



# MEMORANDUM

## POLICE DEPARTMENT

**Date:** April 17, 2014  
**To:** Anton Dahlerbruch, City Manager  
**From:** Dave Hinig, Interim Chief of Police  
**Subject:** Management Audit – Palos Verdes Estates Police Department

### Executive Summary

It has been my pleasure to serve the City of Palos Verdes Estates for the past six months as the Interim Chief of Police. Pursuant to the specifications of the Professional Services Agreement between the City and myself, I am providing a Management Audit of Police Operations, including recommendations for the City Council, City Manager and the new Chief to consider for future action.

Overall, the Department is in compliance with professional standards established by the California Commission on Peace Officers Standards and Training (P.O.S.T), and Department of Corrections and Rehabilitation Standards and Training for Corrections (S.T.C.), as well as generally accepted practices for law enforcement conduct and performance.

The Palos Verdes Estates Police Department excels in several areas. Specifically with regard to; response time to calls for service, familiarity with the service clientele, dedication to the community, community programs, liability management and maintenance of a very low crime rate.

The Department also has some areas requiring attention. These include: addressing recruitment and retention of personnel, defining an up-to-date training matrix for officers, improving computer systems and information technology, and strategic planning in the context of technology issues, adequacy of facilities, and equipment/fleet replacement.

Several areas of recommended change have been initiated for the agency and they will be described more fully in the following sections. With the appointment of the new Chief as the leader of the agency, the Department will be able to define long-term goals and move forward. I am confident that under the leadership of the new Chief, the Palos Verdes Estates Police Department will continue performing in the professional manner I have seen during my tenure.

A major issue in evaluating the operations of a police department is to determine whether the agency is performing in a manner that is cost efficient, effective in service delivery, and supports the quality of life expected in the community. PVE PD accomplishes each of these tasks very well.

Public Safety (Police and Fire) are allocated the largest percentage (67%) of the City's operating budget. This is common in virtually every community. The reasons are fairly basic; between the two safety departments, they have the highest number of employees. PVE PD has the largest number of staff (38 full-time and 4 part-time) of all the City departments. Secondly, one of the primary roles of government is to protect its citizens. Keeping these two concepts in mind, it is axiomatic that the public safety budget would be allocated the largest share of operational funds.

Chief William Bratton, formerly head of the Los Angeles Police Department and current Commissioner of the New York City Police Department described the costs associated with police service as an investment in the quality of life and well-being of community residents. Diminishing the investment will proportionately diminish the quality of life and community safety. The City sets the value of its investment while also considering the other services it provides to the community, keeping all of these issues on balance. This observation is particularly relevant in PVE where residents experience a very high quality of life, excellent services, and a peaceful environment.

There are many attractions to PVE; these include the hillside beauty, open parkland space, its relative isolation from traffic and the incursion of people that affect the more populous communities outside of the Palos Verdes Peninsula and of equal importance, the sense of safety and comfort residents enjoy.

The City has maintained its own police department since its incorporation in 1939. The Department has evolved over the years by attending to resident needs with a level of service that far exceeds other police agencies. The residents have an expectation of one-on-one commitment from their police officers and the members of PVE PD react by responding to virtually any call for assistance that is made. The officers pride themselves in their motto "Commitment to Community." The motivation of the officers is to provide rapid, high quality personal service coupled with a desire to protect residents from victimization.

The most basic of police operations is staffing the patrol function at a level where response time is as short as possible, visibility is optimized, and there are sufficient officers to ensure safety to residents and back-up capability for the officers in the field. Building upon the patrol function is the ability to investigate crimes committed in the community. The detectives assigned to the investigation section accomplish that task as well as performing ancillary duties such as teaching the "Student and the Law" course at PV High School.

Adding to patrol and investigation is the supervision of the Department who are tasked with personnel oversight and ensuring daily activities are accomplished in a timely manner. Support staff comes into play by answering phones at the Department, dispatching police officers to calls and attending to all operations pertaining to the jail.

The Department's Professional Standards and Training sergeant carries the responsibility of recruiting, hiring, training, and ensuring adherence to all aspects pertaining to professional performance. The Community Relations/Emergency Services Coordinator has perhaps the most complex role in balancing the volunteer groups, and all components of the emergency management program. Although all of these responsibilities are covered within the audit, it is important to note there is an inextricable relationship in all of the activities and duties performed within the agency.

The question arises as to whether the Department can be reduced in size as a cost control measure. The answer is yes, reduction is possible but not desirable. As noted above, there is a high expectation of service within the community and any reduction in staff has a commensurate impact by reducing the level of service that will be provided. I found no operational areas where efficiency would be improved by out-sourcing (i.e. contract) with the exception of background services. This was not a replacement of existing staff, rather it was an augmentation. Maintenance of the current staffing relates directly to sustaining the low crime rate and quality of life PVE residents have come to expect.

As currently staffed, the Department performs well. The patrol/operations division is down three officers at the moment, but is recruiting to fill the positions. My audit reflects that with the addition of these three officers there should not be a need to add additional sworn staff at this point in time. Likewise the other operations of the agency do not require additional staffing with the exception of the Community Relations/Emergency Services Coordinator's position. That position is in need of additional support and it is likely an individual working 20-30 hours per week would suffice to augment Ms. McCullough-Herrera's duties. One possibility to explore would be to enhance the PVE Cares Coordinator's position from its current 12 hour a week commitment to work directly with the Community Relations aspect and increase the hours as noted above. This would bring about an incremental approach to solving the under-staffing issue that currently exists. Such an approach would also be of significant benefit as the Department is preparing to launch two new volunteer groups, i.e. Parkland Rangers, and Volunteers in Patrol Support (VIPS).

In evaluating the performance of the Department, I was particularly impressed with the ability of the staff to engage in multi-tasking. The men and women of the agency all have a "can do" attitude and they are quite willing to step forward and assume duties performed by another member if someone is unavailable or otherwise engaged in some task. No one portrays an attitude of "it's not my job." Quite the contrary, each person steps forward to help whenever there is a void to fill. This was a particularly refreshing thing to see and it appears the attitude is shared throughout the entire staff. I believe the attitude has probably evolved from the fact the Department has traditionally been minimally staffed and equipped, thus requiring members to have a mindset of "doing more with less."

The Department functions professionally, however it appears there has been a leadership void in the context of promoting a positive and collaborative work environment both internally and with regard to other City departments. The small size of the agency requires the leadership (Chief, Captains and Sergeants) to take a participative and inclusive approach in order to create a shared vision for the future. Such a leadership approach will also foster a climate of enthusiasm and create opportunities for mentorship. The Department leadership should take aggressive steps to help develop staff

members professionally and for the purpose of succession planning. Police leaders also need to foster strong relationships with other City personnel. Of note is that Captains Velez and Best have adopted this approach and have advanced the concept over the last few months.

As mentioned in the body of this report, the Department has a training matrix but it has not been updated since 1999. It is outdated and does not address contemporary topics such as “active-shooter” and “urban rifle” training. These are fundamental to officer and community safety. These training areas have been incorporated into the current courses to which officers are assigned, but the entire matrix requires a thorough review.

Personnel in the Department are well trained to handle the crimes and activities commonly encountered in PVE including traffic operations, dispatch and jail services. They do not have exposure to events such as homicides and barricaded suspects. The supervisors and officers are aware of the resources needed to investigate such incidents and there are contingencies for requesting mutual aid from the Sheriff’s Department, and other allied agencies if the situation warrants.

During interviews regarding Department proficiency and preparedness, a Council Member observed “the Police Department will be judged not only by how it performs day-to-day, but by its response to the Katrina event.” Over the past few months, the Department has made progress in preparing for just such an event. Assessments have been made and response contingencies are being refined to handle incursions at school sites, businesses and other areas where there is potential exposure. Training has been escalated and new equipment is being added to buttress police response capability. Cross training with school principals and staff will occur in May with regard to “active shooter” incidents. In addition, there is ongoing threat assessment and training with regard to the types of natural disasters that commonly occur in the southland.

Maintaining momentum and underscoring the importance of the aforementioned preparation and training will be the responsibility of the new police leadership.

An ongoing challenge for the Police Department is to address a level of complacency that exists within the community as it pertains to being potential crime victims. Many residents have an attitude that crime is such a remote possibility in PVE they do not need to take standard precautions to thwart victimization. Examples of this attitude are leaving cars unlocked with valuables clearly visible inside, failing to lock doors at residences, not setting alarms when leaving their homes, and leaving keys in the ignition of unlocked vehicles. Although these are just a few examples, the Department must continue its community education efforts in crime prevention. The addition of support for the Community Relations Officer as noted earlier in this summary would help to bolster efforts in this arena.

Performance of a police department is defined not only by staff capabilities, but by the nature of the work environment. This means the facilities, technology and equipment they use must be capable of sustaining their activities.

The police facility is inadequate. The structure was built in 1959 and does not meet "critical facility" seismic standards. It is under-sized and does not have the space necessary for fundamental police operations. The Department houses the Professional Standards Sergeant and Community Relations Officer in a small trailer adjacent to the police building and property and evidence are located in cargo containers on the site. There is no room to add any additional functions which inhibits the inclusion of volunteers to support the Department's law enforcement efforts. The PD is not alone in this deficiency. The City Hall and Fire Department are housed in the same complex and all suffer from the outdated and overcrowded conditions.

Site security is lacking and should be addressed as soon as possible. Security upgrades should occur regardless of any projected plans that may come forth for facilities replacement. As noted in the facilities evaluation area of this report a strategic plan and analysis should be undertaken to define facilities replacement. The section also covers the security deficiencies that currently exist with recommendations for improvement.

Fundamental technology in the Police Department is lacking. Somehow a mindset of "when it fails we'll replace it," has evolved with regard to a number of operations. The DVR (Digital Video Recorder) in the dispatch center failed approximately two months ago and all video monitoring capability was lost. The vendor who is assisting in defining the new system has installed a "temporary unit" to support the cameras but it has a limited life cycle. In addition, the software and hardware supporting the CAD/RMS (Computer Aided Dispatch/Records Management System) is no longer supported and the computer server driving the system has no technical support. An upgraded system has been proposed, but this critical part of the infrastructure should never have been allowed to degrade to this level.

Computer workstations in the Department vary between 8 and 10 years in age and are scheduled for replacement. The units presently in service are performing marginally and should have been replaced quite some time ago. Further discussion on this topic is contained in the Computer/Information Technology section.

The 9-1-1 Dispatch System is over eight years old and needs replacement. Funds for this type of replacement come from the State's 9-1-1 account. The account is set-up to replace 9-1-1 equipment on a five-year cycle. A State authorized vendor for 9-1-1 upgrades and installations has evaluated the PVE system and is submitting a proposal to the State in behalf of the Department. The entire installation, estimated at \$217,000 will be paid for by the State. The Department has worked to make the upgrade a priority and installation is anticipated within the next six to twelve months.

The evaluation section dealing with Fleet Management provides a comprehensive review of the vehicles used by the Department for patrol, administrative and specialty operations. Although the rotation system used for marked patrol units is consistent with what is typically seen in police departments, the rotation of unmarked vehicles was ill-defined. As noted earlier, the "wait until it fails" mindset was applied to the unmarked fleet and what resulted were several vehicles having to be taken out of service because they could no longer be operated. This caused an abnormal level of

replacement in a one-year period. The above mentioned evaluation section offers a recommended rotation cycle that should avoid vehicle failures.

Most safety equipment in the Police Department is subject to periodic replacement. These items include handguns, rifles, shotguns, ballistic vests, and radios. To ensure serviceability, the equipment should be incorporated into the annual budget on the recommended replacement intervals. This will keep the equipment in good condition and performing at the optimum.

In assessing police operations, I explored whether dispatching or jail services could be considered on a contract basis and found these services could not be out-sourced without incurring higher costs. Secondly, although neither the City Council nor City Manager asked for an assessment of policing alternatives, i.e. contract law enforcement; I have included a short analysis of the basic concepts of how the practice works and what a city gains and/or gives up in considering the option. Having performed this audit and evaluated the performance of the Department over the past six months, I would not recommend considering any option but maintaining local police services.

The following audit covers 46 areas of analysis. It is respectfully submitted for your consideration.

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### **Department Structure**

The organizational structure of the PD is generally consistent with police organizations of a similar size. The Department is currently shown as three divisions. The Operations (Patrol) Division works under the command of Captain Best, the Administrative under the Chief of Police and Support under Captain Velez. (See Attachment #A)

The chart shows reporting authority and oversight responsibility which is typical for law enforcement. Where the chart is somewhat out of sync with most agencies is the functions of Community Relations and PVE Cares report directly to the Chief.

Typically, other than division commanders, the Chief has direct reports only from the Executive Assistant, and Professional Standards and Training. Other functions report through the division commanders. The primary reason is to allow the Chief the latitude of full department oversight without encumbering him/her with ancillary operational duties. Additionally, it avoids conflict in

establishing priorities wherein one particular operation may encumber an undue amount of the Chief's attention in relation to overall Departmental activities.

The exceptions noted above, i.e. Executive Assistant and Professional Standards and Training are due to the fact both positions are seen as confidential reporters to the Chief. This is clear as to the role of the Executive Assistant and necessary for Professional Standards because the position is responsible for Internal Affairs investigations which must be kept independent of other Department operations.

In this same regard, the Department currently entitles the unit as Personnel and Training. In actuality, this only encompasses a portion of the responsibility of the position. In the contemporary environment the unit is most often referred to as Professional Standards as it covers conduct, evaluation, recruitment, retention, training, strategic planning for training, and assessment for compliance with standards set by POST.

Likewise, the realignment of the structure should show two Divisions; Operations and Administrative. The title "Support Division and its responsibilities would more appropriately be shown as "Administrative Division," with a Captain heading the division.

*Recommendation #1:*

*Restructure the organizational chart with Community Relations and PVE Cares reporting to the Captain in the Support (Administrative) Division.*

*Recommendation #2:*

*Change the title of "Support Division" to "Administrative Division."*

*Recommendation #3:*

*Change the title of Personnel and Training to Professional Standards/Training.*

*See Attachment #A for Current Structure*

*See Attachment #B for Recommended Structure*

## **Budget**

The Police Department annual operating budget for FY 2013-2014 is \$6,130,375. Of that figure, 84.7% (\$5,193,700) is allocated for salaries and benefits. In small to medium sized police departments, the typical allocation for salary and benefits ranges from 80% to 87%. The budget for PVE PD is primarily supported from the City General Fund. There are no special assessment districts or City taxes specifically dedicated to police services.

The PD Budget is prepared and monitored by Captain Mark Velez. The Department receives a monthly printout from the Finance Department detailing every account. Captain Velez reconciles the accounts and provides written updates on account status including any variances from expected expenditures and reasons for the variances.



Budget review over a five year period indicates the Department has not exceeded their budget allocation. There have been periodic mid-year adjustments, but these have been nominal. Two areas my audit found to be of concern were in regard to “overtime” and “training.” Both of these accounts are consistently overspent, however the reason is not Police Department mismanagement or lack of monitoring, rather, the accounts have a history of intentional underfunding at the initial planning stage of budget preparation.

*Recommendation:*

*The Police Department is reasonably funded for general operations. For planning purposes, it is recommended actual spending of the overtime and training accounts for the past five years be reviewed and that data should be considered in making the budget proposal for those categories. Of note is this recommendation is currently in progress.*

**Staffing Levels**

The current strength of the Department is 38 full-time and 4 part-time positions. These are shown as follows:

Position	Authorized Staff	Actual Staff
Chief	1	1
Captain	2	2
Sergeant	6	6
Corporal	3	3
Police Officer	13	11
Executive Assistant/Records Manager	1	1
Lead Service Officer/Jail Manager	1	1
Service Officer	9	8
Traffic Control Officer (Parking)	1	1
Community Relations/Emergency Services Officer	1	1
PVE CARES Coordinator (Part-time)	1	1
Interns (Cadets) (Part-time)	2	2
Data Input Clerk (Part-time)	1	1

**Deployment**

- Patrol: 4 sergeants, 3 corporals, 8 officers
- Investigation: 1 sergeant, 2 officers, 1 service officer (property & evidence)
- Task Force: 1 officer (AB109 Unit), 1 officer (Redondo Special Investigations Unit)
- Professional Standards & Training: 1 sergeant
- Communications/Jail: 1 lead service officer, 8 service officers

## Patrol Operation

The division operates with marked patrol units, one motorcycle and one K-9 (German Shepherd "Lobo"). Also included is a traffic control officer whose duties are primarily parking enforcement.

The City, which covers 4.79 square miles, is broken into four geographical areas for purposes of documenting where activity is occurring within the community. These areas are commonly referred to as reporting districts. The districts are grouped in pairs to create two beat areas. The usual deployment of officers in PVE is two patrol units per shift. As such, the two beat system is functional and provides an appropriate distribution of police resources.

## Staffing Evaluation

At full strength, the Department functions satisfactorily in the manner in which it provides law enforcement service to the City. Presently, one officer has been off duty on a job related injury for over one year. Additionally, two police officer positions are vacant. As such, uniform patrol is functioning with three officers less than would normally be deployed. Because of this, the Police Department is operating at a "foundational level," meaning each position is critical in relation to how services are provided and to maintain adequate field staffing for officer safety. This latter concept deals with timely assignment and arrival of back-up officers to critical events. To ensure reasonable safety measures, the Department should not deploy less than two officers on any given patrol shift. The deployment of a single officer would create an unacceptable level of threat exposure and potentially subject the officer to injury. Additionally, deployment of less than two units compromises the ability to respond to multiple events and increases response time to calls.

A by-product of the aforementioned vacancies is an increased level of overtime expenditure. A very real manifestation of the vacancies is that patrol shifts normally staffed by officers holding the full-time positions are frequently staffed on an overtime basis to ensure the Department meets "minimum safety" thresholds. Because the "back-fill" is done on an overtime basis, compensation is at time and one-half, thus actually increasing Department overhead rather than allowing for effective budget control and management. In the long-term this will result in an excessive use of overtime pay, diminishing the overall efforts of the Department to manage its salary and benefit budget expenditures. Additionally, when the Department remains short-staffed for an extended period of time, the officers who are back-filling the open positions can be subject to fatigue.

Current recruitment to fill the open positions is proceeding with new officer candidates in the background process. However, due to academy and field training requirements, new recruits will not be fully operational for a year or more. None-the-less, the process is moving forward without delay.

### *Recommendation:*

*Staffing of the Police Department is generally adequate for day-to-day policing needs. With three positions open in patrol, it is probable that additional staffing is not necessary rather, filling the vacant positions and then assessing the impact is the appropriate approach.*

## **Scheduling – Assignment Overview**

Patrol officers work a “3/12” schedule which means they are on-duty for three days in a row, with their shifts being 12 hours each. Because this formula constitutes less than 40 hours per week, there is a “payback” shift due once each month to ensure the appropriate number of hours are worked during the monthly cycles. The schedule ensures there are always officers on-duty to respond to community needs, even during overlap periods at change of shift.

Because of varying workload demands and crime trends, the Department adjusts work schedules as necessary to maximize effectiveness in meeting its law enforcement mandates. Patrol deployment varies between two and three units per shift with support from supervisors and Department administrators whenever there is a need.

