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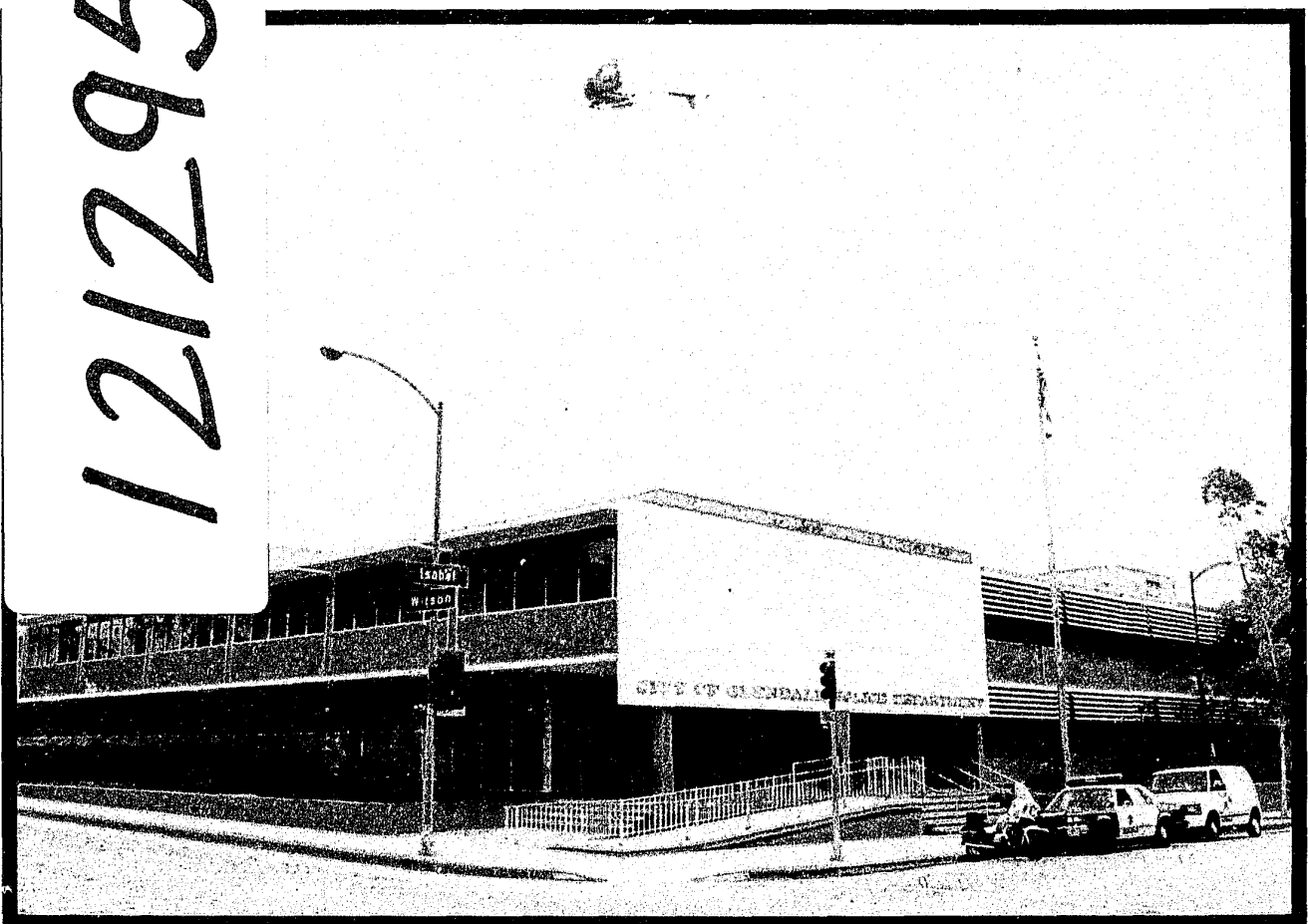
POLICE

PROFESSIONAL SERVICE ASSESSMENT

MAINTAINING QUALITY SERVICE —
GROWING WITH OUR COMMUNITY

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1989

CITY OF GLENDALE
POLICE DEPARTMENT

FIVE YEAR MASTER PROFESSIONAL SERVICE ASSESSMENT
1989

DAVID J. THOMPSON
CHIEF OF POLICE

121295

U.S. Department of Justice
National Institute of Justice

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MARCH 1989

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I. CHIEF'S INTRODUCTION

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 6, 1989

TO David H. Ramsay, City Manager
FROM David J. Thompson, Chief of Police

SUBJECT Executive Summary - Five Year Plan

Over the past year, the Police Department has been involved with the extensive project of developing a master five year plan for the agency. This communication is for the purpose of introducing that plan to you, in executive summary form.

