working in partnership with the HBPD.</p>
Detective	5		
Civilian Check Investigator	2		
Receptionist (PT)			
Economic Crimes Unit – High Tech Lab	Detective	1	<ul style="list-style-type: none"> • The High Tech Lab is supervised by the Economic Crimes sergeant. • Examine computers, cell phones, and other electronic devices involved in criminal investigations to retrieve data. • Act as liaison with the federal agencies involved in this partnership with HBPD; assist them as appropriate. <p>NOTE: This unit is also currently staffed with two Secret Service agents, one Dept. of Homeland Security investigator working in partnership with the HBPD.</p>
Forensic Systems Specialist	1		
Civilian Investigator (PT)			

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Special Investigation Unit	Sergeant	1	<ul style="list-style-type: none"> • Conduct proactive investigations on narcotics and vice-related crimes; conduct criminal intelligence operations. • Four detectives are assigned to the narcotics operations, two detectives are assigned to primarily work on vice-related crimes, and one detective is assigned to the Orange County Intelligence Assessment Center, a regional task force working on intelligence gathering and Internet crimes against children. • Respond to complaints regarding suspected drug usage, follow up on false prescription medication cases, conduct surveillance, administer permits for massage parlors, conduct prostitution sting operations and sting operations for alcohol sales to minors. • Detectives are subject to call-out as needed.
Detective	7		
Police Services Specialist	1		
Jail Bureau	Detention Administrator	1	<ul style="list-style-type: none"> • Operate a 24-hour Type 1 facility that can hold arrestees up to 96 hours and can house sentenced offenders up to one year. • Detention manager is responsible for all operational aspects of running the facility, supervision of staff, and compliance with regulations to ensure safe operation. • Supervisors work each shift with officers to supervise inmates, provide food service, and process and book arrestees. • Detention officers trained as nurses screen arrestees and inmates for medical issues and determine if medical treatment is necessary. • Provide security for the holding cells and living quarters; monitor prisoners.
Det. Supervisor	4		
Detention Officer	9		
Detention Officer/Nurse	4		
Detention Officer (2 PT)			
ADMINISTRATIVE OPERATIONS DIVISION			
Administrative Operations Division	Captain	1	<ul style="list-style-type: none"> • Manage all support functions for the PD; supervise the administrative services manager, records manager, communications manager, budget manager, and training sergeant; coordinate the work-related duties of these staff members. • Coordinate the recruiting, hiring, and promotional processes for the department. • Responsible for building maintenance and technology-related items (computers, CAD system, etc.); act as liaison with the City's IT Department. • Oversee budget development for the HBPD. • Keep the chief informed of significant or newsworthy incidents. • Conduct regular reviews of staff performance. • Train, counsel, mentor, and audit employees' performance; take corrective or disciplinary action as necessary.
Background Investigations	Officer	2	<ul style="list-style-type: none"> • Conduct background investigations on employee applicants, primarily new officer candidates.

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Administrative Services Bureau	Administrative Services Mgr.	1	<ul style="list-style-type: none"> • Manage the following functions: Records Bureau, Evidence & Property Room, false alarm billing, facilities maintenance, uniforms and equipment, community outreach services, and personnel functions, including the background investigators. • Supervise 11 people in these work units. • Assist captain in a wide variety of routine and unique tasks and projects. • Oversee the animal control contract with Orange County Animal Care. • Attend meetings and participate on committees. • Special projects as assigned, such as working on the implementation of a new CAD/RMS system for the HBPD. • Personnel manager processes and maintains PD personnel records and related paperwork. • Receive routine maintenance requests and complete building maintenance projects.
	Personnel Mgr.	1	
	Admin. Asst. (one PT position)		
	Police Services Specialist	1	
Alarm Office	Police Services Specialist	1	<ul style="list-style-type: none"> • Process permits for new facility alarms and the annual permit renewal. • Receive false alarm reports and process bill alarm owner for false alarms that are in violation of the ordinance.
General Services	Police Services Specialist	1	<ul style="list-style-type: none"> • Procure all police equipment, including weapons, Tasers, uniforms, and radios. • Track police vehicle and equipment inventory and supplies including weapons and electronics. • Keep inventory and audit equipment and supplies. • Prepare the budget for unit and track expenditures.
Community Support Services	Community Relations Specialist	1	<ul style="list-style-type: none"> • Responsible for the department's outreach efforts to the community, including a department newsletter, providing safety information at fairs and events at the pier, Neighborhood Watch Program, volunteer staffing at substations. • Oversee the Volunteers in Police Service (VIPS) and the Retired Senior Volunteers Program (RSVP).
Property Unit	Property Officer	2	<ul style="list-style-type: none"> • Both are civilian positions. • Receive, log, and store evidence items and found property. • Process and properly package and/or secure property and evidence. • Monitor and control evidence and property items. • Maintain filing systems and records. • Transport items or documents to or from the Lab. • Prepare and purge/destroy items of evidence and property as authorized in accordance with City ordinances and state law. • Order and track supplies for department.