Four patrol sergeants and three corporals are in-charge of supervising patrol shifts. In general, the sergeants and corporals are designated as “watch commanders or field supervisors.” This means they have full responsibility and accountability for field operations during their assigned shifts. This has significant benefit to members of the community, because they may always direct concerns, comments, or issues to the attention of the “watch commander.” That supervisor is then tasked with addressing the issue if it needs immediate attention, or referring the matter to the Captains or Chief of Police if additional action is required.

There are a variety of schedules used by police departments and the majority of agencies in California have adopted the 3/12 format. Several studies evaluating the different schedules have been done and there is no consensus as to what is the “best” or most effective work schedule. Suffice it to say the 3/12 schedule is more of an “employee benefit” than it is as an effective and productive use of staff in that it maximizes the employee’s time off and compresses the workweek into three days (with the exception of the once a month 12 hour payback). A distinct advantage that exists with the 3/12 is commuter mileage for the employee is reduced. This is particularly attractive to the employee with fuel costs continually escalating.

Regardless of any other argument, the 3/12 is the norm in the industry, it works well in PVE, and it is likely that if the schedule was changed officers would leave the Department to seek employment with agencies that employ the schedule. As such, the recommendation is to remain with the work assignment schedules currently being used.

From the investigative side, three detectives are assigned to handle follow-up of all crimes reported in the City. The detectives work a 4/10 schedule; 10 hours for 3 days and 9 hours one day, each week. The detectives alternate days off so there is an investigator always available Monday through Friday. On weekends and after hours, they are subject to call out as may be necessary.

During 2013 the investigation section handled 155 Part I (felony) crimes and approximately 300+ misdemeanor incidents. In addition, they were responsible for follow-up and review of 667 arrest incidents that occurred in 2013. Although not all crimes have investigative leads, each case is

reviewed by a detective and evaluated as to the need for further action. In most departments, there is no follow-up on crimes without leads, however in PVE contact is always made with each victim. This process is not only a reflection of community outreach but underscores the exceptionally high service level the Department strives to maintain.

In addition to the review of crime reports, the detectives must file cases with the District Attorney, monitor the progress of cases in the court system, coordinate court appearances and ensure the delivery of evidence to court during the prosecution of criminal cases.

A unique assignment handled by the Detective Bureau is the "Student and the Law" program conducted at Palos Verdes High School. Detective Chuck Reed teaches the course and is a constant aide to school officials. In meetings I had with the Principal Charles Park and Assistant Principal Rich Boscia, it was readily apparent Detective Reed is seen not only as an invaluable resource in educating the high school students, but he is a counselor and confidant to many of the young people.

Two other positions associated with investigative duties are staffed by PVE officers. One officer from patrol is assigned to the South Bay AB 109 Task Force and another (detective) is assigned to the Redondo Special Investigations Unit. The AB 109 Task Force is comprised of officers from all of the South Bay Police Departments and currently has two sergeants and eight officers in the unit. This group is funded by the State of California where a special allocation has been made to all counties to allow for monitoring compliance with conditions of release for inmates who have been released pursuant to the "Prison Realignment" legislation. Participation in the task force is voluntary; however the benefits to the community are substantial because the team develops information on persons who are preying on the entire region, including PVE. The team also works as a "preemptive" strike unit in that many persons they contact are violating terms and conditions of their release that would eventually translate into criminal acts perpetrated in the local community.

The investigator assigned to the Redondo Special Investigations Unit is funded from the Police Department's annual operating budget. This particular unit conducts surveillance operations, uses tracking devices, and "bait" operations to thwart criminals who operate throughout the South Bay. During my time with the Department, the unit was used to assist with investigations varying from stolen mail and packages delivered by UPS to working undercover during confrontations between rival surfing groups in the Lunada Bay area. This particular unit is a good example of the fact regional participation in crime prevention efforts serves to keep crime down on the Peninsula as well as the entire South Bay.

As support to the Investigations Bureau, a service officer (SO) is assigned to manage property and evidence. SO Jaylin Albao handles the task in an exemplary manner. She receives, categories and processes evidence in compliance with applicable standards. She has also attended classes to enhance her skills in processing crime scenes for physical evidence. SO Albao is also trained in dispatch and jail operations. Full assessment of the property and evidence procedures will be covered in an individual section of this audit.

An extremely important position, and usually the point of first contact with PVE PD is the service officer. One Lead Service Officer (LSO) and eight service officers fill positions where they handle radio communications, dispatch duties, receipt of all incoming phone calls, attend to requests at the police counter (open 24 hours for community access) and have oversight of all persons in the jail. The service officers are all cross-trained as POST (Peace Officer Standards and Training) dispatchers and Department of Corrections STC (Standards and Training for Corrections) certified jail personnel. They work the same "3/12" schedule as the patrol teams.

PVE PD is unique in the service officer positions because of the multitude of duties for which they are responsible. These include; answering and receiving all business and emergency phone calls, attending to persons who come to the PD seeking information or assistance, keeping track of all calls for service, dispatching police units for service, and attending to the requests of officers for computer information, wanted persons checks and all activity relating to radio operations. In addition, these staff members are responsible for monitoring the radio traffic of all surrounding communities in case there is a need for transmitting crime information and/or providing or receiving mutual aid from our neighboring police agencies. In addition, they book and fingerprint prisoners, monitor the jail, and feed inmates. They also monitor the ten surveillance cameras around the police facility, Streets and Parks Department, and jail. In larger departments, these tasks are the responsibility of multiple individuals, yet in PVE they are all part of the duties of this very versatile group.

The Department's Community Relations/Emergency Services Coordinator is a critical support unit in the agency. The position is full-time and works a 4/10 schedule, generally being present Monday through Thursday. The hours are frequently adjusted due to weekend and evening commitments related to community events.

This position encompasses a broad spectrum of activities in support of community endeavors. There is no single element that takes precedent over another as the priority changes, almost on a day to day basis to meet service requests from the community.

The section is staffed by one individual, Marcelle McCullough-Herrera. With help from some volunteers, she is staff support to, and coordinates the DDP (Disaster District Preparedness) Program, Neighborhood Watch, CERT (Community Emergency Response Teams), Emergency Preparedness, Weekly Police Newsletter, community presentations, police station tours and coordinates various volunteer personnel who provide support to the aforementioned programs. She also serves as the police Press Information Officer (PIO) when necessary.

The importance of this section to the residents of PVE cannot be overstated. Ms. McCullough-Herrera's focus in assuming the position was to advance the scope of emergency preparedness in the community along with an internal focus as the City staff was not trained in emergency management dimensions. Since then the position has transitioned to a much larger and broader responsibility than was envisioned when the program was launched.

The section has become the most visible of police activities as far as community interaction is concerned. It is the "point of contact" for inquiries and concerns ranging from animal control questions to traffic issues and public presentations.

Ms. McCullough-Herrera channels issues from her section to the appropriate unit, section, or department within the City or Police Department and does so in a timely fashion.

PVE has two individuals assigned as "Interns" (commonly titled Cadets in most agencies). These persons work part-time, (20 hours per week). They provide support duties to the various sections of the Department, but their past assignments have been limited in scope. As a result of this audit there has been a re-definition of the position. This is further covered under the Section entitled (Cadets/Interns).

A part-time (12-20 hours per week) Data Input Clerk assists the agency by uploading information from notices to appear, parking violations, field interview cards (FI's) and other field generated documents to ensure timely transfer of the data to the court, and the City of Inglewood (the contract processor for parking notices). There were 2,680 parking offenses and 1,764 notices to appear requiring such processing during 2013.

The final employee in the Department is the PVE CARES Coordinator. Rob Blee performs this task and works 12-16 hours per week. The PVE CARES program is the largest community outreach program in the City with over 700 members. Rob uses 17 trained volunteers (January 2014) to facilitate contact with and assistance to program members.

### **Cadets/Interns**

The Department has an "Intern" program. Similar programs are typically called "Cadet Programs." PVE currently employs two individuals in this capacity. Most police agencies use cadets to augment their staff. Cadet training programs recruit individuals, generally in the 18 to 21 year-old bracket, for the specific purpose of training them to prepare to accept future positions as police officers. These individuals must also be enrolled in college and take a minimum of 9-12 units with a "C" average or better. Additionally, because they perform support tasks such as; relief dispatching, processing of paperwork and records, minor report writing and staff support, there is an expansion of staff, but at a greatly reduced cost to the City. The use of cadets for duties such as relief dispatching, can also help reduce overtime expenditures. An added benefit of the cadet program is that it tends to attract "local youth" as participants, thus developing young members of the community to "stay" with the Department as future police officers. This latter concept can have a significant impact on recruitment and retention issues.

In PVE, the Interns/Cadets have been under-utilized. They assist with various errands such as taking police vehicles to the car wash, and assisting with minor records processing, photo copying, and occasional assignment to community events and some staff support. There has not been a defined development program.

Currently, the program is being restructured. New assignments for cadets will include relief dispatching, answering phones in the dispatch center, learning the proper use of the Department's RMS/CAD system (Records Management System/Computer Aided Dispatch), support to the Professional Standards & Training Sergeant, the Community Relations Officer and they will learn to support the Investigations Bureau and Property Officer. By spending two to three months in the various assignments, these individuals will be better prepared to enter careers as law enforcement officers.

### **Police Canine (K-9)**

The Department deploys one service dog for police operations. This is commonly referred to as a "K-9 Unit." The dog currently in service is a six-year old German Shepherd named "Lobo." He is trained as a search dog for tracking and locating suspected criminals and for narcotic detection.

The current K-9 handler is Officer Cecelia Williford. She is responsible for housing, training, maintenance and welfare of the dog as well as maintaining the K-9 activity and training log.

"Lobo" and Officer Williford have engaged in 24 K-9 searches (suspects and narcotics combined) over the span of his service to the Department. These include both local and mutual aid requests. Active searches for suspects have occurred on 14 occasions with two suspects being apprehended. During his service "Lobo" has not had any "bite" incidents.

The PVE service dog is trained in what is called "find and bark" searches. The dog will not grab and hold a suspect unless there is resistance. This technique reduces the potential for injury to suspects.

Officer Williford maintains a K-9 log that covers every aspect of the dog's history; i.e. training, deployments, circumstances of the deployment, outcomes, demonstrations, medical history and any information relevant to the dog's performance.

Officer Williford's log is computer generated and all tasks are well documented. Her work is thorough and meets expected standards for a K-9 officer.

Use of a service dog in PVE is an appropriate tool to augment normal patrol personnel. The terrain of the community and large open areas are more suited for searches by a K-9 than by human beings. In maintaining a local K-9 unit, the Department has an immediate response capability and can assist allied agencies when needed. The ability to assist other police agencies promotes reciprocity, meaning other agencies with K-9 units are more likely to assist in PVE when requested.

*Recommendation: The advanced age of the Department's K-9 means the dog will require replacement in the near future. As a funding option, I recommend the Department consider creating a "Friends of the PVE K-9 Program." A program of that nature would garner community support from residents and promote donations to cover the cost of a replacement service dog. Using the K-9 at Police open house events would also showcase the program.*

## **Policy and Procedures Manual**

The practice of the Police Department has been to write and update its own policies and procedures. The policies range from what a police officer wears to handling officer involved shootings. The process for writing policies was for the Chief to assign the Professional Standards/Training sergeant to review policies from other departments and draft a new policy using the best of what was found. The policy was returned to the police chief and sent for legal review if necessary. The practice however lacks continuity and does not have a scheduled time frame for review and update.

The Police Manual is a guideline for conduct and sets the parameters for every practice in which a police agency is engaged. As such, an up-to-date Manual is critical in defining performance expectations and acts as one of the primary liability management tools of the Department. Recognizing the short-comings of the past process, the Department has now signed a contract with an outside provider who specializes in the maintenance of such manuals throughout California and across the nation.

The Lexipol Police Policy and Procedures Manual offers an alternative for police departments that write their own policies. Lexipol is America's leading provider of police policies and resources, delivering services through a unique, web-based development system. Lexipol offers state-specific policy manuals that are integrated with scenario-based daily training on high-risk, low-frequency events. Additionally, Lexipol's legal experts constantly monitor court decisions, legislation and emerging trends affecting law enforcement agencies and provide updates as necessary. They offer an online (printable) complete law enforcement policy manual and daily training bulletins. Lexipol's services are used in several states, and are currently in more than 1000 agencies in California.

Lexipol is not a generic Manual; rather it incorporates accepted standards and practices, but also tailors the product to local concerns and needs. There are several reasons for transitioning to Lexipol. First, it will save staff time that results from constantly researching and following legislation and court decisions. Second, it makes PVE policies more uniform with current standards in law enforcement. Third, in situations where policies are challenged in court, there is less likelihood our practices will be seen as inconsistent with generally accepted professional standards. Finally, exposure to liability will be reduced because the policies are in sync with customary law enforcement practices.

The City Attorney and the JPIA (Joint Powers Insurance Authority) were consulted regarding this proposal and both were supportive of the transition to Lexipol in lieu of local policy maintenance. In addition, the JPIA will help offset some of the costs after initial implementation.

Conversion of the current manual to Lexipol is in progress and will take approximately six months due to the integration of local unique practices.



## **Liability/Risk Management**

The Department does a good job of managing liability exposure. Because the agency has a sergeant and/or a corporal deployed on every shift as a supervisor/watch commander, there is always an experienced leader on duty to oversee operations. The sergeants all attend supervisor's school and middle-management training. Corporals have all attended supervisor's school. This level of training and supervision promotes good decision making and reduces the potential for mistakes by field officers.

As noted above, the Department is in the process of adopting the Lexipol Police Policy and Procedures Manual. This will also provide a solid foundation for controlling liability exposure. Good policies and procedures, coupled with a broad base of training work hand-in-hand to maximize professional conduct.

A review of a five year history of claims with the JPIA and liability claims administrator Carl Warren and Associates showed one action by a former reserve officer pertaining to a personnel matter. That claim has been resolved. There was no litigation alleging police misconduct.

Since November of 2013, there was one personnel complaint filed wherein "excessive force" during an investigation was alleged, however the complaint was investigated and found to be totally without substance. No claim resulted from the incident.

### **Use of Force Practices:**

PVE PD officers do not experience a high volume of violent encounters during the course of making arrests for crimes occurring in the community, however there have been instances where suspects have engaged in violent and active resistance. In this area, I found the officers comported themselves with excellent professionalism.

During my tenure, two instances of "use of force" occurred and in each case, the officers displayed good judgment, restrained actions, and ultimately affected the arrests without injury to the suspects or to police personnel. The low incidence of force also showed the officers were handling difficult situations with good verbal skills, diffusing potentially problematic situations before they deteriorated to violence.

The Department's Use of Force Policy is modeled after the Lexipol Policy and is almost universal in California. Use of force incidents are investigated by Department supervisors for policy compliance and reviewed by the Division Captain having responsibility for oversight of the involved personnel. After review by the Division Captain, the Chief of Police independently reviews each case. The reporting and review practices are consistent with standard police operating procedures.

### **Pursuit Policy:**

The Pursuit Policy is compliant with California Law. As with the use of force, the number of pursuits in PVE is infrequent. From October 2013 through March 2014, there were two pursuits noted. One

was lengthy and ended in a traffic collision in Torrance where shots were fired by Torrance officers. The involvement by PVE officers was compliant with policy and showed they exercised appropriate judgment. The second pursuit involved a driver who was fleeing from deputies in the Lomita area who were attempting to arrest her for a narcotics violation. She evaded the deputies, but was spotted by PVE officers. The pursuit ended when she stopped and fled on foot. She was quickly apprehended without injury to the suspect or officers.

Each pursuit is reviewed by supervisors for compliance with policy and then reviewed by the Operations Division Captain. The pursuits are reported on the appropriate forms to the California Highway Patrol for statistical purposes as required by law.

The aforementioned areas are critical in evaluating the Department as they specifically relate to risk management. Based upon my observations, it appears the agency is doing a good job of managing its exposure with regard to areas of potential litigation.

### **Personnel Complaint Procedures**

Pursuant to the provisions of California Penal Code Section 832.5, police departments are required to have a written procedure, available to the public, governing the process for making complaints against police personnel.

PVE PD has such a procedure and it is available to anyone who requests the document. The Department will provide the policy in person at the front counter or will mail a copy if so requested.

The aforementioned statute requires that complaints made against peace officers be retained by the Department for a period of five years. The agency complies with the retention mandate.

The number of complaints recorded by the Department is small, averaging 4 to 5 per year over the past five years. Records showed complaints were properly investigated and evaluated. During my tenure, three complaints were filed. All were thoroughly investigated and properly documented. Dispositions were made in accordance with the law, with complaining parties being notified of the conclusion of the complaint within the 30 day period required by statute. None of the aforementioned complaints were found to be valid.

Complaint information is reported annually to the California Department of Justice in conformance with State Law.

The Department has provisions to request assistance and/or retain an outside investigator if the nature of the complaint would require such action. No complaints I reviewed mandated that type of process.

## **Property and Evidence Management**

One of the most critical areas of police operations is the manner in which property and evidence is handled. Poor or inconsistent practices can result in missing items and evidence leading to compromised prosecution of criminal cases.

The recommended standards in this area are established by the California Commission on Peace Officer Standards and Training and defined in the "Law Enforcement Property and Evidence Manual."

Property and Evidence at PVE PD is stored in two controlled areas. One of the areas is comprised of metal cargo containers modified for the specific purpose of housing these items. The second is within the Investigations Bureau.

The Department has assigned Service Officer Jaylin Albao as the individual in charge of managing property and evidence. My review of her records and practices shows she is in compliance with the standards set in the POST Property and Evidence Manual. SO Albao has taken significant steps to comply with guidelines, promote safety and security and to ensure there is no compromise of the integrity of evidence being processed in criminal cases. SO Albao is a member of the California Association for Property and Evidence (CAPE), an organization dedicated to adherence to "best practices" in this particular law enforcement domain.

In addition to her duties as Property and Evidence technician, SO Albao has attended training classes to enhance her skills in the collection and preservation of crime scene evidence, including DNA collection and processing.

There is an ever increasing level of technology and crime scene processing skills needed to ensure evidence items are collected in a manner that will support successful identification and prosecution of criminal suspects. The continuing evolution of this field will require persons who perform these tasks to be fully engaged in the field.

*Recommendation: The complexity of property management is increasing as is the need for sophisticated evidence collection techniques. For this reason, the Department should consider converting this position from Service Officer to Property and Evidence Technician. Provide continuing in-service training to the individual performing these tasks to maximize the skill level. Optimize the use of the person in this position for processing and collecting crime scene evidence.*

## **Concealed Weapons Permit Process**

The Department has written procedures covering the application, evaluation and issuance (declination) of concealed weapons permits pursuant to the provisions of California Penal Code Sections 26155 through 26225.

At this time, the Department has 20 active concealed weapons permits. Nine permits are issued to reserve officers currently working with the Police Department. Six permits are issued to reserve officers who are no longer active, but served honorably with the agency. The remaining five permits are issued to residents of the community. Current law authorizes a police chief to issue permits only to residents of the community under their jurisdiction. The criteria under the law in California, at this time, require an applicant to show "good cause" for a permit in addition to a number of other specifications.