Introduction

Needless to say, we all take pride in the high quality and professional delivery of City services. Through many different perspectives, our community is "head and shoulders" above others. Specifically, this holds true when we consider the quality of life and feeling of safety that our community members enjoy. In fact, when we compare our crime index rating with the other 33 California cities with over 100,000 residential population, we find a history of being within the top band (those having the lowest index ratings). In 1988 we were ranked sixth among these cities and, in the past, have been consistently within the top five. This ranking represents a long-standing trend of stability in our Part I Crime Rate (those eight felony crime categories used by the FBI to determine national crime rates). Over the past ten years this rate has seen minimal upward fluctuation. Additionally, over the past year we realized a 24% decrease in violent crimes against persons. All in all, we have a community safety standard to be proud of and, more importantly, maintained.

Problem Statement

While we have not lost our community standard of safety, we are experiencing high volume change within the community, the municipality, and specifically within the Police Department. We have identified specific indicators that warrant concern and our attention. Collectively, these indicators begin to define the parameters of problems that must be addressed through policy and action.

Several component categories are inherently peripheral to this problem of rapid change. First, the growth of Glendale has exceeded even its own optimistic projections in terms of residential and daytime populations. Glendale continues to be ranked third in population within the County,

behind only the Cities of Los Angeles and Long Beach, and is ranked eleventh in the State. Once regarded as a bedroom community, Glendale is now on the forefront of emerging as a financial capital. However, these socio-economic issues, coupled with our proximity to the metropolitan Los Angeles environment, are also surfacing a new set of safety concerns. These concerns include such issues as traffic volume, narcotics trafficking and use, gang activity, and significant cultural diversity. Additionally, we are realizing certain specific crime problems characteristic of large metropolitan environments. For example, such property crimes as auto theft and auto burglary are rising at an alarming rate.

Secondly, and obviously correlated to our changing environment, we are experiencing significant increases in our work loads. Calls for service are climbing significantly, along with the variety of different associated case loads. In fact, our Patrol Bureau has been plagued with demanding, resource draining "spikes" that are growing in frequency, intensity, and duration. These "spikes" represent situations where numerous critical and essential service situations exist at the same time and consume practically all the Patrol Commander's available resources. It is during these situations that we have been precariously close to losing our ability to provide immediate essential police service to other emergency situations that arise. In fact, it was this specific problem which prompted our recent emergency staffing action based on overtime hire-backs.

Incidentally, when Dr. Glen Marin met with me early in 1988 to analyze our future radio communications needs, he observed that our history to date indicated a call for service level that was inherently low for the characteristics of Glendale. He predicted that this uncharacteristic disparity would suddenly and with assured reliability correct itself. He compared it to a "dam breaking" phenomenon to which we are sitting on the threshold.

The third compounding issue involves our past staffing practices with the Police Department. We have experienced very controlled and limited growth in our sworn and non-sworn ranks over the past decade. We feel this has been the by-product of a past City philosophy that ranged from a "no growth" stance to one of limited specific growth (in essence a strict line-item approach to singular positions). Nevertheless, the end result has been a shrinking officer to population ratio (a common industry standard is to determine number of personnel for each 1,000 residents).

In summary, we are now realizing specific net effects of these interacting conditions. First, we are losing our ability to provide proactive police service within the community. In essence, the workload environment is starting to manage us with its demands dictating our reactions. Secondly,

this situation is stressing our current resources beyond their capabilities. We feel both the quality of the work product and the work environment are subsequently suffering. Lastly, and of greatest concern, is that we are now experiencing times when we are fighting just to maintain our essential service capability. That capability equates to immediately fielding a 911 emergency call concerning a life or death situation and causing a corresponding immediate dispatch and response of a police officer in the field.

Plan Goal and Objectives

Through our research, analysis, and planning efforts, our goal is to produce a document that will map out well-founded strategies to effectively and efficiently cope with our pending future. Three primary objectives will serve this goal:

1. To maintain the quality of life and safety expectations of our community. (We do not want to slip into the grasp of the metropolitan Los Angeles environment!)
2. To renew our mission and capability to provide full-service to the community (underpinned by the consistent product of customer service).
3. To provide the means to aggressively and proactively address our specific crime and traffic problems that are increasing at alarming rates.