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Police Services Technical Report

Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Records Bureau	Administrator	1	<ul style="list-style-type: none"> • The Administrator is responsible for managing and directing all work in the Records Bureau. • Develop policies and procedures; plan, organize, and administer law enforcement records and information systems. • Manage and supervise the file maintenance system for all police records and related documents. • Supervisors are responsible for the daily oversight of specialists and evaluation of their performance. • Process all crime reports, arrest reports, and field interview cards written by officers; quality control of all reports for entry into the RMS. • Ensure completion of crime report processing, data entry, and distribution of reports. • Handle all requests received in the mail or in person, processing the requests and making copies of reports for members of the public. • Process requests for background checks and Freedom of Information (FOI) requests. • Perform special assignments as appropriate, such as the archiving of old files (a scanning project of old case files is an ongoing project). • Distribute reports, citations, and other paperwork to the appropriate courts. • Ensure completion of crime report processing, data entry, and distribution of reports. • Process subpoenas for officers and witnesses. • Track and send traffic reports to the State. • Operate and maintain the RMS. • Plan, develop, and participate in the process of purchasing a new RMS. <p>NOTE: Two records specialist positions and the court liaison position are currently vacant.</p>
	Supervisor	3	
	Police Records Specialist	16	
	Police Services Specialist	5	
	Court Liaison	1	
	Systems Coordinator	1	
Training Unit	Sergeant	1	<ul style="list-style-type: none"> • Coordinates in-service continual professional training conducted by the NBPD and all special skills training (away courses). • Act as a liaison to the Academy and supervise new officers when they are in the Basic Academy. • Identify training needs to provide in-service training to sworn personnel to meet state and department training mandates. • Schedule and coordinate the monthly in-service training classes (repeated 6–8 times to provide sufficient dates for all officers to attend); both the sergeant and the officer teach some subjects. • Enter officers' training class records in the database; monitor officers' attendance to ensure training requirements are met. • Coordinate travel arrangements for officer training courses. • Ensure paperwork for training classes is submitted to the State.
	Officer	1	
	Police Services Specialist	1	
	Admin. Asst. (PT)		
	Cadet (2 PT)		

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Budget Bureau	Budget Manager	1	<ul style="list-style-type: none"> • Develop and monitor the budget and budgeting process for the department. • Oversee and manage all grants for the HBPD (over 30 currently). • Process department timecards and payroll.
	Accounting Tech II	3	
Communications Bureau	Communications Manager	1	<ul style="list-style-type: none"> • Supervisors oversee dispatching operations and are also working dispatchers, performing all of the tasks listed below in the Dispatcher section. • Supervisors monitor activity in the Dispatch Center, ensure staffing meets minimum levels, ensure policy compliance, and ensure calls are handled properly. • Ensure all shifts are staffed and tasks performed; maintain shift schedules and logs; approve time off. • Coach and counsel operators in their job performance; write annual evaluations. • Repair or schedule repairs of all equipment: CAD, radio system, telephone system, etc. • Make copies of audio recordings of radio or other communications for criminal case prosecutions. • Make appropriate notifications for large-scale or critical incidents. • Report call and phone call statistics monthly. • Coordinate training of new operators and in-service training to ensure it is completed. <p>NOTE: One supervisor position is currently vacant.</p>
	Communications Supervisor	6	
Communications Bureau	Communications Operator	15	<ul style="list-style-type: none"> • Provide the call-taking and dispatching services for the City. • Answer 9-1-1 calls and determine appropriate response for the call. • Answer other incoming telephone lines (non-emergency lines and business lines). • Use the Computer Aided Dispatch (CAD) system to create cases, monitor calls for service, and provide appropriate disposition to all calls. • Dispatch officers to calls for service; perform related requests by officers. • Use law enforcement computer systems to provide information to officers as appropriate. • Perform data entry: arrest reports, traffic citations, field information cards; perform CLETS data entry for missing persons, restraining orders, stolen vehicles and other stolen property. • Serve as the primary answer point for the business phone number for the Police Department. • Staff the dispatch center 24 hours a day. <p>NOTE: Two operator positions are currently vacant.</p>
	PT Operator (5 PT)		