Review of the concealed weapons permits was undertaken for the sole purpose of establishing the number and validity (as to issue and expiration date). No review of the "good cause" requirement was conducted. Such a review would only be appropriate at the time of re-issue or renewal.

Concealed weapons permits are issued on a two-year basis for persons not affiliated with law enforcement and four years for reserve officers. Disclosure of the names of persons holding permits (other than law enforcement officers) is subject to the California Public Records Act, however the permit holder may object to disclosure if such action would place that individual at risk of harm.

### **Radio Communications**

PVE PD has one of the better radio communications systems that exist for small agencies. The Department has its own dedicated radio frequencies and operates in the UHF 507-510 MHz band. The radios are encrypted and therefore monitoring of police activity by persons who might be bent upon criminal activity is impossible.

The topographical layout of the City presents communications challenges, i.e. "dead-spots" due to the mountainous terrain and canyon areas. The existing system performs as well as any system could be expected. These "dead-spots" have been largely eliminated due to the use of four radio repeater sites in the City. The repeaters allow for what is referred to as "voting," meaning the radio signals are automatically re-broadcast by the site receiving the strongest signal. During my study of the system, I did not find any areas where there was a sustained problem of reception.

Presently, there is a Joint Powers Authority (JPA) known as LA RICS (Los Angeles Radio Interoperability Communications System) with membership extending to all municipalities in the County as well as the County itself. The purpose of the LA RICS project is to create countywide radio interoperability on a "common platform," system. This means all law enforcement agencies in Los Angeles County will be required to use certain designated frequencies. Specifically, because of Federal mandates, public safety agencies will have to migrate to the 700 MHz band. The projected date for the transition is in 2021, but this particular date has been a moving target since the late 90's. My involvement with the radio interoperability project dates back to 1998 when I participated as a member of the interoperability executive board representing the LA County Police Chiefs Association. My board membership ended in 2005 upon my retirement. The project has since evolved to the JPA and substantial funding has been received from the Federal Government as a result of various grants. Presently, the LA RICS project is in the process of attempting to assess JPA

member fees dealing with anticipated "air-time," infrastructure "build-out," and maintenance. These fees are based upon usage and projected membership, but the numbers are in flux because there has not been an "agreed upon" level of use by the member agencies. There is considerable confusion and no consensus on just what the costs will be at this time.

The primary partners in law enforcement for PVE PD are Redondo Beach and Torrance. Both of these agencies currently have radio interoperability capability with PVE PD. The other law enforcement partner on the peninsula is the Los Angeles County Sheriff's Department (LASD). PVE PD does not have radio interoperability with LASD; however the Sheriff's Aero Bureau has the ability to link communications to PVE PD because they have multiple-radio capability throughout the County. Virtually no agencies have a direct link with LASD and this has been a historic problem throughout the County.

The current system is functional, yet will undoubtedly be the subject of change within the next three to four years. The defining need for change will be driven by the mandate for frequency migration coupled with the fact Motorola Corporation's police radios are being changed and at a point in the same time window noted above, Motorola will no longer support the radios currently in use. The anticipated counter to the expected costs of replacement is to add money to the Department's Equipment Replacement Fund on an annual basis to prepare for migration. The decision to participate in LA RICS is still under review. However, my initial recommendation is to avoid committing to the project until every aspect of funding has been fully vetted. Presently the LA RICS program is in a 60 day "review and comment" period. At the end of the review period, the City will have to "opt in or opt out" of the system. The general consensus of the South Bay cities at this point is to "opt out" because there does not appear to be a local or regional benefit.

Currently, the radio communications system for the Police Department is in good condition and can be expected to require only nominal investment for routine maintenance, equipment replacement, and minor upgrades.

The one exception to the above assessment of the PVE PD radio system deals with radio inventory. The Department currently has four portable radios as backup to the radios issued to each officer. That number is insufficient for emergency operations and for the expanding volunteer programs within the agency. The number of supplemental portable radios should be increased to twelve to fourteen.

As a side note, Reserve Police Officer Lou Warnick has attended LA RICS meetings and has been monitoring the program in behalf of PVE since the inception of the JPA. His career is in communications technology where he has over 40 years of experience. Officer Warnick has reviewed this component and is in accord with the recommendations at this point.

*Recommendation:*

*Continue with the existing radio communications system and set aside funds in the Equipment Replacement Fund in anticipation of radio replacement over the course of four years.*

*Do not commit to membership in the LA RICS project unless a definitive cost is established and there are clear-cut defined benefits to PVE.*

*Increase the backup inventory of portable radios from four to at least twelve and preferably fourteen radios.*

### **Mobile Digital Communications (MDC)**

Mobile Digital Communications (MDC) allows for police units to check local and state-wide data bases for information varying from stolen vehicles, registration, driver's license history and validity, to wanted persons, parole/probation conditions and virtually all information needed to perform fundamental law enforcement tasks.

MDC is not an optional component of law enforcement. It is a fundamental part of the technology systems required of contemporary police agencies. All patrol vehicles in PVE are equipped with MDC's. In addition, the Parking Enforcement Truck is now undergoing installation of an MDC. The inclusion of the Parking Enforcement Truck is another layer of law enforcement capability as this particular assignment routinely encounters more vehicles on a daily basis than the officers who perform regular law enforcement tasks.

Collateral to the MDC's, is a LPR (License Plate Reader) mounted on one patrol vehicle. The reader allows officers to check cars in parking lots or any other areas where multiple vehicles are encountered and determine whether there are stolen vehicles or wanted persons associated with the vehicles.

Mobile Digital Communication terminals and the License Plate Reader both use local wireless carriers to ensure they have connectivity to the data systems needed. A serious frailty of MDC and LPR connectivity in PVE is the lack of a substantial wireless network. The major carriers in PVE are Verizon, AT&T, and Sprint. Each has limited capability and all are subject to "dropped" connections. The Department has conducted a multitude of tests with each carrier and found Sprint has "the least problem" with dropped connections. Unfortunately, even on the best of days, Sprint's performance is substandard with dropped connection occurring frequently. Wireless connectivity is a major challenge throughout the community. From a law enforcement standpoint, continuing evaluation must be done to maximize the ability to have sustained connection. Wireless connectivity is a standard of the law enforcement profession. It may be necessary for the City to authorize the installation of new cell sites to further enhance connectivity. It is well recognized the purview of expanding cell sites (i.e. connectivity) within the community is subject to Building and Municipal Code specifications, however, what also should be considered is the increasing demand for connectivity by all segments of the community. This demand will translate to a requirement for a wireless infrastructure where "drop-out" is not an acceptable option.

*Recommendation:*

*Continue evaluation with the wireless service providers within PVE to define the highest level of sustained connection possible. Whereas Sprint is the current provider for the PD, it may be appropriate to change providers if necessary to obtain the best "connectivity" for wireless service. Encourage wireless service providers to work in partnership with PVE to establish a network of sustained connection.*

*Explore the potential of future connectivity through satellite links.*

### **Fleet Management**

The Department has a substantial number of cars in inventory. Presently, there are seven marked patrol cars, one marked supervisory vehicle (SUV) and four marked Honda police motorcycles. The oldest of the patrol cars is designated as a "decoy" vehicle and receives limited driving, but is deployed on a daily basis to various stationary locations in the community. As vehicles rotate out of service each year, this car is replaced with whatever vehicle is being taken out of full-time service and is "most functional."

In normal police use, patrol vehicles have a life expectancy of 80,000 to 100,000 miles, which should translate to 3 to 3.5 years of service. The small geographical area of the City tends to keep overall mileage on vehicles low in comparison with larger surrounding communities. This smaller patrol area can expand the time a vehicle might remain in service. The projected "life span" needs to be monitored carefully as a number of other factors, such as drive train or chassis fatigue can mandate replacement at lower mileage levels. The current program of vehicle rotation replaces two of the six front-line patrol cars each year. The SUV used as a supervisory vehicle is replaced on a five year cycle.

There are four patrol police motorcycles in the fleet. Two are older motorcycles and are assigned to two Level I reserve officers. The other two motorcycles are for daily patrol operations. Currently only one motor is in service due to the fact the Department is down three positions and cannot assign a second full-time motor officer without diminishing the required deployment for other shifts.

The Department uses Honda Police Motorcycles. The Honda is durable and well suited to police service. The general rotation for motorcycles is 5-7 years depending upon mileage and frame evaluation. Police motorcycles typically have 40,000 to 45,000 miles on the odometer at the time of replacement. However, the critical evaluator for replacement is whether the frame is showing any stress or metal fatigue. Routine maintenance and examination by the City's contract motorcycle shop is the best way to monitor the overall condition of the bike.

Presently, there are nine unmarked police units in the fleet. The unmarked vehicles are equipped with emergency lights and sirens and augment the marked fleet because they can be deployed during any emergency situation. The unmarked cars are assigned to the Chief and captains, detectives, task force

officers and one car is shared as a "pool car" by Professional Standards, Community Relations and the Service Officers. The unmarked fleet is depreciated by the Finance Department on a five-year cycle. This does not mean the vehicles should be replaced at that interval; rather they should be evaluated as to whether to continue them in service or replace the vehicles as determined by mileage and wear.

Over many years, under previous City executives, the practice of replacement evolved to a mindset of "when it fails, we'll replace it." This occurred even though there were requests from the Police Department during the budget process to purchase replacement vehicles. As such, during my limited tenure, the Department has four vehicles that suffered non-repairable failures and two where excessive mileage (124,000+) and wear make the cars barely serviceable. Unfortunately, there are three additional unmarked cars facing replacement in a relatively short time frame due to excessive mileage and age. Reasonable budgeting dictates the replacement of these vehicles should not occur at one time. Rather, a better program of evaluation should be used to determine the serviceability of the unmarked fleet. The existing practice does not work well for vehicles that are subject to emergency operation.

*Recommendation: The recommendation in this area is to continue the depreciation on a five year cycle, but to perform a yearly evaluation beginning at the fifth year and replace cars as necessary, but not to exceed an eight year life span.*

Contained within the Department's fleet are several specialty vehicles. These include one pick-up truck outfitted for parking enforcement and deployment of traffic cones and signs, four Honda All-Terrain Vehicles (ATV's), two Kawasaki dirt-bike motorcycles, one patrol boat, one trailer for the aforementioned ATV's and dirt-bikes, and one trailer outfitted as a mobile disaster command center.

During my tenure, one of the dirt-bikes was deployed for special operations on one occasion and the patrol boat was deployed once to assist with problems arising between rival surfing factions in the Lunada Bay area and three times for costal patrol. Two ATV's were deployed in March for Parkland patrol.

Although deployment of the specialty equipment was limited, it does not change the fact the equipment has very specific applications in PVE. The large parkland areas, bluffs and terrain in the community make the equipment extremely valuable for police operations because many areas of the City would be inaccessible to police if the ATV's and dirt-bikes were not available. Additionally, these particular vehicles provide an excellent back-up system in the event of a disaster such as an earthquake, or mudslides. The ability of the ATV's and dirt-bikes to traverse areas where roads are impassable to standard vehicles is important. As such, the recommendation is to retain the vehicles in inventory and perform an annual evaluation (in addition to monthly operational checks) as to when the vehicles should be considered for replacement.

Daily examination and minor maintenance of the police fleet rests with the staff of the Streets and Parks Department. The primary individual handling routine work on the cars is Steve Beard. Steve does an excellent job of ensuring the fleet is functional and ready to deploy every day. Oil and filter



changes are handled on a contract basis with Lunada Bay Automotive, and more major concerns are referred to area car dealers for diagnosis and repair.

The City used the services of a part-time Parks and Streets employee to perform oil and filter changes and minor maintenance until the past year. An injury to the employee resulted in his separation from the City and that precipitated the contract arrangement with Lunada Bay Automotive. My review did not include a time/materials/cost benefit study to assess whether the current arrangement for service provides better efficiency and cost control than having a staff member handle the maintenance tasks. However, Streets and Parks Supervisor Pete Tepus said he felt the new system was functioning well but the time involved in moving vehicles to and from Lunada Bay Automotive impacted the workload in his department.

### **Marine Patrol**

The Department's "Marine Patrol" uses a 1989 Boston Whaler 22 foot boat belonging to the City. As previously noted, the patrol boat was used one time during my tenure for the purpose of monitoring problems between rival surfer groups in Lunada Bay and three times for costal patrol. The boat is more frequently deployed during the summer months. When in use, the boat is normally staffed by reserve officers who have expertise in operating in the waters adjacent to PVE and along the bluff coves. During the summer and for special enforcement, full-time officers augment the reserves who normally pilot the craft. There is no specialty or bonus pay for working in the marine patrol assignments.

The patrol boat is kept in a slip at the Redondo Beach Marina adjacent to the Redondo Beach Harbor Patrol. The patrol boat is serviceable, however because it is 25 years old, it should be evaluated for replacement. Inspection of the boat showed the wear expected of a craft this age. Reserve Rick Anderson works in the marine supply industry and takes the lead in maintenance and repair when the patrol boat requires attention. At present, the only reoccurring cost is for fuel and that is purchased as needed at the marina.

Within the framework of mutual aid, whenever an ocean related event occurs, if the patrol boat is not available, PVE PD requests assistance from Redondo Beach or Los Angeles County Life Guard boat patrols. When these agencies are available, they respond under the provisions of "mutual aid," however they are under no obligation to do so and their response is contingent upon availability.

The patrol boat, although seemingly of limited use, has a value to the Community because it can be deployed to address poaching, smuggling, surf war complaints, and enforcing safety rules pertaining to recreational boat use during holiday periods. When in use, the officers on Marine Patrol work to promote good will by doing safety inspections and helping wayward boaters with navigational directions. From a law enforcement standpoint, this detail serves to maintain order in the waters under the jurisdictional responsibility of PVE.

Marine deployment is not legally mandated; however PVE cannot solely rely upon the mutual aid “good will” of neighboring agencies.

*Recommendation: Maintain the Marine Patrol Boat and provide for boat replacement when possible. A concept that should be explored for replacement is community donations in support of marine operations.*

## **Equipment**

This section will address firearms, uniforms and ballistic vests as well as items typically deployed for field operations.

With regard to firearms, frontline handguns issued by the Department are Glock Model 21, .45 caliber, semi-automatic pistols. The handguns are ten years old and although they are in reasonably good condition, there are signs of wear. The original replacement rotation was based upon a seven year cycle, however, that has not been followed. This is another area where replacement requests were made, but did not make it through the budget process after evaluation by the previous City Manager.

There were no reported weapons malfunctions during training exercises within my tenure. The Department maintains a “back-up” inventory of fifteen Glock Model 21 handguns to be issued in case of firearms failure or for issue to new officers or reserves. The present inventory is sufficient for current needs.

The “worst case” scenario for a police officer is a handgun malfunction. Weapons malfunctions can occur at any time and as weapons age, the potential for failure increases. *It is recommended the replacement cycle noted above be re-implemented with the upcoming budget.*

The Department has purchased .223 caliber Colt M-4 semi-automatic rifles for patrol duty. This weapon is exceptionally well suited for the urban environment as it has the fire power to handle major confrontations yet the penetration of the round is well controlled thereby limiting the potential for incidental or peripheral damage. The weapons have limited deployment because there has been a lack of training available for the Urban Rifle Courses. Training has been accelerated and as soon as officers complete the course, the rifles should be fully deployed in the field.

At present, the Department uses Remington 870, 12 gauge shotguns as the primary (non-handgun) weapon for field operations. The shotgun is a “close quarters” weapon and has limited application in most field scenarios. Upon implementation of Colt Rifles in all patrol units, the shotguns should be used as a supplemental weapon and consideration should be given to converting all shotguns to “less lethal” munitions.

Tasers (weapons capable of electric discharge to incapacitate an individual) are part of the Department’s inventory of less-lethal weapons. There are sufficient Tasers for issue to all officers and

supervisors who deploy to the field. An additional Taser is assigned to the Detective Bureau for their use as necessary, to the K-9 officer and to the officer in the Redondo Special Investigations unit. There were only two Tasers in the backup inventory. As such, two additional Tasers have been ordered and are being purchased with the use of Citizens Option for Public Safety (COPS) funds.

Uniform replacement is the responsibility of each individual officer (per uniform replacement compensation as defined in the MOU between the City and PVE POA). I did not see any deficiencies in uniform appearance and found that all officers exercised care to ensure their uniforms were in good repair. Currently, there is no on-going process for uniform inspection by supervisors. *I recommend periodic formal inspections at briefings be instituted to maintain professional appearance standards and ensure all field equipment is maintained in good repair.*

Ballistic vests are an absolute necessity for officer safety. Under current procedures, new employees are fitted for vests upon hire and the Department pays for the vest because they are defined as "required safety equipment" for law enforcement officers. My initial review of practices disclosed the Department did not have a "mandatory wear" policy for field officers in uniform. In conformance with the Federal Government's ballistic vest replacement program, the Department has now adopted a mandatory wear policy for officer safety. Adoption of the policy also qualifies the agency for reimbursement of one-half of the money expended for bullet proof vest replacement. This is estimated to save the City approximately \$10,000 over each two year period where replacement is mandated. Under NIJ (National Institute of Justice) Standards, vests are ballistic rated for five years, at which time they must be replaced. Vest replacement on the aforementioned five year interval should be incorporated into the Department's operating budget. Additionally, because vests are worn on a "day-to-day" basis, all vests should be inspected annually (at a minimum) to ensure serviceability. Further, all officers should be informed of the necessity to notify their supervisor of any damage or wear to their vests that might affect its ballistic rating.

In conjunction with the ballistic vests is the necessity to equip all sworn members with ballistic helmets. These helmets are a standard piece of safety equipment and a necessary part of an officer's field resources. The current practice is to purchase ballistic helmets when officers are hired, however my audit did not show whether all officers (regular and Level I and II reserves) did in fact have the helmets.

Standard issue items such as batons; both collapsible and "straight stick," were found to be in good condition. Flashlights, Sam Browne leather gear, and handcuffs are all of good quality and no routine equipment used by officers was found to be sub-standard.

The Department has one portable ballistic shield for field use. The shield is kept in the supervisor's vehicle. The lack of shields to augment the body armor worn by field officers is a concern. In response to this issue, COPS funds (Citizens Option for Public Safety) were allocated for the acquisition of additional portable shields. Shields have been researched and the recommendation of staff was to purchase "foldable" shields with the same ballistic rating as the rigid shield noted above.

With the purchase of the “foldable” shields, four additional shields will be added to patrol vehicle equipment, thus making the shields immediately available to every officer during routine deployment.

The Department has one 37mm launcher for tear gas and impact projectiles. This particular platform lacks versatility, is outdated, and is not practical for use by PVE officers. The contemporary application is to use “paint ball” type weapons for gas deployment and rubber impact munitions. This type of munition deployment system is a critical part of police inventory in every agency for dealing with public disorder.

*Recommendation:*

*It is recommended the Department research the availability and acquisition of paint ball type guns as the preferred method of deployment for tear gas and less lethal munitions.*

### **Computer Systems/Information Technology**

The Department’s computer systems vary from marginal to unacceptable in performance ratings. The CAD/RMS system (Computer Aided Dispatch/Records Management System) is unacceptable and requires immediate attention.

The CAD/RMS was upgraded in 2007 with the installation of new software. The vendor, Spillman, uses proprietary software. This software has not been updated since the original installation and the current version is not supported by the vendor. An update plan was to be implemented and funds have been allocated for the update. However, there has been nearly a year-long delay as the vendor continually extends deadlines with regard to the optimal operating system for use, i.e. UNIX, Linux, or Windows. The City’s IT (Information Technology) support contractor (Prosum) prefers a Windows based system, however Spillman does not have their Windows System interactive with the specifications of the Los Angeles County Sheriff’s Department. The interactivity is critical because LASD is the gateway to access data bases involving “Cop Link” which is maintained by the California Department of Justice. The aforementioned data base is a critical component of police operations. An analogy would be “buying a car without wheels” if the Department were to purchase the Spillman Windows based system in its current configuration.

When the aforementioned Spillman software was purchased, the Department did not invest in a “personnel management” module. The module is important for tracking and recalling training information and other data relative to the employees of the agency. Recently the Department previewed the module and believes it will significantly enhance training records management. The Department should consider the acquisition of this module as part of the impending software upgrade.

During this assessment, it was found the computer server driving the CAD/RMS had lost the capability of automatic backup and the system had not been properly backed-up for nearly five months. Upon this discovery, IT contractor Prosum was tasked with correcting the deficiency before a catastrophic failure occurred. The system was in fact backed-up and is being monitored by Prosum

to avoid a repeat of the problem. The Department is still working with software vendor Spillman, to provide a satisfactory update solution.

The Department's workstation computer system is performing marginally as it has long ago exceeded its service cycle. Computers in the Department have been in use for eight years or longer.

Technology is a major concern in police operations. Factors causing this heightened level of concern include the fact most computers (stationary and mobile digital computers) are in operation on a 24/7 basis, thus getting a much higher level of use than seen in operations conducted within a traditional business workday. The Department is currently preparing for the replacement of its workstation computers as part of a city-wide replacement program.

Generally, computer and software replacement is recommended on a 4 to 5 year cycle. The primary reason is the computers are antiquated in relationship to speed, durability and software capability within that window. The computers in the Police Department are much older and certainly do not have the processing speed and software needed for efficient operations. Although there is a general schedule for computer replacement for City Hall, it appears there has been a disconnect when coordinating replacement and timeframe with Police operations. This includes the fact that software running on police systems is often unique and proprietary to the law enforcement environment and not interchangeable with computers throughout other departments in the City.

Contained in the Dispatch Center is the VCR (Video Camera Recording) system. The system allows the service officers to observe activity from the security cameras that monitor locations around the perimeter of the police facility and in the jail. The VCR is scheduled for replacement and will be funded from the Citizens Options for Public Safety (COPS) account. Approximately two months ago the VCR system failed and all monitoring capability was lost. The vendor supporting the system has applied a temporary fix at a cost of \$1,000 for "loaned" equipment. Although the system should never have been used to the point of failure, there is currently an opportunity to purchase a VCR system with expansion capability that will allow for increasing the number of security cameras around the entire complex. This would include adding a camera in the Council Chambers for safety monitoring and at the reception desk of City Hall. Enhanced security is recommended for staff and community protection.

Police Technology will continue to evolve and some items such as in-car state-of-the-art video and audio systems are fundamental, yet non-existent in PVE. The system was tried many years ago using VHS technology but found to be of insufficient durability, flexibility or performance. It has not been re-visited for two decades. Currently, body-worn cameras for officers are in beta tests with many agencies and will be available in the near future. These cameras will undoubtedly be considered as a standard of operation in the industry. The City should be prepared to move forward with such technology to enhance safety and accountability as well as incorporating the concept as part of its liability management program.

The Department is currently reviewing an application for smart phones, and smart readers that will allow for staff and members of the community to have real-time connectivity to the dispatch center and watch commander. The application will allow for persons to upload information to the Department as well as receive information from the Department on emerging events or issues. As previously noted, the application will be subject to the limitations of the wireless systems from the various cell phone providers. Because Captain Best is working with the vendor to help define the application, it will be a no cost item for the agency. The application is nearing its beta installation for PVE PD.

Another avenue being evaluated at this time is the use of a lap-top or i-pad device to quickly download geographical data in the field to assist in deploying units at crime scenes, for searches, and for officer to officer data transfer during a developing event. Recommendations for this concept are expected in the next few months.

Future considerations will be software for "facial recognition," card readers, access to regional and statewide data bases for monitoring parolees and probationers, and DNA or fingerprint verification for the mobile computers in patrol cars. It is recognized PVE does not need to be at the "forefront" in leading the way in technology applications, but they should commit to being contemporary and meeting professional standards in law enforcement.

As noted in the section entitled "Mobile Digital Communications" a reoccurring problem with technology applications in police operations is the inconsistency of cellular connectivity throughout the City. With more and more communications based activities relying upon cellular (wireless) technology, there will be a necessity to enhance the performance of cellular transmissions. This will most likely require permitting additional cell sites, or an exploration of satellite links.

### **911 – Emergency Communications**

The Police Department dispatch center is what is known as the PSAP (Public Safety Answering Point) for all 911 emergency calls in Palos Verdes Estates for calls that originate from dedicated phone lines at a residence or business in the community. The center also receives wireless (cell phone) 911 calls from anyone who is in proximity to cell site towers associated with PVE. This latter concept does not allow for the dispatchers to identify the location of the call, rather they have to inquire as to where the caller is located.

Upon receipt of a 911 call, the reporting party is asked whether they need, police, fire or medical assistance. If police are required, units are immediately dispatched. If fire or medical is needed, there is a one-button transfer to the County Fire Dispatch Center. During this transfer the dispatcher stays on the line and dispatches police units to support the fire or medical response.

Funding of 911 centers comes from the State of California. Upgrade of 911 systems is based upon a reallocation of funds designated for use by each city that occurs on a five year cycle. The funds are not distributed to the City, but they are used in behalf of the City for the purpose of the 911 upgrade.

The current system in PVE is eight years old and needs replacement. The Department has received a proposal from a state approved vendor that will replace and upgrade the current system in compliance with State standards. The proposal, called a "Statement of Work" has been forwarded to our State 911 representative for review. It is anticipated approval will be forthcoming and installation of the new system would be expected over the course of the next six to twelve months depending upon scheduling as determined by the vendor. Cost of the new system is approximately \$217,000 and is fully funded from the State's 911 account.

This upgrade would be required even if a new facility was to be built within the next 5 to 8 years. By the time a new dispatch center is constructed, the "next generation" upgrade will be needed.

### **Jail Operations and Oversight**

The PVE PD jail was built in 1959 when the City Hall-Police-Fire complex was constructed. The jail has a Department of Corrections housing rating of twelve inmates. It is subject to the construction and design standards applicable to jail facilities as established in 1963. Because no major modifications have been made to the jail since its construction it continues to be "grand-fathered" under the aforementioned standards. Care and custody standards applicable to every other aspect of the jail require annual updates and the Department is in compliance with the modifications.

Jail operations are mandated by, and subject to the oversight of the Department of Corrections and Rehabilitation's Board of State and Community Corrections. PVE PD operates a "Type 1" jail, meaning housing of inmates is limited to booking and pre-arraignment housing. Post-arraignment inmates are transferred to the County Jail.

Jails are subject to the requirements defined in Titles 15 and 24 of the California Code of Regulations. These regulations outline the manner in which jails are operated. Inspections are made for policy and procedure, serviceability, inmate records, safety issues and training records of staff members assigned to the jail. Inspections are conducted by the Department of Corrections, County of Los Angeles Health Department, Grand Jury, and California Youth Authority.

Review of the inspection records showed PVE PD was in full compliance with mandates. On May 28, 2013, the biennial inspection by the Board of State and Community Corrections found the facility in compliance with Title 15 and 24 standards as well as compliance with the Federal Office of Juvenile Justice Delinquency Prevention (OJJDP) standards for holding minors. Further, compliance with Title 15 – Article 9, Minors in Custody in a Law Enforcement Facility related to the requirements of Welfare and Institutions Code Section 207.1(d) was noted. This is a critical compliance notation as the Department detains minors as prescribed by law in both secure and non-secure detention.

My review of the Jail Operations Manual showed it to be fully up to date. The Manual is maintained by Lead Service Officer/Jail Manager Wellington Hengst. LSO Hengst's attention to detail in jail operations is commendable.

Daily cleaning of the jail is handled by the Service Officers and augmented by the contract maintenance company responsible for all City Hall and PD cleanliness. Considering the age of the jail, it is in good condition. However, the jail, like the entire complex is outdated. (See Facilities Evaluation)

As noted earlier in the “Scheduling – Assignment Overview” section of this report, PVE PD uses a unique, but highly effective and efficient method of handling jail operations. All of the Department’s service officers are cross-trained as dispatchers and jailers. The service officers attend the STC (Standards and Training for Corrections) core (120 hour) jailer training course and annual training to ensure compliance with mandates.

The cross-over duties of the service officers as dispatchers and jailers allows the Department to adhere to the professional standards required of POST (Peace Officers Standards and Training) as they pertain to dispatchers and STC (Standards and Training for Correction) requirements for jailers, and yet maintain cost control in the assignment of staff. In essence, one service officer full-fills the duties normally performed by two individuals.

The Department made 667 arrests during 2013, over 300 of those arrests required booking and some form of housing. Housing ranges from a few hours if there is going to be a release based on a written notice to appear and up to 72 hours in cases where the inmate must await arraignment.

From an operational standpoint, if the agency did not have its own jail facility, arrestees would require booking at the Los Angeles County Central Jail facilities (MCJ & WCJ) in downtown Los Angeles. Sheriff substations do not accept inmates for booking so transport of inmates to the central jail is a requirement if an agency does not book or house their own prisoners or contract with another police agency for jail services.

If PVE PD were required to book into the County, two officers would need to be detailed to handle the inmate. Average turnaround time for booking into the County varies between 4-6 hours at the minimum. Given local deployment, booking exclusively into the County would devoid the City of police protection for many hours each day.

An option to local jail maintenance would be to contract with Redondo Beach or Torrance for booking and housing of arrestees. Such a contract would shorten the turnaround time for processing prisoners as opposed to County Jail booking, however it would still cause a significant void in police coverage for the City because officers would be out of the community and unavailable for call.

Under the present system, officers who bring arrestees to the PVE PD jail are immediately available for service as soon as they turn the individual over to the service officer handling the booking process.

Using an outside booking facility would increase costs to the City and decrease the availability of police officers for patrol in the community.



*Recommendation:*

*Maintaining a local Type 1 Jail Facility is an important part of optimizing community protection and ensuring the availability of police officers for immediate response to calls for service. When a new facility is designed, a Type 1 jail should be included in the construction.*

### **Facilities – Site Security**

The Police Department (City Hall complex) was built in 1959 and the main structure has not been modified to any substantial degree since that time. The Department has added a small trailer that houses the Professional Standards and Training Sergeant and the Community Relations Officer. Property and Evidence is housed in cargo containers maintained in the underground parking area.

The existing structure is inadequate. It lacks office space, storage areas, training space, and its overall security is marginal. Upkeep and maintenance on the building are done only to the level of ensuring functionality. The Police facility is not alone in this analysis. The complex encompassing City Hall, Police, Streets and Parks, and the Fire Department have not received the attention they need for modernization and/or replacement. The facilities do not have space for an EOC (Emergency Operations Center), community room for hosting forums and/or meetings or enough room to allow for enhancement of community involvement by incorporating volunteers into police and City operations. The lack of an EOC (Council Chambers now serves as a makeshift EOC) marginalizes the City's ability to administer activities during a major event or disaster.

Each of the operations within the complex is undersized for the needs of the staff and community. The site is lacking in seismic safety and the structure is in varying states of deterioration.

Although the Police Department needs to expand its operations to include community involvement in the form of volunteer programs and provide for larger staff work areas, there is no room for such purposes.

The security of the site is of concern. Most notably, the unlimited access to virtually every door, parking, and storage area is problematic. At a minimum, controlled access to the underground parking area is recommended as well as modifying access to stairwells that allow free movement between the upper and lower levels of the complex. We recently received a "ball-park" figure of \$35,000 to \$45,000 for a spindle based (roll-up) or alternative form of gate to control entry/exit from the underground parking area. Security gates controlling stairwell movement would add another \$8,000 to \$10,000 to the cost. Both of the aforementioned security upgrades should be considered for immediate implementation.

A new facility, if placed on a "fast track" is most realistically seven years or more on the horizon. Nominal investment in security as noted above should not be deferred in anticipation of new construction.

It is recognized that substantial costs are associated with facilities modernization and upgrades. Further, the City of Palos Verdes Estates does not have the current financial wherewithal to fund an aggressive capital program of this nature. However, undertaking an assessment of existing buildings and defining a strategic plan to deal with this issue can build the foundation for future actions as well as identify priorities for facility improvement.

### **Recruitment**

The Department faces three major challenges in recruiting new police officers. First is the issue of pay and benefits. PVE PD falls within the lower mid-range of police agencies in Los Angeles County. This fact makes it somewhat difficult to attract candidates to the Department, other than those who are interested in getting a foothold in the profession so they can develop journey level skills in preparation for moving to other police departments.

Second is the amount of time required to attract, test, conduct backgrounds and otherwise process police officer candidates. PVE PD's sworn staffing level is small, therefore when an opening occurs, there is an immediate and substantial impact on the ability of the agency to perform its mission. The average time necessary for attracting, processing and training "entry level" officers (those with no prior training or experience) averages between 10 and 14 months.

The third challenge is the relative infrequency of major police activity. New police officers are often attracted to the law enforcement profession because of the excitement associated with responding to, and investigating criminal incidents. In PVE, there are very few major crimes and as such, the focus is on maintaining high visibility and engaging the community during service type calls. Suffice it to say the "excitement" factor is not a draw in PVE. Countering the excitement issue and emphasizing the service element is important in trying to attract new officers.

Recently, two officers left the Department transferring to agencies of a larger size with more activity and higher pay scales. An added factor was both officers had family ties in the area where they transferred. This last factor must be considered in the overall hiring process because candidates who have local ties are more likely to commit to long term employment as they would be more inclined to stay in the region.

As noted above, because time is so critical in seeking police officer applicants, the most successful recruiting strategy will be to look for "academy graduates" meaning those persons who have put themselves through the police academy or who are currently enrolled in an academy. Even with this strategy, PVE is competing with recruiters from other agencies and the aforementioned challenges present themselves during the recruitment.

In the past, the Department has had limited success in attracting lateral candidates. The reasons are undoubtedly the same as those noted above. In order to pursue this group of individuals, the Department would have to have salary and benefits exceeding those of other agencies in the region.

The Department should consider implementing a “marketing approach” with young candidates wherein “quality of policing” in the community is stressed. The Department needs to show the desirability of working in a small community where “one-on-one” connections are common and the people of the City truly value their officers and Department. There is a certain connection that can be made when selling “hometown” policing concepts, but it still does not offset the reality of needing a compensation package that is competitive.

*Recommendation:*

*When a vacancy is anticipated (retirement or transfer) the Department should begin immediate recruiting and “over-hire” the position. This will reduce the amount of time the position remains vacant and have a lesser impact on overall police service to the community.*

### **Testing**

PVE just completed testing for entry, academy trained, and lateral officers. There were well in excess of 100 applicants for the position of police officer. Four applied under the status of laterals, six as academy training (academy enrolled) and the remainder were entry level. At the end of the process, which included a written test, physical agility test, and oral evaluation, a total of five persons were found suitable for background evaluation. Only one of the candidates was enrolled in a police academy.

The written test administered to police officer candidates is in compliance with P.O.S.T. (Peace Officers Standards and Training) mandates. The written test in PVE is administered through the Human Resources function by Alexa Davis with assistance from the PD.

The physical agility is in compliance with P.O.S.T. standards and is also coordinated by Alexa Davis with support from the Police Professional Standards Sergeant.

Oral testing is a critical component of the applicant screening process as well as a P.O.S.T. mandate. Some departments use oral boards to screen applicants that are comprised of raters from outside agencies, occasionally these boards are made up of a combination of outside raters and internal staff. The rationale for using raters from outside is generally to avoid any sense of bias from the local agency. When using a combination panel, the primary purpose is to seek outside expertise and an independent perspective.

For PVE PD, the most recent testing used “internal” staff for the oral process. For future testing, it is highly recommended the agency use either an “internal” panel of raters, or include a single rater from an outside agency. Using internal raters has a very important benefit to the City. As has been noted many times, PVE is unique in its application of police services in that highly personal, one-on-one interaction is an expectation of all police officers who work in the community. The importance of that concept cannot be overstated, therefore it is critical that oral board raters be experienced members of the Department so that screening is done in such a fashion as to optimize an evaluation process that

ensures potential employees will truly have the characteristics, attitudes and attributes that are necessary for a solid fit within the community and the Department.

### **Backgrounds**

P.O.S.T. mandates are comprehensive and the guidelines for in-depth backgrounds for police officers as well as dispatchers are defined in the Background Investigation Manual which is derived from Government Code Section 1031 et seq. PVE PD has one person assigned to the task of Professional Standards (personnel and training). That is not sufficient to allow for handling internal background checks in a timely fashion. Although some very fundamental preliminary work (providing the Personal History Statement [PHS]), background packet, obtaining notarized waivers, and photocopying relevant documents can be done by internal staff, the full background is best facilitated by a contract service. Because the contractor is solely focused on the background work, the time frame for completion is much faster than if the function was completed by internal staff.

Many agencies use contractors for background purposes and my experience is the product has been good and fully complies with P.O.S.T. standards. Although the satisfaction level with specific contractors varies, nonetheless, the contract process has proven to be cost effective and fulfills all requirements. It is recommended the Department use contractors for completion of staff backgrounds. Of particular note on this topic, is the background investigator is not the final decision maker in the hiring/screening process. The investigator prepares the background package and then it is submitted to PVE PD for analysis and determination as to candidate suitability for the agency.

Finally, my spot review of personnel packages of some current officers shows the Department to be in compliance with P.O.S.T. and professional standards for hiring, and background checks.

### **Field Training**

New officers and reserves are under P.O.S.T. mandate to complete a field training program that must comply with all applicable standards. The Department typically uses Corporals who have completed the required "Field Training Officer" (FTO) program to accomplish training goals. During my tenure with the PD, no new officers were hired and I was unable to evaluate the actual conduct of the training process.

All agencies are required to submit their FTO Manual to P.O.S.T. for certification. The PVE PD Manual has been reviewed and is in compliance. The Manual, commonly referred to as a "Phase Training" program is an effective process for both teaching and reviewing the performance of new officers.

The only frailty of the field training program in PVE is the lack of exposure to a wide variety of activity. In order to compensate for the limited exposure, it is recommended that broad based scenario and role playing be used to ensure the officers are reasonably well prepared for events that may

confront them in the future. This training should also include report writing exercises in every facet of criminal investigation.