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Work Unit	Classification and Funded Staffing		Key Roles and Responsibilities
Police Department	Officer	20	<ul style="list-style-type: none"> An additional 20 funded positions are either vacant or newly hired employees; they are not assigned to any specific work unit so are included here as general department vacancies.
Total Positions	333		212 sworn, 121 civilian

APPENDIX B – COMPARATIVE SURVEY

INTRODUCTION

As a function of the General Plan review, the project team conducted a comparative survey of the Huntington Beach Police Department with police departments of other similar California cities—Fremont, Glendale, Garden Grove, Torrance, Pasadena, and Santa Monica. The data contained in this section was acquired through a combination of contacts made with participating agencies and online research conducted by the project team, including the review of budget documents, relevant municipal government records, and departmental annual reports, as well as the online websites of various agencies. The comparisons highlight a wide range of subject areas relating to police services, including departmental budgets, staffing levels, accreditation, civilianization, the overall scope of operations within an agency, and many others.

It is important to stress that the contents and findings of the comparative survey should not be considered recommendations of the overall study, but rather a reflection of current trends and commonalities present in a limited sample of agencies similar to the Huntington Beach Police Department. An additional limitation of the survey that is worth noting is the incompleteness of the data, as the project team was not able to attain full data for each agency; certain comparisons will be limited in scope as a result.

Community Overview

As a basis for comparison, Table B-1 examines various background statistics across each of the cities included in the survey, listed in order of population.

Table B-1, Surveyed Cities by Population

City	Population	Population Density	Area (square miles)	Per Capita Income
Santa Monica	91,215	5,737	15.9	58,933
Pasadena	139,382	6,026	23.1	39,825
Torrance	147,851	7,195	20.6	36,370
Garden Grove	175,079	9,748	18.0	21,066
Huntington Beach	194,708	6,104	31.9	42,127
Glendale	194,902	6,374	30.6	21,254
Fremont	218,927	2,499	87.6	38,752
Average	166,009	6,240	32.5	36,904

While the cities included in Table B-1 vary considerably by population, area, and average income, Huntington Beach is near the group average in each of these categories. These were not the only deciding factors in the selection of cities for the comparative survey; input from police department staff, geography, community

similarities (e.g., coastal community, region of the state) were other factors that guided this process.

Crime

Table B-2 compares the total number of Part I crimes reported to the FBI Bureau of Statistics and also the crime rate, which is the number of crimes per 100,000 residents.²⁴

Table B-2, 2012 Crime Data

City	Number of Crimes	Crime Rate
Glendale	3,276	1,681
Torrance	2,880	1,948
Fremont	4,565	2,085
Garden Grove	4,456	2,545
Pasadena	3,812	2,735
Huntington Beach	5,783	2,970
Santa Monica	3,793	4,158
Average	4,081	2,589

Huntington Beach's crime rate is higher than all of the surveyed cities except Santa Monica (which is interesting in that it is the only other coastal community in the survey).

COMPARISON OF POLICE SERVICES

Overall Staffing

Table B-3 displays overall staffing levels separated into sworn and civilian categories, as well as separate columns for detention and auxiliary/volunteers²⁵. The first city shown has the fewest number of sworn and civilian employees. To provide a better comparison, the number of detention staff and volunteers are not included in the "Total Staff" column.

²⁴ Part I crimes are homicide, forcible rape, robbery, aggravated assault, burglary, larceny, auto theft, and arson.