### **In-Service Training**

This is an area of critical importance when assessing the professional skill level of the agency's personnel. Because the Department is small, there is one person who is responsible for ensuring all training mandates are met.

Training serves to ensure staff members are fully updated on all material relevant to their duties, and are well versed in contemporary practices and safety. Training also serves to reduce potential liability exposure. Simply stated, the better the training, the more effectively the officers will perform law enforcement functions, and the less likely the City or Agency will be exposed to claims or lawsuits alleging impropriety in their law enforcement activities.

Because of its size, it is often difficult for PVE officers to be assigned to training for extended periods of time. This is driven by staffing mandates, i.e. hiring overtime to backfill positions when officers are assigned to classes, and the overall costs associated with training. In general, the Department can only assign staff to classes that receive P.O.S.T. reimbursement. This is necessary because of a limited training budget. Although it would be desirable to expand training options, P.O.S.T. classes are comprehensive and broad based to the degree most Department needs are met. However, I would encourage exploration of regional training that is not P.O.S.T. reimbursed, but is germane to activities occurring in the community.

The Chief and captains are also required to meet P.O.S.T. mandated training. This training is often completed at regional conferences specifically tailored to executive development. Attendance at such conferences, whether P.O.S.T. reimbursed or not, is highly recommended to ensure the Chief and captains are exposed to contemporary issues affecting the profession and region.

A current review of training records was postponed by the P.O.S.T. regional representative in January and they have not rescheduled as of this time. My review shows the Department meets standards for in-service training for sworn personnel and service officers performing dispatch and jail duties. The existing standard, for sworn personnel, i.e. 24 hours on a bi-annual basis, is the minimum threshold and the Department exceeds that requirement.

As noted earlier, the Department is transitioning to the Lexipol Police Policy Manual. An important component of the conversion is that Lexipol provides a daily training component for briefing periods. This will allow officers to enhance their skill levels with a higher frequency of training.

During the preliminary evaluation of Department training, it was found many sworn members had not undergone "Active Shooter" or "Urban Rifle" training. These two courses are foundational to officer and community safety. Training in these two areas has now been expedited. With regard to the Urban Rifle course, completion allows for the immediate deployment of the recently purchased Colt

M-4 patrol rifles. Daily deployment by patrol officers in all patrol vehicles will enhance their personal safety as well as that of the entire community.

*Recommendation:*

*The last update to the Department's training matrix occurred in 1999. In reviewing the matrix, there is no mention of the above training courses or their importance as foundational training. The matrix requires review and updating to ensure it addresses contemporary issues and personnel development.*

### **Firearms Training**

The Department has its own 25 yard indoor firearms range for training. The range is located in the basement of the police facility and is satisfactory for a variety of weapons training.

Department range masters use various scenarios and techniques to ensure the officers have appropriate firearms skills. Qualifications are conducted on a monthly basis. All members of the Department are in compliance with firearms training requirements.

To enhance scenario and tactics training on the range, the Department has allocated \$5,000 from the Citizens Option for Public Safety (COPS) fund during this year.

The only void found in firearms training was the aforementioned lack of "Urban Rifle" training. A major contributing factor for that issue was the lack of course availability in the region. Inglewood PD recently made more training available and five PVE officers just completed the course.

Firearms safety was constantly stressed by Department range masters. In my initial assessment of safety practices, I noted there were no "Bullet Traps" anywhere on site. Bullet Traps are devices where the muzzle of a weapon is inserted into the mouth of the trap and then the weapon's firing chamber is cleared. The process is such that if a weapon discharges, the bullet is contained within the trap, thus eliminating the possibility of peripheral injury or damage from an unconstrained discharge.

The Department immediately acquired four bullet traps for placement in areas of the facility where firearms are normally checked and the firing chambers are cleared. Department policy was updated to reflect the mandate to use the safety devices.

### **Interactivity with City Departments**

Perhaps one of the most understated and appreciated, areas of city government is the interactivity that necessarily must exist between the various major departments. Within the policing environment, the concept of "Community Policing" is highly touted. In reality, the most effective form of providing services can be termed "Community Government." This is especially important when a community is small and services often overlap the traditional borders of which departments provide a particular service.

Establishing the foundation for successful community government is to build a strong working relationship between Department heads. Each must understand and commit to the fact that mutual support, close working relationships, sharing resources, and creating a climate of teamwork is a necessity in ensuring the community receives the optimum in service. No individual City Department can succeed alone; rather it is the blending of resources that optimize the City's capability of meeting the needs of the constituents of Palos Verdes Estates.

By combining efforts and talent; the staff of the various Departments work together to address common problems. What occurs when all Departments interact is termed a "force multiplier." This means that staff from individual Departments have "cross-over" rolls in support of each other, translating to a coordinated and much more effective approach to addressing community problems. In essence, employees discard parochial rolls and attitudes of "it's not my job." Rather, they work together and are quick to share information and refer community members with questions to the correct person and/or Department for resolution.

The City Manager has consistently stressed the message of interactivity and teamwork. This is reinforced at weekly Department Head meetings where it is clear the executive team has excellent working relationships. I emphasize the critical importance of relationship building, because the City now has new members at the Department Head level and it is their responsibility to instill the same attitude at all subordinate levels.

Of particular note is the working relationship between police staff and the Streets and Parks Department. Their relationship is excellent and mutual support occurs on a daily basis.

I would also be remiss if I failed to mention the outstanding support and interaction the Police Department receives from the City Traffic Engineer. His collaborative approach to traffic safety and engineering is the best I've seen anywhere.

Last, I found the entire City staff to be friendly and approachable. All staff members extend themselves in working with their co-workers and the public.

### **Community/Volunteer Programs**

Palos Verdes Estates PD excels in its community programs. It has a higher level of interaction with residents than any city with which I have had an association or evaluated.

The programs currently coordinated by the Police Department include; Reserve Police Officers, PVE Cares, Neighborhood Watch, DDP (Disaster District Program), NART (Neighborhood Amateur Radio Team), and CERT (Community Emergency Response Teams).

Reserve Officers:

The Department has 14 reserve officers who volunteer their time. There are five Level I reserves. These are individuals who have completed the same basic training regimen as required for full-time officers. They are certified to deploy in patrol without the immediate supervision of a sworn officer. Three reserves are certified as Level II officers. They deploy for field patrol, however their training level requires that they be under the immediate supervision of a sworn peace officer. The last category is Level III reserves. There are six individuals holding that status. The Level III reserves do not have powers of arrest and do not carry firearms. They are deployed only for special operations or projects and work under the supervision of full-time officers.

Because of the significant training requirements for reserve officers imposed by P.O.S.T., the ability to attract individuals to reserve programs has been severely curtailed. As such, the Department should strive to recruit whenever possible, recognizing that other volunteer programs may have to be initiated to fill gaps in the program.

#### Neighborhood Watch:

No police department is capable of thwarting crime in any community without the active participation of residents and business entities. One of the historically successful programs employed by police to heighten awareness of suspicious and potentially criminal behavior is Neighborhood Watch. Neighborhood Watch programs made their initial appearance in the earlier 1970's and have become a hallmark of community participation in crime prevention since their inception.

The PVE program has approximately 154 members who regularly deal with program Coordinator Marcelle McCullough-Herrera. Additionally, there are eleven board members, and about 70 block captains. The program is a non-profit group that is very active and members pay a five dollar a year participation fee to the non-profit with the funds being administered by the Neighborhood Watch Board. The program functions like a business enterprise with an annual meeting where board members are elected and programs are outlined.

PVE Neighborhood Watch is designed to overlay with the six Disaster District Program areas to enhance community preparedness for emergencies. Last, the program members have been responsible for reporting several suspicious activities that have resulted in arrests for burglary and theft.

#### PVE Cares:

PVE Cares is a support program primarily to assist members of the senior community. Criteria for membership is the individual must be 65 years of age or older or be an individual 18 years of age who has special needs or disabilities.

At this time, there are over 700 members registered with the program. The program coordinator, Rob Blee, has 17 volunteers who respond to check on program members and attend to needs that arise within the group. The program hosts an annual community event in October where participants are



offered a variety of free medical screening, free flu shots, a hosted lunch, and access to multiple counselors who provide information and services to seniors and special needs individuals. In addition, other gatherings and social events are hosted over the course of the year.

DDP (Disaster District Program):

The City has the best defined community disaster preparedness program I've seen in any small or medium size city. The DDP divides the City into six districts where caches of disaster supplies are stored in 20 foot cargo containers. The Department coordinator is Marcelle McCullough-Herrera, and the primary volunteer coordinator is John Douglas, who also works as a Level III Reserve Officer.

Currently, there are twenty volunteers in the program who are responsible for deployment at the DDP container sites in the event of a disaster. The DDP containers are strategically located at each school site in the community which provides for parking, access to restrooms and shelter as well as community-wide awareness of emergency relocation sites.

The DDP performed an emergency deployment exercise for my evaluation on December 11, 2013 as well as site visits to each DDP container location. The members are efficient in their operations and well trained to receive and assist residents during an emergency. DDP Volunteers have radio communication capability with the Police Department as well as radio support from the NART (Neighborhood Amateur Radio Team) members.

The sites are well stocked with emergency water and non-perishable meals coupled with emergency generators and stock normally associated with emergency operations that are intended to sustain DDP members as they perform their duties during an emergency. The program also publishes the "Get Ready, Get Certified" brochure as part of the DDP's outreach efforts.

*Recommendation:*

*The City has shown a strong commitment to community disaster preparedness. Although there is an ongoing program of evaluating rotation of emergency supplies, there should also be an evaluation of the durability and condition of the Cargo Containers housing supplies. Replacement of the containers should be defined in the equipment replacement portion of the City's budget.*

NART (Neighborhood Amateur Radio Team):

The NART program participants are all FCC licensed amateur radio operators. As of January 2014, the program had three lead members and 53 general members. This group of individuals acts as support to each of the aforementioned volunteer groups. They have a presence at Community activities such as the annual PVE Cares event and they are prepared to deploy to the DDP sites during emergencies.

#### CERT (Community Emergency Response Teams):

Members of the community who wish to enhance their skills for emergencies may attend specialized training conducted by the Los Angeles County Fire Department. Presently there are approximately 193 members of the CERT group who are residents of PVE. The program also covers the other Peninsula cities where there are currently over 800 members. Members are activated during an emergency through the Lomita Sheriff's Station who is the designated mutual aid coordinator and has functional oversight of the CERT program. The goal of the program is to create an overlay of CERT with the DDP areas to maximize the number of emergency workers who would be available to assist victims during a disaster or major emergency.

#### Parkland Rangers:

PVE has been in the process of defining a policy on Parklands use for the past year. Part of the policy incorporates the use of community resources for the purpose of monitoring the parklands and assisting on projects that might involve the Parklands.

In response, the Police Department has developed criteria for a Volunteer Parkland Ranger (PR) program that will properly screen persons who wish to offer their services to the City. The program is being defined for implementation to coincide with the operable date the Parklands Policy is made effective by the City Council.

#### VIPS (Volunteers in Patrol Support):

Collateral to the development of the Parkland Ranger program, the Department is also defining a volunteer patrol program to supplement sworn officers. The program will focus on training individuals to perform tasks such as community patrol as eyes and ears of the PD. They will also handle vacation house checks, traffic control for special events, visible presence at community gatherings and other tasks that do not require the skills of a sworn officer.

As noted in the section on Reserve Officers, the training requirements needed to perform the tasks of peace officers are significant and there is a limited pool of individuals who qualify for those positions. The VIPS do not perform tasks requiring peace officer training; therefore the Department provides its own training guidelines making the program more accessible to community members.

Volunteer patrol, sometimes referred to as police auxiliary; is a program in common use in communities throughout the nation. The Department has created a process for volunteer application and screening designed to ensure that anyone participating in the program has been thoroughly evaluated and qualifies to work as a Police and City representative.

The Department is preparing to make recommendations for a vehicle, uniforms and equipment to support this program. Equipment will include; a radio installed in the vehicle, emergency (yellow lights only) light bar and portable radios for the volunteers.

## Chaplain Program:

A chaplaincy program is being initiated in the Department to act as a community support service. Such programs are common in police agencies and create a partnership with local clergy wherein volunteer chaplains are available to police staff, residents, and any persons who are involved in events where counseling or guidance would be beneficial. The program is non-denominational and seeks to include a variety of members from all faiths.

Sergeant Luke Hellinga is the Department coordinator for the program. He has completed the P.O.S.T. approved Chaplain Coordinator's course and is prepared to actively recruit members. Of note is there are strict guidelines and background requirements for persons who wish to become members of the Chaplain Corps.

### **Distribution of Community Information**

Community Relations Officer Marcelle McCullough-Herrera prepares a weekly newsletter that is distributed by e-mail to 2,800 subscribers in the City. Additionally, whenever urgent warnings, weather updates, traffic advisories or other information comes to the attention of the Department, it is immediately distributed through the e-mail system during regular working hours of the Community Relations Officer.

The City and Police Department use the Nixle phone system to alert residents who subscribe to the system, about crime warnings, hazards or other warnings affecting community safety and that system can be activated 24 hours a day.

A portable electronic message display board, mounted on a trailer, is currently under consideration for purchase by the City for the Streets and Parks Department. This would add another dimension of communication that would be highly beneficial for community awareness.

Last, it is well recognized the diverse demographics of the community (i.e. senior population, special needs, and technology savvy) present a challenge as to the most effective means of imparting information to the community. As such, this is an area that requires additional study.

#### *Recommendation:*

*The Police Department has a "Twitter" account; however it has not been used as a communications medium for community interaction. The City and Department should consider using contemporary technology such as Twitter to a higher degree. Additionally, the Department should purchase and use the reverse 911 notification system to improve timely delivery of information to residents.*

## **Salaries and Benefits**

PVE PD falls within the median of its benchmark cities in pay and benefits (the benchmark cities extend beyond just the South Bay). Retention and recruitment of officers, both those with experience and at the entry level may improve by considering compensation at a higher level.

It is well recognized all cities face budget challenges and decisions of compensation must be balanced with the overall expenditures required to ensure all City services are properly funded.

The current contract with the PVE POA expires on June 30, 2014 and negotiation between the City and POA is currently in progress.

In evaluating the existing Memorandum of Understanding between the City and PVE Police Officers Association, I found only one area I would describe as out of the norm for contract agreements. That pertained to compensation for bilingual pay. The past practice of the Department has been to award bilingual pay to staff without a validation process. In discussing the issue with the POA, it was agreed a certification process was required. A side letter of agreement was established and bilingual staff are now evaluated and certified by the Chair of the World Language Program at Palos Verdes High School.

## **Department Morale**

Morale is a “moving target” within any Police Department. The current morale, as represented by various members of the Department, is fair to good. There are several operational changes occurring at PVE PD and what has resulted is forward momentum with a number of programs that will benefit all employees of the agency with regard to training, personnel development, acquisition of safety equipment and improvement of technology applications. This results in positive attitudes based upon an expectation of change that will enhance their law enforcement skills and tools. Some past practices of limiting input during staff meetings or other forums on controversial topics have created an environment of hesitation among some supervisors to bring forth information. This will require promoting “openness” and free expression at meetings to ensure all topics are given due consideration.

Morale can be addressed by police management in recognizing extraordinary efforts by officers and staff as well as communicating that recognition to the City Manager and City Council. The concepts of “staff value” and “appreciation” go hand-in-hand and recognition of “jobs well done” will reinforce the value of the efforts made by individual police employees.

## **PV Estates Police Officers Association (POA)**

The PVE POA represents all sworn and non-sworn full-time Police Department employees with the exception of the Police Captains and Chief. The POA has a good working relationship with police executive staff and an “open door” policy exists to discuss any issues of concern.

During my tenure, two issues arose that were subject to meet and confer mandates. One involved a modification to the City's document destruction policy and the other was the bi-lingual language issue noted above in the Salaries and Benefits section. Both were quickly resolved to the benefit of the City and POA.

The POA was an active participant with the City in supporting the annual Employee Recognition Dinner and in the planning and conduct of the 20<sup>th</sup> Anniversary Remembrance Service for PVE PD fallen officers Captain Mike Tracy and Sergeant Tom Vanderpool.

The POA contract with the City expires on June 30, 2014 and negotiations are just beginning. I encourage the POA to work with the same positive attitude they have shown throughout my tenure as they work to contract finalization.

### **Attitudes in Providing Service**

PVE PD members are extremely oriented to community service. Department members understand that residents have a very high expectation of personal service. As such, the Department responds to virtually every call for service from residents or business persons. No call is dismissed as "not being a police problem." Rather, units are dispatched to any call to assess what can be done to assist. Such a level of service is virtually unheard of in most police agencies.

The service officers who handle dispatch duties are the primary point of contact for anyone seeking police assistance. As such, the tone they set is of vital importance in making sure community members are confident their concerns will be addressed in a competent and timely manner. Beginning in November 2013, the Department placed a very high emphasis on positive attitudes and a "how can we help" approach to reinforce the skill set expected of "call takers." The service officers have responded well and I have not seen any problems during my audit period.

In some agencies, there could be a reluctance to handle "non-police" type calls, but officers at PVE PD embrace the attitude of public service and they respond without hesitation to all calls. A recent example of this service occurred on March 22, 2014 when officers were called to a home when a resident noted his neighbor's sprinklers had been running for an extended period and the resident was out of town. The officer and neighbor found a way to turn off the sprinklers. This level of service would not occur outside of PVE!

### **Report Writing**

Report writing is one of the most critical tasks undertaken by police officers. PVE PD uses an automated report writing system wherein all reports are directly input into the Department's computer system. Once a report is written, it is then reviewed by a supervisor for content and sufficiency of investigation. After review, the report is processed for filing.

PVE has a low crime rate, and of the crimes reported, the dominant events are property related, i.e. thefts and burglary. Consequently, there is not the level of exposure, or the volume seen in larger cities which means the officers are not involved in the frequency of activity that is desirable for developing broad expertise in criminal investigation and reporting. However, the officers clearly have the skills required for the types of reports they handle. Their reports are generally properly detailed and comprehensive.

Because crimes involving assault, robbery and other forms of violence are infrequent, the recommended approach to skill development for investigating and reporting such incidents is to engage in "scenario" training during briefing and as part of regular shift deployment.

Additionally, supervisors must evaluate report quality in every case to ensure the report is thorough and articulates every element of the event being reported. No substandard report should be approved because of expediency.

The concept applied to reviewing reports should be one of "total quality management" wherein the officers take responsibility for the thoroughness of their investigations and reporting, and the supervisors then perform a comprehensive review to ensure the quality of the final product. Adherence to this approach will avoid substandard reporting.

### **Strategic Planning**

Police Departments operate by constantly analyzing data and trends to ensure they are deploying personnel properly, addressing changes in crime patterns and planning for events and activities that routinely confront law enforcement agencies.

At a fundamental level, a strategic plan is important for a police department to have because it provides a blueprint for how the agency is, and will respond to community issues, what it anticipates for the future, and the resources needed for long-term operations.

PVE PD does not have a strategic plan so the "long-term" issues are not defined to the level that is desirable for assessing future needs and actions. To distinguish between a strategic plan and this audit, my evaluation is assessing the current state of operations with recommendations to address areas of concern or to bring about operational changes. A strategic plan would add trend analysis, staffing projections over the long-term, and forecasting in an attempt to assess financial impacts in future years.

I cannot be particularly critical in this area because the development of a comprehensive strategic plan is staff intensive and PVE PD does not have sufficient staff to allocate the time necessary for such a project. It would be possible to retain a consultant to assist with this type of plan; however a less comprehensive approach could be taken as noted in the recommendation below.

The development of a strategic plan also includes a presentation to the City Council and City Manager because the plan creates a “roadmap” for police operations covering several years (normally at least five years). A difficulty with such planning is that costs are associated with future years, i.e. the addition of staff and/or equipment, and in times of tight budgets or when revenue streams have not been identified, it is difficult if not impossible to commit to future expenditures. As such, presentation to the Council and City Manager assists them in planning for the future.

*Recommendation:*

*My recommendation in this area is to consider development of a nominal strategic plan incorporating policing concepts for upcoming projects within the community as well as assessing trends that will likely affect police operations in the City.*

### **Response Time to Calls for Service**

PVE PD has one of the best, if not the best service response time of any agency in Los Angeles County. Monthly review of response time throughout 2013 reflected that “Priority 1” (emergency) calls resulted in a police unit being on scene within two minutes and four seconds. Many emergency calls had a response time of less than one minute. This type of response is extraordinary and is a reflection of a unique combination of; small geographical area, centrally located emergency services and a relatively low volume of traffic that might otherwise inhibit emergency responders.

The service officers (dispatchers) at the Department are very quick to process incoming calls and assign units to the event even before the information is input into the Computer Aided Dispatch (CAD) System. Even lower level “Priority 2” (non-emergent) calls, have a very good response time with the average being two minutes and fifty-five seconds in 2013.

Additionally, fire and medical calls are received through the Police Department 9-1-1 phone system and immediately transferred to Los Angeles County Fire dispatch. However, in all instances, the Police dispatcher remains on the line and immediately dispatches police units to the scene to assist fire personnel. This is especially important when the calls are related to a medical problem, as the officers are quickly on scene and are able to relay information to responding firefighters. This hand-in-hand working relationship provides excellent initial response time by police, who then become additional manpower by assisting the fire fighters as may be necessary.

### **Activity Levels and Crime Statistics**

PVE has a very low level of criminal activity in comparison to most cities. The primary crimes are property related, i.e. theft and burglary. Crimes of violence are extremely infrequent. A complete analysis of the statistical data for 2013 was completed for the City Manager and City Council and is reflected in a memorandum dated January 31, 2014. The aforementioned memorandum is part of this audit and is shown as Attachment C.

### **Familiarity with Service Clientele**

PVE PD has approximately 13,600 residents and ranks, by population, as one of the smaller full-service cities in the County. The small size of the community allows the officers to build one-on-one relationships with residents and business persons. The concept of “community policing” is truly a hallmark for PVE PD as the officers go out of their way to talk with people in the City.

During my tenure, I was constantly impressed with how many community members the officers knew, most often on a “first name basis.” They were well aware of most of the specific issues or policing concerns that were voiced by both residents and business owners and usually took the time to provide “extra patrol” or individualized police service.

Of note in this area is the extra effort provided to maintain the unique “culture” of the community and seeking solutions to concerns such as ingress and egress of students at schools and facilitating traffic movement during the morning and afternoon hours at “choke points” in the community. This familiarity is one of the most critical components of quality “hometown” policing and the men and women of the Department are doing an exceptional job in this area.

### **Dedication to the Community**

All members of PVE PD demonstrated a very high level of dedication to the Community. They truly care about the welfare of all who live and work in PVE. I observed many incidents reflecting their dedication during my tenure, these included everything from picking-up stray animals and scanning them with a “Chip Reader” to try and identify pet owners and extending to youth and family counseling.

The Police Department staff prides themselves in protecting the community from crime, responding rapidly to service calls and going the “extra mile” to be attentive to crime hazards and conditions that might adversely affect the quality of life for residents. The members of the Department live their motto of “Commitment to Community.”

### **Relationships with School District**

The Department has very good relationships with the Palos Verdes Unified School District. As noted earlier in this report, Detective Chuck Reed teaches the “Student and the Law” class at Palos Verdes High School. He is extremely well regarded by the staff and students. The field officers, supervisors and Captains are all acquainted with the school principals and many of the staff at the schools in the Community.

In my meetings with Superintendent Walker Williams, he was complimentary and supportive of the efforts made by the PD in the areas of school safety, traffic management, and extra patrol given to the school sites.



A universal school problem, applicable in every community, is the traffic congestion that occurs during drop-off and pick-up periods at the schools. Although there is no "solution" to the problem, there is some ability to mitigate the inconveniences posed to residents surrounding the schools. The City Traffic Engineer has been doing a school-by-school assessment of traffic flow patterns and has made recommendations for signage, and traffic movement. The assessment is still in progress but has shown indications of improvement at schools where the recommendations have been adopted.

In conjunction with the Traffic Engineer's efforts, Captain Tony Best works collaboratively to review the Engineer's recommendations and uses directed patrol techniques to provide a visible presence around the schools whenever possible during the ingress and egress periods.

Recently, a "beta" program was launched at Montemalaga School where school staff who recognize parents who are driving unsafely or violating the drop-off and pick-up procedures are sent a letter warning of the unsafe practices. Persons who are sent two notices are then referred to the Police Department for safety follow-up.

The "beta" program is being tested through the end of the school year and if successful will be considered for implementation at PV Intermediate and the other elementary schools. Captain Best worked with Principal Becky Egan to define the program.

In addition to the aforementioned collaborative efforts, the Police Department is hosting an "Active Shooter" course involving awareness and lecture at the end of May. School principals and several other school staff will be attending the course with PVE PD personnel. The Department is confident the training will be mutually beneficial to enhance student safety.

### **Law Enforcement Mutual Aid**

Law Enforcement mutual aid is governed by the California Master Mutual Aid plan. PVE is part of the master mutual aid accord. In Los Angeles County, the Sheriff's Department is the designated mutual aid coordinator. The point of contact for PVE PD to request mutual aid during a major event is the Lomita Sheriff's substation. Cities in the South Bay are designated as Mutual Aid Area G. PVE PD participates in regional training and if major mutual aid is required, the Department deploys with the Area G platoon.

On a daily basis, mutual aid usually occurs very informally. The primary mutual aid partners for the Department are Lomita Sheriff, Torrance PD and Redondo Beach PD. As noted earlier in this report, PVE PD has radio interoperability with Redondo Beach and Torrance. Both agencies routinely assist PVE with "back-up" assistance. Likewise, Redondo and Torrance receive help from PVE PD, especially in situations where events are occurring in areas directly abutting PVE. This reciprocal assistance promotes relationships between the agencies and the individual officers. Although not as common, there is routine assistance between Sheriff's deputies and PVE officers as the Sheriff has law enforcement responsibility for the other three cities on the Peninsula.

The South Bay cities all communicate regularly about crimes and policing concerns affecting the region. Previously noted in this report is the participation by PVE PD in two regional task force operations that promote crime prevention. The AB 109 (Prison Realignment) team is comprised of two sergeants and eight police officers. Each of the South Bay agencies has a member on the team. Their primary responsibility is to monitor parolees and persons who have been released without formal supervision. Their efforts have been successful in thwarting criminal activity. Additionally, PVE PD has an officer assigned to the Redondo Special Investigations Team. The team undertakes investigation of crimes that are regional in nature. They use surveillance and other monitoring techniques to address special problems such as theft, burglary, narcotic trafficking and identity theft.

Captains Best and Velez belong to the South Bay Commanders Association and attend monthly meetings for data sharing. Likewise, Chief Hinig attends the monthly meetings of the South Bay Chiefs and Los Angeles County Police Chiefs Association.

Attendance at the above meetings was re-instituted in November 2013, correcting a problem of “non-participation” by PVE PD executives. These meetings are critical for regional awareness of trends, programs and training opportunities.

In furtherance of relationship building, Chief Hinig and Captain Blaine Bolin from the Sheriff’s Lomita station have met and enhanced mutual aid awareness and agency interaction.

*Recommendation:*

*PVE PD executives need to ensure they attend the regional meetings to maintain positive inter-agency relationships and stay contemporary with regional needs and activities.*

### **Judicial Interaction**

A critically important partner for law enforcement is the judicial arm of criminal justice. PVE PD processes its cases through the Torrance Branch of the Los Angeles County District Attorney’s Office. Trials are usually held in the Torrance Superior Court, although there are occasions when cases are tried in the Criminal Courts Building in downtown Los Angeles.

The Presiding Judge of the Torrance Superior Court is the Honorable Judge Mark Arnold in Department G. Judge Arnold said he has very little interaction with PVE officers except for occasional search warrants. In those instances he found the officers to be well prepared and they presented themselves with the proper professional attitude. He felt the agency had a good reputation.

I also spoke with Torrance Branch Head Deputy District Attorney Irene Hawahashi and Assistant Head Deputy Laura Kessmer. Both said they had very little interaction with PVE PD, but had never heard any concerns expressed about the agency. Ms. Kessmer further assisted by inquiring of her staff attorneys asking about the quality of cases, trial issues and professionalism. DA staff offered the following:

“Reports are typically thoroughly written, fillings typically include necessary information and detectives are generally very responsive to discovery requests. Detectives are diligent in recording witness/defendant interviews, which is very helpful in VIP cases.”

PVE officers are “generally very professional, I’ve never had any problems with any of the detectives there. The detectives in some cases seem to be younger than many other agencies, but that has not, in my experience, affected the quality of their work. Supplemental reports by detectives are generally thorough, and they are universally available to help.”

“We mostly deal with Detectives Chuck Reed and Aaron Belda. They are very good at quickly doing any follow-up you request without complaining. They are very professional.”

None of the DDA’s (Deputy District Attorneys) who provided input had gone to trial on PVE cases.

The nature of the criminal justice system is such that few cases actually go to trial. Most cases are disposed of through plea bargain. As a result, many officers do not get the exposure needed to properly develop their skills at court presentation and testimony. An avenue to consider to better prepare officers in this regard is to conduct scenario training in courtroom testimony and consider using an attorney (prosecutor and/or defense) to do a presentation on courtroom procedures and techniques for testimony.

*Recommendation:*

*Conduct mock courtroom training with scenarios for officers and consider using a prosecutor and/or defense attorney to help officers refine case presentation and testimony skills.*

### **Animal Control Procedures**

The City contracts with the Los Angeles County Department of Animal Care and Control for animal related services. The contract is renewed on an annual basis with the existing contract due to expire on June 30, 2014. It is anticipated the contract will be renewed with the same provider.

The contract provides for dog licensing and a “Standard Service Plan.” As worded in the contract, coverage “includes answering calls for service (24 hours per day, daily); dispatching or assigning field staff and performance of duties in the field based on priority, location, and availability of staff.”

Animal Control officers do not routinely patrol in PVE. They respond only to calls for service at an hourly rate of \$81.25 per hour. As a cost control measure, over the past several years, City staff from Streets and Parks pickup dead animals and they are stored in a freezer adjacent to the Streets and Parks work area at City Hall. The remains are picked up periodically by Animal Control for disposal.

Weekend call-out procedures for dead animals are based upon a “Quality of Life” concept wherein the decision to call City staff or Animal Control officers (subject to their availability) is based upon the

assessment of police officers who respond to such calls and their determination as to the need for rapid removal to avoid adverse health, visual or potential traffic hazard conditions.

Complaints regarding barking dogs or nuisances such as allowing an animal to run at large, are handled by patrol officers. Incidents that are repetitive in nature are referred to the Police Community Relations Officer Marcelle McCullough-Herrera and she contacts the offending animal owner and works to seek a resolution to the problem.

An extremely unique aspect of animal control in PVE is the Peafowl Management Program. Peafowl roam over several areas of the community and the City has defined "exclusion" zones where errant peafowl are subject to trapping and ultimately relocation to animal sanctuaries outside of PVE. Captain Mark Velez coordinates the program (as well as the other aspects of animal control) for the City and does an excellent job of balancing the competing factions of the community who have different opinions as to the manner in which the peafowl are handled, i.e. those who wish the birds to remain free to roam and those who want them removed because of their nuisance conduct. Captain Velez attends to the concerns of all the parties in a highly professional manner.

### **Policing Alternatives**

Although not explored as an option for PVE, this analysis would not be complete without a fundamental explanation of the concepts associated with contract law enforcement services.

Approximately one half of the cities in Los Angeles County opt to contract for law enforcement rather than maintain their own police departments. Although there are many reasons why cities choose contracting, the most significant is the cities expect to see a lower cost with a contract. All contract cities in Los Angeles County, with the exception of Santa Fe Springs receive that service from the Sheriff's Department. Santa Fe Springs receives police protection from Whittier PD.

The residents of PVE have three potential providers for contract law enforcement. These providers are the Sheriff, Torrance PD and Redondo Beach PD. The Sheriff routinely performs contract analysis for cities, but it is unknown whether Torrance or Redondo Beach would consider such a service.

Contract services are usually based upon a "cafeteria" concept. This means a community picks the type and level of service they wish to receive and the contract agency then attaches a cost to the requested service. An example of service would be; patrol, parking enforcement, school resource officer, community relations officer and traffic officer. Each specialty has a cost that is factored into the final contract. In addition, an allocation system is applied; meaning an apportioned cost for executive oversight, supervision, investigation, laboratory services, vehicle replacement, equipment, etc. is built into the contract to cover the overall expenses incurred by the contract provider.

On its face, contracting is relatively straight forward. The city signs a contract, the hosting agency assumes law enforcement responsibility and the contract city pays the annual fee for the service.

What is lost in the process is local control and the ability to negotiate the primary costs in the contract, i.e. personnel salaries and benefits. When costs rise, in order to manage (lower) costs, the only option available to the contract city is to reduce the level of service.

Some issues with contracting remain consistent. Typically there is a cost savings in the first three to four years of the contract and then a cross-over occurs where the costs exceed what was previously expended by the local agency. The reason for the cross-over is the contract agency, i.e. Sheriff, has higher personnel costs than the local agency previously experienced. As noted earlier in this report, PVE's salary and benefit package comprises 84.7% of the police budget. All agencies are similar but in the case of agencies around PVE, they pay more and have a higher benefit package. Thus their ultimate "people" costs are higher, but they are not subject to the control of local officials through the negotiation process.

An issue of significant concern for agencies receiving contract service is "local priorities." This means the local government officials have only limited input as to what does and does not constitute a law enforcement priority within the community. Contract providers are usually receptive of input, but resources may not ultimately be applied as desired due to policy constraints, or directions from the governing body of the contract provider. Another area of concern is law enforcement representation during disasters. Typically, because of centralized operations, the local contract community does not have a representative from the contractor's executive level at their EOC (Emergency Operations Center). Rather, a patrol deputy or line officer may be assigned, assuming one is available for that task.

Virtually all cities who contract for law enforcement maintain their own "Public Safety" department within their city. The reason is to oversee such tasks as code enforcement, animal control and ancillary policing tasks as well as to provide liaison with the contract provider.

Once a city opts for a contract, it is virtually impossible to re-establish a local agency. The reason is that cities would have to offer a pay and benefit package exceeding that of the contractor in order to attract police officers and support staff. Additionally, the local agency would be required to rebuild the infrastructure required to operate the department, i.e. facilities, safety equipment, vehicles and all other forms of support. Given the costs associated with resurrecting an agency, it is easy to see why once local control disappears it is gone forever.

Generally speaking, when a city with its own police operations considers contracting it is because a fiscal emergency has occurred that forces an immediate reduction in city expenditures. However, the savings received at the time are relinquished as the years pass.

Finally, decisions to consider contract law enforcement often become highly contentious and divisive issues within the community where the concept is being explored. This results in considerable turmoil and detracts from the fundamental operations of the local government.

## Community Policing Issues

The most common issue brought to the attention of the Police Department is one of traffic concerns. The topic includes; volume of vehicles, hazardous drivers, congestion around schools during periods of drop-off and pick-up, parking offenses, and unsafe roadway conditions.

PVE PD is an active participant in trying to alleviate traffic problems. The Department works with the City Traffic Engineer to identify unsafe conditions and for traffic calming. Captain Best and the Chief attend the monthly Traffic Safety Committee meetings to provide input and staff support as necessary.

A common problem in all communities is complaints about speeding and hazardous driving on secondary residential streets. Additionally, reports of problems associated with unnecessary or unsafe stopping or parking in prohibited areas is also problematic. In PVE, persons engaging in this behavior are usually residents of the City who happen to live in the area of the complaints. Regrettably, some drivers simply don't feel the law applies to them and that "others" are responsible for the unsafe driving in their neighborhoods. Education through newsletters and efforts by Neighborhood Watch will help to alert drivers to be courteous and attentive to the law, but that must be augmented by police enforcement. Residents should not be offended when stopped. Rather they should see their conduct is "part of the problem."

As noted earlier in the report, the City Traffic Engineer is completing assessments of the traffic flow during the drop-off and pick-up periods at all schools in PVE. It is recognized there is no "solution" to the traffic issue involving school drop-off and pick-up as this is a universal problem affecting every community. However, evaluation efforts seeking to mitigate the concern, to the best degree possible, by adding signage and improving traffic flow are being aggressively undertaken. As noted in the School Relationships section of the report, a "beta" program is being used at Montemalaga School to reduce hazardous driving through a warning letter sent to errant drivers with follow-up when needed by the police.

The Department uses a Traffic Control Officer for the purposes of daytime parking enforcement and night-time enforcement is handled by patrol officers. Patrol officers are attentive to enforcing the "no parking" and restricted entry provisions around the Parklands and bluffs.

During the hours of 7:30 a.m. to 8:30 a.m. on weekdays, a police officer directs traffic at Palos Verdes Drive West and Via Corta. This facilitates traffic movement during the period when commuter traffic i.e. persons going to work, commingles with parents trying to drive children to school and students driving to Palos Verdes High School which contributes to the traffic volume. Feedback indicates the drivers appreciate this extra level of service; however there are some unintended consequences. The period of time where the officer directs traffic coincides with the time officers are needed for extra patrol around the schools to try and alleviate some of the aforementioned congestion. A concern for this particular assignment is that manual intersectional control is a hazardous duty and should generally be employed only for short periods of time (not a sustained program) or under

circumstances where an emergency exists. For long term planning purposes, an alternative should be considered in lieu of intersectional control.

In its crime prevention efforts, a priority for the Department has been to focus on “high visibility” patrol. This is also referred to as “suppressive” patrol, meaning to suppress the opportunity to commit crime. The tactic includes the use of a marked patrol car for “decoy” purposes as well as using fully marked black and white patrol cars by officers and supervisors. The concept is to create a strong visual impact to connote a safe environment and to deter persons who may be inclined toward criminal activity in the community. The ongoing low level of crime suggests the tactic is effective.