²⁵ A comparison of specific services provided by the Detention Units was not completed so the number of staffing may be higher or lower in a jurisdiction because of the specific duties performed.

Table B-3, Number of Staff Employed

City	Total Staff	Sworn Staff	Officers/ 1,000 Pop.	Civilian Staff		Detention Unit Staff	Auxiliary Staff
Garden Grove	159.0	159	.9	NR		NR	NR
Fremont	287.0	185	.9	102		16	28
Huntington Beach	333.0	212	1.1	121		18	18
Glendale	343.6	252.6	1.3	91		23	0.4
Torrance	380.3	255.5	1.7	124.8		17	8
Pasadena	382.4	251	1.8	131.4		21	3
Santa Monica	442.7	217	2.4	225.7		17	NR
Average	332.6	218.9	1.4	132.7		18.6	11.5

While the project team does not consider the number of sworn officers per capita to be an important metric for determining service levels, Huntington Beach, at 1.1 sworn officers per 1,000 citizens, is below the group average.

Among the agencies included in the survey, the average percentage of sworn staff in a department is approximately 63.4%. Santa Monica is the only city with a majority of personnel comprising civilian employees. Outside of Santa Monica, however, the staffing proportions do not show significant variation from the overall group average.

Budget

Table B-4 presents the overall budget figures for each department, using the most recent fiscal year.

Table B-4, Police Department Budget and Cost per Capita

City	Personnel	Maintenance & Operations	Total Budget	Cost per Capita
Fremont	\$47,605,571	\$6,469,734	\$54,075,305	\$247
Garden Grove	\$36,890,800	\$8,569,900	\$45,460,700	\$260
Huntington Beach	\$58,091,586	\$5,063,702	\$63,155,288	\$324
Glendale	\$56,979,267	\$9,894,805	\$66,874,072	\$343
Torrance	\$56,532,718	\$5,093,847	\$61,626,565	\$417
Pasadena	\$54,112,000	\$9,428,000	\$63,540,000	\$456
Santa Monica	\$71,188,473	\$6,110,178	\$77,298,651	\$847
Average	\$54,485,774	\$7,232,881	\$61,718,654	\$413

- It should be noted that these budget figures include general fund expenditures only; they do not include capital costs.

- Among agencies included in the survey, the average proportion of personnel expenses in an agency is about 88.3%.
- Huntington Beach ranks just above the average in this category, with spending on salaries and benefits constituting approximately 92.0% of the department's overall budget.

The proportions of overall police budgets to the population totals for each city, however, vary far more extensively, ranging from a low of \$247 (Fremont) to a high of \$847 (Santa Monica) per resident. In this regard, at \$324 Huntington Beach is well below the group average of \$413 spent on police services per capita.

Sworn Positions

Sworn staffing levels for each city are displayed in Table B-5, excluding the top executive management positions.

Table B-5, Number of Sworn Positions

City	Captain	Lieutenant	Sergeant	Officer	Other	Total
Garden Grove	2	7	22	124	4	159
Fremont	2	8	29	145	3	187
Huntington Beach	3	9	25	174	NA	211
Santa Monica	2	11	26	176	NA	215
Torrance	3	14	33	173.5	NA	223.5
Pasadena	1	14	34	196	4	249
Glendale	4	9.6	36	203	NA	252.6
AVG	2.4	10.4	29.3	170.2	3.7	213.9

- Huntington Beach has one of the lower staffing levels in the group.
- At seven officers per sergeant, Huntington Beach also has the highest ratio of officers to sergeants.

While there are a number of differences among the cities regarding sworn staffing levels, the greatest variation exists in the number of lieutenant positions in each department, ranging from seven to 14.

Calls for Service Workload

Table B-6 compares the total number of community-generated calls for service in each city (where data was able to be obtained) as well as the total number of self-initiated incidents logged by officers. The table is sorted by the number of calls for service.

Table B-6, Community-Generated Calls for Service

City	2013 Calls for Service	2013 Officer-Initiated Events	Avg. Priority 1 Response Time
Garden Grove	39,918	2,726	5.0
Glendale	49,798	77,003	4.8
Huntington Beach	53,829	34,772	6.7
Pasadena	62,170	51,141	NR
Fremont	NR	NR	NR
Torrance	NR	NR	NR
Santa Monica	NR	NR	NR
Average	51,429	41,411	5.5

Calls for service totals, which range from 39,918 to 62,170 (a difference of 55.7%) can also be examined by their rate per 1,000 citizens. When this calculation is made, the variation in calls for service workloads between each city actually widens. The difference between the highest CFS rate per 1,000 citizens (Pasadena, at 446) and the lowest rate (Garden Grove, at 228) is approximately 85.3%. Huntington Beach has the second-highest rate, at about 308 calls per 1,000 residents.

Field Support Units and Staffing

Police departments of Huntington Beach's size typically utilize support and/or targeted enforcement units for specialized functions, such as mounted policing units or school resource officers. Table B-7 displays some of the most common types of support and specialty units, including their staffing levels when this information is available, displayed in full-time equivalents (FTEs).

Table B-7, Staffing of Additional Field Units

City	School Resource Officers?	Proactive Enforcement Units	Beach, Marine, or Mall Special Units?	K-9	Traffic Unit	Mounted	Air Support	Crime Prevention
Fremont	Yes (6)	NR	NR	Yes (5)	Yes (2 sgt., 9 ofc., 2 temp. ofc., 2 CSO)	NR	No / NR	NR
Glendale	Yes (2)	Yes (Special Enforcement Detail; AB 109 Task Force)	Yes (Downtown Policing Unit)	Yes (3)	Yes (Traffic: 17 motor officers, 2 traffic cars, 2 investigators, 2 sergeants)	No	Yes	No
Garden Grove	Yes (4)	Yes (Gangs – 4, Traffic – 9)	No	Yes (1)	Yes (9)	Yes	No	Yes (4)
Torrance	NR	NR	NR	Yes (5)	23	NR	NR	NR
Pasadena	NR	NR	NR	Yes (2)	NR	NR	Yes	NR
Santa Monica	Yes	Yes	Yes (7)	Yes	Yes	Yes	Yes	Yes
Huntington Beach	Yes (2)	Yes (2 sgt., 14 ofc.)	Yes (summer)	Yes (2)	Yes (20)	Yes	Yes	Yes (1)

- All responding cities utilize school resource officers, with an average of 3.5 SROs per agency.
- All responding agencies also include canine (K-9) units, ranging in staffing from 2.0 to 5.0 FTEs.
- Most responding agencies have air response capabilities, although it is unclear from this data how their utilization differs.
- Some agencies have unique field units. Santa Monica has a Park Ranger Unit and an Airport Unit.

Within each category of specialized unit, staffing levels—and presumably, the funding—appear to vary markedly from agency to agency. However, when staffing for specialized and support units is viewed in an aggregated manner, the overall staffing levels for these units are relatively similar in each city. While the cities included in the survey appear to have individual focuses, to a degree, the overall emphasis placed on specialized and targeted enforcement issues is fairly constant throughout the group.

Investigations

Table B-8 compares the staffing figures for each department relating to investigative functions.

Table B-8, Staffing of Investigative Units

City	Sergeants	Detectives	Total	Supervisory Ratio	CSI Positions
Fremont	2	19	21	9.5	8
Garden Grove	4	25	29	6.3	0
Huntington Beach	4	28	32	7.0	6
Santa Monica	4	30	34	7.5	NR
Glendale	7	47	54	6.7	5
Torrance	7	50	57	7.1	8
Pasadena	NR	NR	NR		NR
Average	4.7	33.2	37.8	7.4	5.4

Regarding the ratio of detectives to sergeants, Huntington Beach, at 7.0:1, is only slightly below the group average of 7.4:1. However, the HBPD's total number of detectives is about 20% below the average of approximately 38 detectives.

For crime scene processing and evidence collection, among the surveyed agencies, all but Fremont utilize all-civilian CSIs; Fremont uses a mixture of six sworn and two civilian CSIs.

Accreditation and Training

Table B-9 covers issues relating to agency certification by the Commission on Accreditation of Law Enforcement Agencies (CALEA) and online reporting, as well as the training unit staffing levels and training goals.