Collateral to the patrol efforts, there is a continuing attempt to educate community members on the importance of taking fundamental safeguards for crime prevention. These include locking car doors, removing valuables from cars, locking residential doors, setting alarms, not leaving keys in vehicle ignitions, and reporting suspicious persons or activity in their neighborhoods. Community members are not resistant to crime prevention efforts; however there is an ingrained mind-set with some residents that PVE is immune from criminal activity and they simply don’t give thought to taking precautionary measures.

PVE does not have entrenched crime problems such as gang activity, rather the dominant crime concern is burglary and theft. These are referred to as “property crimes” and are the subject of what is called “focused community policing.” As noted above, a variety of tactics are used to thwart such crimes. Two important components of focused policing are the AB 109 (Prison Realignment) team and the Redondo Special Investigations Unit (SIU). Both of these are discussed in the “Scheduling – Assignment Overview” section of this report at page 12. The combination of patrol, investigation and task force operations work well together in the overall efforts to reduce crime in PVE.

When analyzing what constitutes a policing issue, the Department looks at “frequency, conduct, hazard/threat to safety, and quality of life impacts.” There are periodic events that create a temporary annoyance, but do not warrant a strong commitment of police resources. Occasional rides by bicycle clubs through the City is an example of short-term activity warranting police attention, but does not mandate significant enforcement efforts. When the Department encounters activities such as large groups of bicycle riders, there is an attempt to coordinate before the event and to emphasize the need to extend courtesy to others on the highway. Monitoring these activities is the most appropriate police response.

### **Conclusion**

This audit and analysis is intended to identify the strengths of the Department as well as areas where improvement is needed. The audit intentionally omitted what can be referred to as the clinical components, i.e. ratios of sworn staff to population, cost per capita of providing law enforcement and staffing ratios in comparison to other communities. Such calculations can be done with the figures contained in various sections of the document if the reader so desires.

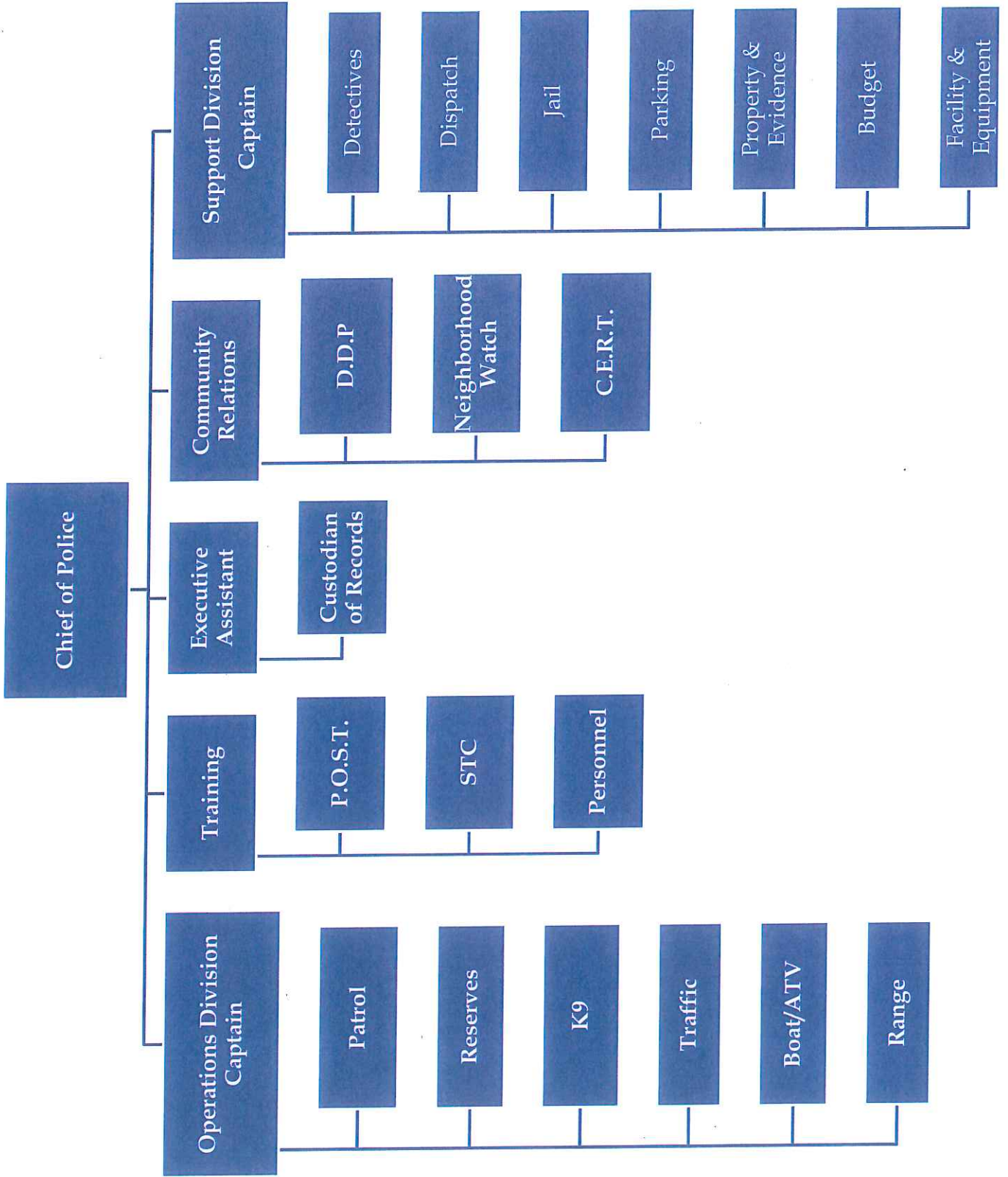
During the early stages of my examination, it became apparent that comparisons of that nature did not properly or adequately assess the performance of the Department in relationship to how policing is done in PVE. Equally, because of the varied expectations from communities, there is not one analytical model that “fits all” when conducting evaluations.

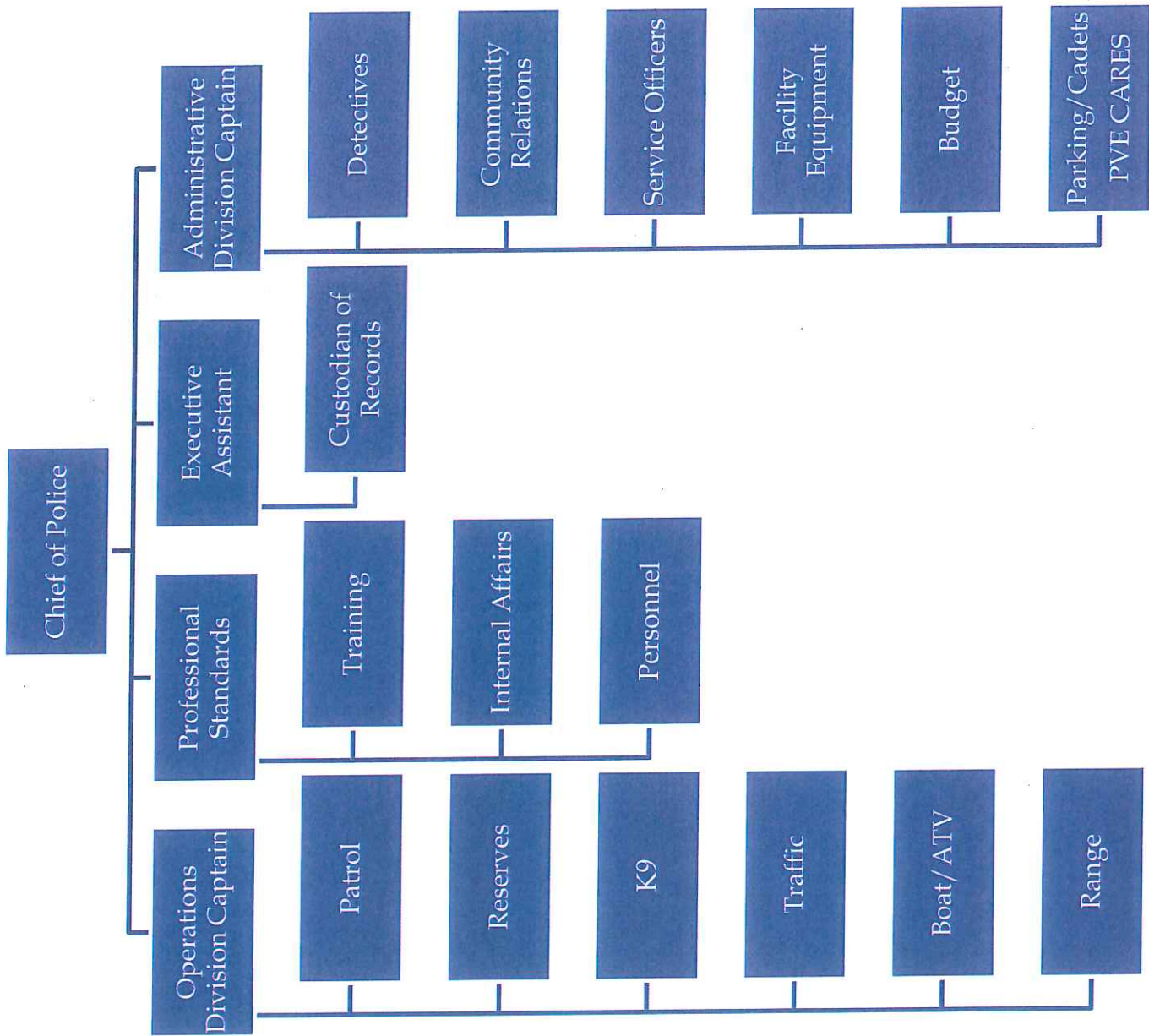
This assessment covers virtually all operational components of PVE PD. My final observation is PVE PD performs in accordance with professional law enforcement standards and handles its duties in an exemplary fashion. Community members, elected officials, the City Manager, and members of the Department can be proud of this fine agency.

**Attachments:**

- A: PVE PD Current Organizational Chart
- B: PVE PD Recommended Organizational Chart
- C: Crime Analysis Memorandum – Dated January 31, 2014
- D: List of Recommendations from Audit









# MEMORANDUM

## POLICE DEPARTMENT

**TO:** Anton Dahlerbruch, City Manager

**FROM:** Dave Hinig, Interim Chief of Police

**SUBJECT:** Activity Levels and Crime Statistics for 2013

**DATE:** January 31, 2014

**ANALYSIS:**

The Police Department has finished compiling statistical data related to its major activities for calendar year 2013. The data is reflected in the charts attached to this memorandum; however of note is that Part 1 (Major Crime as defined by the FBI's Uniform Crime Report) rose by 38%. Although the percentage seems significant, the actual numbers are not of major concern. In 2012, the Department reported a total of 112 crimes whereas in 2013, the number was 155 criminal offenses.

Crimes against persons remained very low with only six incidents being reported and four of those were a by-product of the actions of one person. The City had no homicides and no armed robberies during the course of the entire year. Incidents of burglary rose from 42 to 54 and larceny went from 62 to 89 reported events. These latter crimes, commonly called "property crimes" have shown an increase in many cities across California. The total rise in our community is 39 cases over the preceding year. Although there is no single explanation for the upswing, a number of factors were reviewed that may account for the change. First, in several cases of larceny reports, the crimes came in "clusters." This means multiple events (typically 3-5) were committed in a short time frame, usually an overnight occurrence where several vehicles had property removed from them in the same neighborhood during the same time period and by the same person.

An additional cause for increased property crime both locally and regionally is believed to be the Prison Realignment (AB109) legislation that relocated what are categorized as "non-violent" offenders to County Jails. The California Department of Corrections and Rehabilitation reports

the State Prison population dropped by 25,000 as a result of the realignment. Although some see the issue as semantics, the result has been the release and/or failure to incarcerate thousands of persons whose crimes would have, under past practices, resulted in their long-term incarceration. A large percentage of those individuals are in the greater Los Angeles area. Although there is yet to be validating statistical data indicating a direct correlation to the inmate releases, what is clear is these individuals were more prone to commit property related offenses. Another manifestation of the realignment is the fact fewer persons are actually being jailed for committing lower level crimes because jail space is fully occupied by more violent offenders. As such, the new dynamic of "housing violent criminals and releasing low-level offenders" has placed communities at higher risk for the aforementioned property crimes.

It is with that understanding the Department has reinvigorated its efforts to alert residents to remove valuables from their vehicles, lock car doors at all times, and when leaving their homes, lock the doors and windows and set burglar alarms. Safety measures such as these; coupled with vigilance by neighbors to report suspicious persons or activity is a proactive and time proven formula for deterring crime.

With regard to calls for service and self-initiated activity, the Police Department has remained busy handling 21,881 incidents during 2013. This was a slight increase over the 21,738 incidents handled during the previous year. A hallmark of the agency continues to be its excellent response time. During 2013, the average time for Priority 1 calls (emergency) was 2 minutes and 4 seconds. Priority 2 events (requires an immediate non-emergency response) was 2 minutes and 55 seconds.

Traffic safety throughout the City is of critical importance and remains the number one concern of residents as expressed in calls to the Police Department. These calls and complaints report unsafe driving, hazardous roadway conditions, and parking problems. In response, the Department issued a total of 4,160 citations in 2013, of which 2,680 were for parking offenses. The remainder were related to speed and various other moving and equipment violations. These policing efforts are augmented by the work of the City Traffic Engineer who works in concert with police staff to identify areas where design, signage, and traffic calming concepts can be employed to maximize highway safety throughout the community.

The Department's enforcement, coupled with engineering efforts, are also geared to accident reduction. For the past four years, the accident rate has remained fairly static. There were 72 accidents in 2010, 75 in 2011, 77 in 2012, and this year a total of 73 accidents were investigated. Of the reported accidents, there were 19 with injuries, but no fatal accidents were reported.

## **CRIME DATA COMPARATIVE ANALYSIS:**

To provide a reasonable perspective of criminal activity in Palos Verdes Estates a comparison was made to other Peninsula cities. The attached chart reflects total activity as reported by the Lomita Station of the Los Angeles County Sheriff's Department. Lomita has reporting responsibility for all cities on the Peninsula with the exception of Palos Verdes Estates.

Of particular note in the comparison is each city has generally experienced the same pattern of activity in relation to the dominant crimes being burglary and larceny. Specifically, in 2013, the percentage in Lomita is 71.7%, Rancho Palos Verdes is 89%, Rolling Hills is 100%, Rolling Hills Estates is 91.6%, Palos Verdes Estates is 92.2% and the unincorporated areas are at 78.8%.

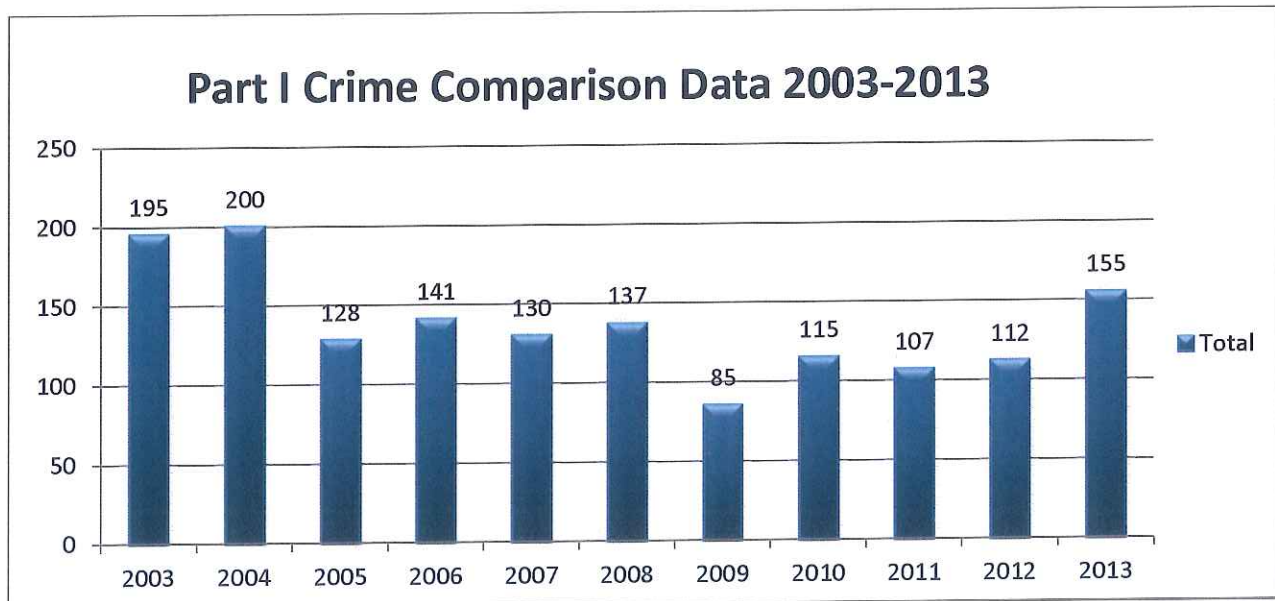
To further evaluate the data, one gauge of relative safety for a community is to look at the total number of Part 1 offenses as a ratio in relation to every 1,000 residents. When evaluated in that manner, the level of crimes per 1,000 of population for Peninsula cities is as follows: Rolling Hills (5.91), Palos Verdes Estates (11.39), Rancho Palos Verdes (14.43), Rolling Hills Estates (14.87), and Lomita (23.74). To add some further perspective the ratio in Torrance is 19.47 and in Redondo Beach the number is 24.84. The latter two cities are based on FBI 2012 data, the last available for those communities.

As a final part of the analysis, we have attached a chart showing Part 1 crime data for the past eleven years in Palos Verdes Estates. In 2003 and 2004, the crime rate was at its peak, but has declined and remained relatively stable since that time. As was previously noted, burglary and larceny have been and continue to be the primary challenges for the community.

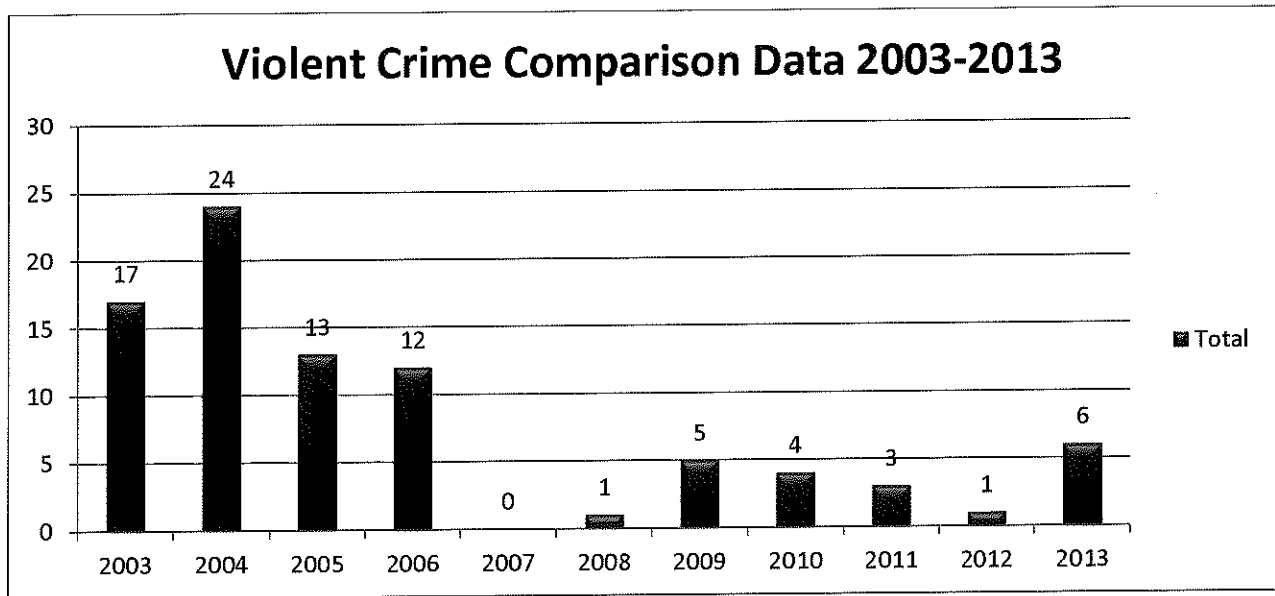
The conclusion to our data comparison is that Palos Verdes Estates remains as one of the safest cities in the region with an extremely low per capita crime rate.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Homicide</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Rape</b>	0	2	1	2	0	0	0	0	1	0	1
<b>Assault</b>	17	21	11	10	0	1	3	3	1	1	5
<b>Robbery</b>	0	1	1	0	0	0	2	1	1	0	0
<b>Burglary</b>	45	36	45	56	40	63	39	41	37	42	54
<b>Larceny</b>	125	132	63	69	82	70	39	65	63	62	89
<b>Auto Theft</b>	8	8	7	3	3	2	2	3	4	5	4
<b>Arson</b>	0	0	0	1	5	1	0	2	0	2	2
<b>Total</b>	<b>195</b>	<b>200</b>	<b>128</b>	<b>141</b>	<b>130</b>	<b>137</b>	<b>85</b>	<b>115</b>	<b>107</b>	<b>112</b>	<b>155</b>
<b>%Change</b>	<b>Base</b>	<b>3%</b>	<b>-36%</b>	<b>10%</b>	<b>-8%</b>	<b>5%</b>	<b>-38%</b>	<b>35%</b>	<b>-7%</b>	<b>5%</b>	<b>38%</b>

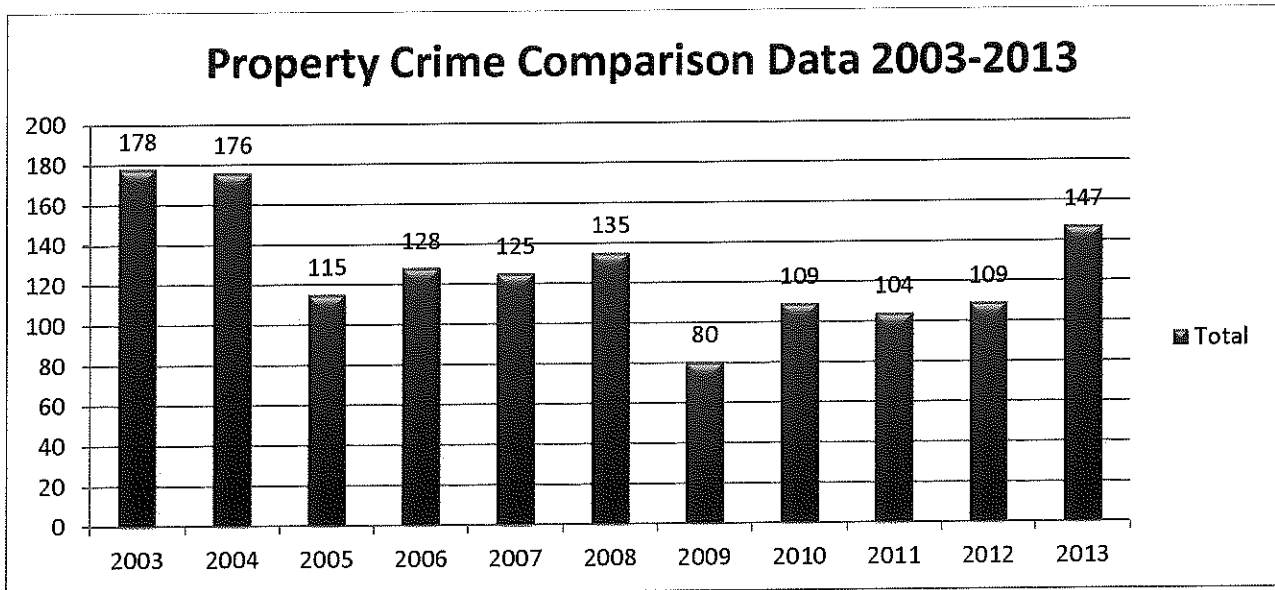
Historical Crime Data (2003-2013)



Part I Crimes: Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, and Arson.



Violent Crimes: Criminal Homicide, Forcible Rape, Aggravated Assault, and Robbery.



Property Crimes: Burglary, Larceny, and Auto Theft.

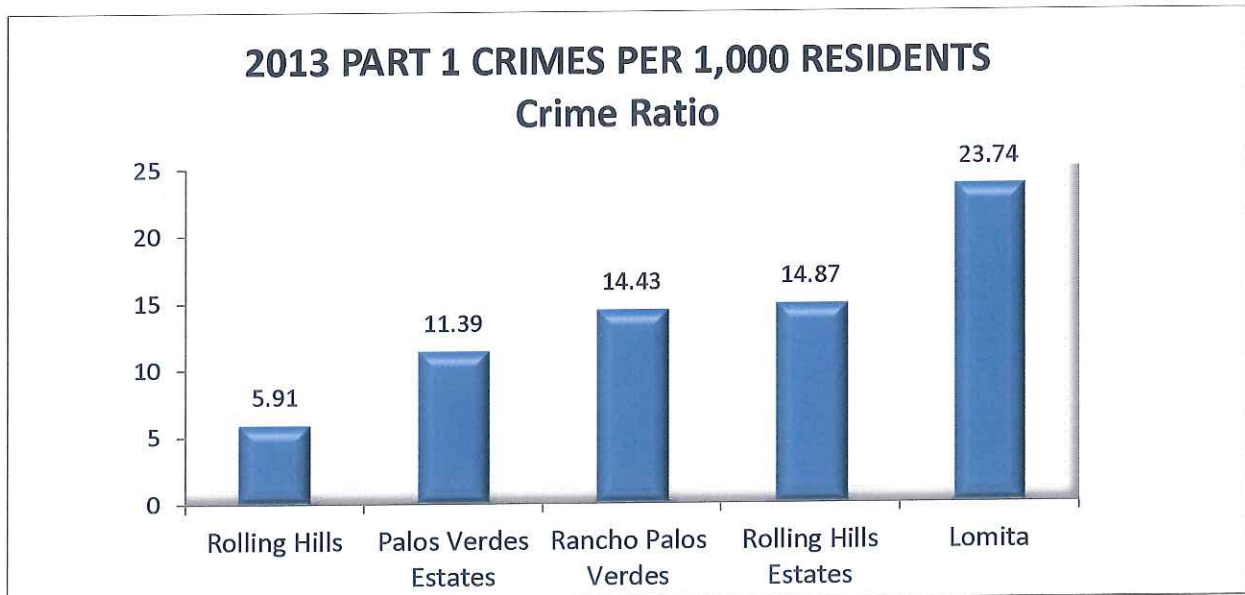
## Peninsula Cities 2012 Part 1 Crime Comparison

2012						
CRIME	LMT	RPV	RH	RHE	UNINCORP	PVE
HOMICIDE	1	0	0	0	0	0
RAPE	1	1	0	0	0	0
AGGRAVATED ASSAULT	63	28	0	8	5	1
ROBBERY	30	4	0	1	3	0
BURGLARY	81	165	9	36	26	42
LARCENY THEFT	264	295	17	90	46	62
AUTO THEFT	46	25	1	3	11	5
ARSON	0	4	0	1	0	2
<b>TOTAL</b>	<b>486</b>	<b>522</b>	<b>27</b>	<b>139</b>	<b>91</b>	<b>112</b>

## Peninsula Cities 2013 Part 1 Crime Comparison

2013						
CRIME	LMT	RPV	RH	RHE	UNINCORP	PVE
HOMICIDE	0	0	0	0	0	0
RAPE	2	1	0	0	0	1
AGGRAVATED ASSAULT	47	22	0	2	7	5
ROBBERY	17	7	0	1	1	0
BURGLARY	114	172	5	29	24	54
LARCENY THEFT	231	363	6	81	43	89
AUTO THEFT	69	36	0	7	10	4
ARSON	1	0	0	0	0	2
<b>TOTAL</b>	<b>481</b>	<b>601</b>	<b>11</b>	<b>120</b>	<b>85</b>	<b>155</b>

Crime statistics for LMT, RPV, RH, RHE, and UNINCORP were obtained from LASD Lomita Station's website.







# MEMORANDUM

POLICE DEPARTMENT

To: Anton Dahlerbruch, City Manager

From: Dave Hinig, Interim Chief of Police

Subject: Clarification of Statistical Data on Police UCR Reports

Date: February 11, 2014

In my memorandum of January 31, 2014 the Department provided an eleven year comparison of crime in the Community as reported to the Federal Bureau of Investigation for the annual Uniform Crime Report (UCR).

Under the category of aggravated assault (see attached chart) there were double digit crimes listed for the years 2003 through 2006. Beginning in 2007, a rather significant reduction in assaults is noted. As a matter of clarification, in 2007, the Police Department began using new computer software that was able to discern from what are commonly called "simple assaults" from those reported as "aggravated." In other words, prior to 2007, misdemeanor offenses under the assault category were co-mingled with the felony occurrences and thus recorded in the Uniform Crime Report. This reflected a higher number of incidents than actually should have been reported.

Although the age of the records is such the Department cannot segregate the earlier data to reflect an exact number of felony vs. misdemeanor assaults, staff estimates that of the reported occurrences, between 70% and 80% were non-felonious assaults. Simply stated, the Department "over-reported" the number of crimes in the felony category. It is important to note this was not "reporting crimes that didn't occur," rather, the Department simply reported "all assaults," not just felonious events. The data shown starting in 2007 is a factual reporting of the felony (aggravated) crimes.

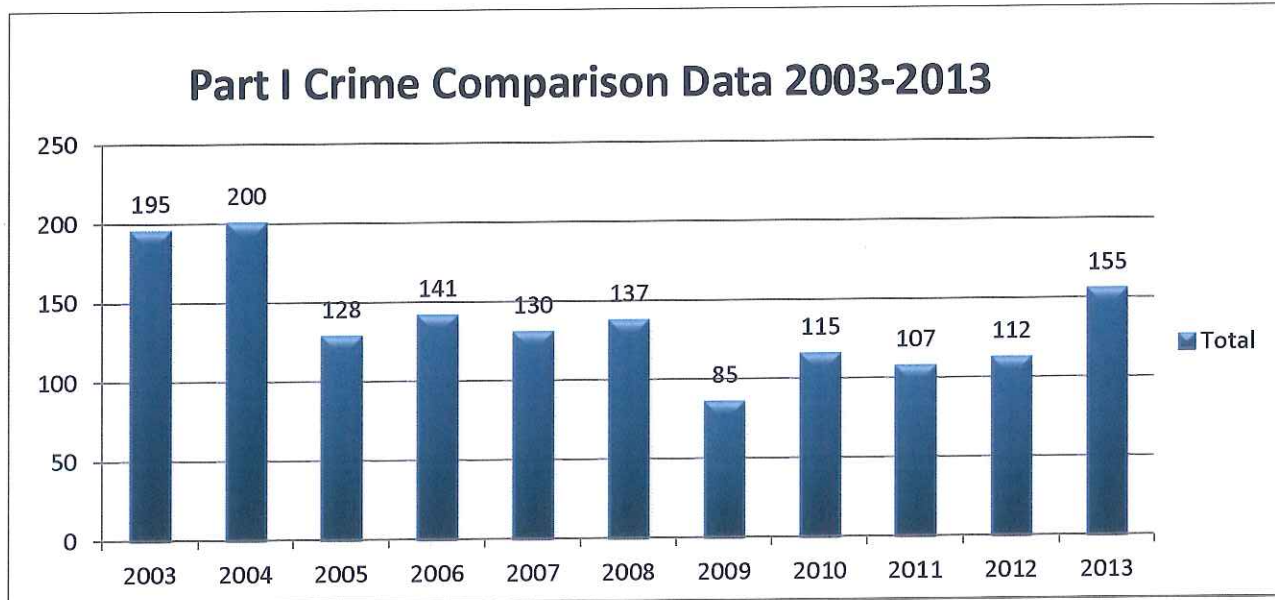
In further evaluation, the City has a very small number of felony assaults, so just a couple of events reflect a large percentage change. As noted in 2013, five aggravated assaults were reported, however the crimes were committed by one individual against multiple victims during what was an on-going crime of violence.

Lastly, crimes such as these are not necessarily directly related to the community. This is evidenced by a felony assault occurring on February 10, 2014 where two individuals from Los Angeles were simply driving through the Community when the male passenger viciously attacked his girlfriend who was driving the car. The attack resulted in his arrest for the felonious assault.

Presently, our rate of aggravated assault is extremely low and is reflective of the safety of the City.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Homicide</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Rape</b>	0	2	1	2	0	0	0	0	1	0	1
<b>Assault</b>	17	21	11	10	0	1	3	3	1	1	5
<b>Robbery</b>	0	1	1	0	0	0	2	1	1	0	0
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<b>%Change</b>	<b>Base</b>	<b>3%</b>	<b>-36%</b>	<b>10%</b>	<b>-8%</b>	<b>5%</b>	<b>-38%</b>	<b>35%</b>	<b>-7%</b>	<b>5%</b>	<b>38%</b>

Historical Crime Data (2003-2013)



Part I Crimes: Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, and Arson.

### List of Recommendations

The following recommendations pertain to the specific area of analysis under the respective headings. Full explanations as to how the recommendations were formed are contained in the body of the audit. The recommendations are listed in this manner for ease of reference.

#### Department Structure (Page 7)

Recommendation #1: Restructure the organizational chart with Community Relations and PVE Cares reporting to the Captain in the Support (Administrative) Division.

Recommendation #2: Change the title of “Support Division” to “Administrative Division.”

Recommendation #3: Change the title of Personnel and Training to Professional Standards/Training.

See Attachment #A for Current Structure

See Attachment #B for Recommended Structure

#### Budget (Page 8)

Recommendation: The Police Department is reasonably funded for general operations. For planning purposes, it is recommended actual spending of the overtime and training accounts for the past five years be reviewed and that data should be considered in making the budget proposal for those categories. Of note is this recommendation is currently in progress.

#### Staffing Evaluation (Page 10)

Recommendation: Staffing of the Police Department is generally adequate for day-to-day policing needs. With three positions open in patrol, it is probable that additional staffing is not necessary rather, filling the vacant positions and then assessing the impact is the appropriate approach.

#### Cadets/Interns (Page 14)

Recommendation: Change the title of the position from “Intern” to “Cadet.” This will bring the Department into conformity with the generally accepted classification used in the law enforcement profession for this position.

#### Police Canine (K-9) (Page 15)

Recommendation: Continue the program as presently defined. The advanced age of the Department’s K-9 means the dog will require replacement in the near future. As a funding option, I recommend the Department consider creating a “Friends of the PVE K-9 Program.” A program of that nature would garner community support from residents and promote donations to cover the cost of a replacement service dog. Using the K-9 at Police open house events would also showcase the program.

#### Property and Evidence Management (Page 19)

Recommendation: The complexity of property management is increasing as is the need for sophisticated evidence collection techniques. For this reason, the Department should consider converting this position from Service Officer to Property and Evidence Technician. Provide

continuing in-service training to the individual performing these tasks to maximize the skill level. Optimize the use of the person in this position for processing and collecting crime scene evidence.

### **Radio Communications (Page 20)**

Recommendation: Continue with the existing radio communications system and set aside funds in the Equipment Replacement Fund in anticipation of radio replacement over the course of four years.

Do not commit to membership in the LA RICS project unless a definitive cost is established and there are clear-cut defined benefits to PVE.

Increase the backup inventory of portable radios from four to at least twelve and preferably fourteen radios.

### **Fleet Management (Page 23)**

Recommendation: Continue the depreciation of staff/administrative vehicles on a five year cycle, but to perform a yearly evaluation beginning at the fifth year and replace cars as necessary, but not to exceed an eight year life span.

### **Marine Patrol (Page 25)**

Recommendation: Maintain the Marine Patrol Boat and provide for boat replacement when possible. A concept that should be explored for replacement is community donations in support of marine operations.

### **Equipment (Page 26)**

Recommendation #1: Periodic formal inspections (of officer uniforms) at briefings should be instituted to maintain professional appearance standards and ensure all field equipment is maintained in good repair.

Recommendation #2: Research the availability and acquisition of paint ball type guns as the preferred method of deployment for tear gas and less lethal munitions.

### **Jail Operations and Oversight (Page 31)**

Recommendation: Maintaining a local Type 1 Jail Facility is an important part of optimizing community protection and ensuring the availability of police officers for immediate response to calls for service. When a new facility is designed, a Type 1 jail should be included in the construction.

### **Recruitment (Page 34)**

Recommendation: When a vacancy is anticipated (retirement or transfer) the Department should begin immediate recruiting and "over-hire" the position. This will reduce the amount of time the position remains vacant and have a lesser impact on overall police service to the community.

### **In-Service Training (Page 37)**

Recommendation: The last update to the Department's training matrix occurred in 1999. In reviewing the matrix, there is no mention of (active shooter & urban rifle) training courses or their importance as foundational training. The matrix requires review and updating to ensure it addresses contemporary issues and personnel development.

**Community/Volunteer Programs (Page 39)**

(DDP) Recommendation: The City has shown a strong commitment to community disaster preparedness. Although there is an ongoing program of evaluating rotation of emergency supplies, there should also be an evaluation of the durability and condition of the Cargo Containers housing supplies. Replacement of the containers should be defined in the equipment replacement portion of the City's budget.

**Distribution of Community Information (Page 43)**

Recommendation: The Police Department has a "Twitter" account; however it has not been used as a communications medium for community interaction. The City and Department should consider using contemporary technology such as Twitter to a higher degree. Additionally, the Department should purchase and use the reverse 911 notification system to improve timely delivery of information to residents.

**Strategic Planning (Page 46)**

Recommendation: Consider development of a nominal strategic plan incorporating policing concepts for upcoming projects within the community as well as assessing trends that will likely affect police operations in the City.

**Law Enforcement Mutual Aid (Page 49)**

Recommendation: PVE PD executives need to ensure they attend the regional (commanders & chiefs) meetings to maintain positive inter-agency relationships and stay contemporary with regional needs and activities.

**Judicial Interaction (Page 50)**

Recommendation: Conduct mock courtroom training with scenarios for officers and consider using a prosecutor and/or defense attorney to help officers refine case presentation and testimony skills.