Table B-9, Certification, Online Reporting, and Department Training

City	CALEA Certified?	Online Reporting	Number of Training Staff	Number of Annual Targeted Training Hours
Fremont	No	Yes	2.0 sgt., 1.0 ofc., 2.0 sr. office specialist	NR
Glendale	No	Yes	1.0 coordinator	24.0 hours per officer every 2 years
Garden Grove	Yes	No	1.0 full-time training sergeant	24.0 hours
Torrance	No	No	NR	NR
Pasadena	No	Yes	NR	NR
Santa Monica	No	Yes	NR	NR
Huntington Beach	No	Yes	1.0 Sgt., 1.0 Ofc., 1.0 Civ.	40.0 hours

- Only one agency (Garden Grove) of the seven in the group currently maintains CALEA certification.
- Five out of seven, or about 71.4% of agencies, utilize an online reporting system in some capacity.

Notably, the HBPD has one of the highest levels of staff dedicated to providing training, second only to Fremont, which did not report its target number of annual training hours.

Dispatch and Communications

Table B-10 displays staffing numbers for each agency, as well as whether the agency provides contract dispatching services for another agency.

Table B-10, Dispatch and Communications Services

City	Dispatch for Other Agencies?	Sworn	Civilian	Total Positions
Glendale	No	0.0	29.0	29.0
Fremont	Yes (Union City in near future)	0.0	27.0	27.0
Torrance	NR	0.0	25.0	25.0
Huntington Beach	No	0.0	22.0	22.0
Garden Grove	No	0.0	16.0	16.0
Pasadena	NR	NR	NR	NR
Santa Monica	Yes (consolidation of police and fire dispatching in progress)	NR	NR	NR
Average		0.0	23.8	23.8

None of the surveyed departments utilizes sworn dispatcher positions, either in a line-duty or a supervisory role.

Staffing levels do not appear to vary to a significant degree across different agencies after accounting for factors such as department size and workload demands. Additionally, comparability is limited by the fact that not every agency's dispatch services are the same; some dispatch for other agencies and/or different service areas.

Records Units

Information regarding records processing, and the organization of these functions, is displayed in Table B-11.

Table B-11, Records Bureau

City	Number of Records Staff	Number of Incidents Reports Processed (2013)
Santa Monica	17	NR
Garden Grove	17	19,000
Torrance	19	>100,000
Fremont	14 (with 5 additional staff in other units)	NR
Glendale	18 (includes 3 supervisors, 1 manager)	28,959
Huntington Beach	27 (includes 3 supervisors, 1 manager)	20,029
Pasadena	NR	NR

Huntington Beach has a higher number of records staff but seven employees assigned to the Records Bureau do not perform the duties normally assigned to a Huntington Beach Records Specialist. The number of incident reports processed in Huntington Beach in a year is below the group average, however, some agencies count different workload tasks, some of the tasks require almost no staff time to process, and agencies can also over-report workload. The numbers (other than for Huntington Beach) cannot be verified in a survey such as this.

APPENDIX C – DETERMINING THE NUMBER OF CALLS FOR SERVICE

The project team obtained data from the Computer Aided Dispatch (CAD) system for responses to calls for service the 12 month period of December 1, 2012 – November 30, 2013. This data was used to determine the number of community generated calls for service (CFS). This does not include officer initiated incidents (e.g. a traffic stop). Table C-1 below summarizes the calculations.

Table C-1, Calls for Service Calculation

Number	Community Generated Calls for Service
142,014	Lines of call data in original files from HBPD
3,632	CFS handled by Crime Scene Investigators
4,675	CFS handled by Parking Control Units
832	Officers working special details (fireworks, etc.)
7,729	Non-Patrol or non-HBPD units (Desk, SWAT, Detectives, Lifeguard, Jail, etc.)
6,540	Not a CFS (cancelled calls, OC Crime Broadcast, Info, Message, Test, etc.)
118,606	Responses by Patrol & Traffic Units (beat officers, K9, Beach Detail, helicopter, 2 person units, sergeants, lieutenants) to the CFS; a traffic officer was the primary unit for 6,566 of these responses
64,777	Duplicate responses to a CFS (the 2 nd or 3 rd officer)
53,829	Unique CFS handled by patrol and traffic officers