Our intent is to explore and define the various levels of service required by the community and the most appropriate means for providing that service capacity. These strategies will be weighed in terms of three police service levels: **911 Calls For Service** (life saving and other essential service calls); **Order Maintenance Service** (police service that proactively addresses city and community public safety concerns); and **Full Police Service** (a full service philosophy that emphasizes quality community contacts over a wide spectrum of traditional service categories).

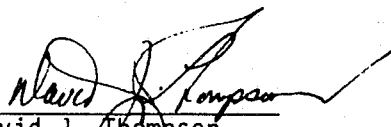
Plan Methodologies

This executive report will summarize the three different analysis methodologies used in our planning. The first section will represent the professional assessments of the Police Management Team. The second section will base the analysis on the Department's staffing history. The last section will involve comparative analysis with other jurisdictions and industry standards. The findings of each of these methodologies will be used to develop conclusions and recommendations in light of our long standing mission of providing full-service to our community.

Executive Summary - Five Year Plan
March 6, 1989
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We are entering one of the most demanding times of our history and many critical policy decisions lie ahead. However, it is also an exciting, challenging, and rewarding time period. Already, through this process of introspection, the management team has become more in tune with the organization and its inter-related systems. As we open the doors to future expansion, we will reap the unique opportunity to re-think and re-shape our organization. Affirmative action goals will perhaps never again be so accessible. We are approaching the future as an optimistic challenge and we hope this plan reflects that end.

Respectfully submitted,



David J. Thompson
Chief of Police

DJT/:ls

II. ASSESSMENT FINDINGS AND RECOMMENDATIONS

ASSESSMENT FINDINGS AND RECOMMENDATIONS

As this analysis effort was conducted each segment and approach surfaced opinions and conclusions about our organization and its capacity to provide service to the community. Ultimately, the findings led to the identification and definition of three specific service capacities. These findings established the foundation to predict recommendations concerning the utility of several staffing alternatives.

SUMMARY OF APPROACHES

The entire organization has been impacted by our changing environment. Organizational members have felt the demands and stresses of the growing workloads. They have witnessed the visible loss of proactive and full service capabilities. While struggling to maintain a service orientated philosophy and tradition, we are faced with the reality of being reduced to just an essential service provider. And now we even find this absolute level of service in jeopardy.

Through their professional assessments, the management team has recognized the need to take immediate remedial action to stop this service erosion process. A lack of such action will lead to a loss of Glendale's identity, character, and "safety" and the absorption of "typical" large metropolitan characteristics. The management team's assessments have identified the disparity between our current situation and the eventual regaining of our full service capacity.

Our history has revealed a 30 year period of limited growth in comparison to the explosive growth of the City. More specifically, we are completing a decade of near non-existent growth, in light of the City's most dynamic period of change. Currently, our staffing/population ratio is lower than it was 30 years ago.

Utilizing a wide variety of comparison bases, the findings indicate that our staffing practice is consistently and significantly lower than any of the ones identified.

FINDINGS

Through this analysis, three specific service types and capacities of police service were identified, defined as follows:

911 Calls - Essential Service - defined as the capability of providing an immediate response to a life and death situation. This is dependent upon having constant, geographically and strategically placed unit(s) available "on the air." (Example: 911 emergency call of a baby not breathing).

Order Maintenance - Proactive Service - defined as the capability of providing self-initiated work products to address specific city/community concerns. This is dependent upon each field officer having sufficient unassigned time during his/her tour of duty to access and address these issues (while this varies greatly between jurisdictions, P.O.S.T., Officer of Management Services, has recommended a minimum of 33% for unassigned time and no more than 33% of the officer's time dedicated to calls for service). Examples would include vacation checks, extra patrol request, traffic problem areas, etc.

Full Police Service - Defined as the capability to provide an efficient response time to a wide variety of non-traditional police situations. This is dependent upon having a sufficient field force to insure a large enough volume of assigned units where such dispatches could occur in a reasonable time period and not reduce field numbers to where essential service is threatened or proactive ability deleted. The best example of this would be the "assist the citizen" type calls where full customer service is provided (personal field contact rather than phone referrals of refusal to dispatch).

A unique characteristic of these service levels is that they are hierarchical in nature. Subsequently, a level of staffing that will reach essential service will only allow that capacity. However, staffing that allows a proactive capacity will also insure essential service and a full service capacity will allow for the provision of all three.

The conclusion of this analysis is that we have lost full-response and proactive service capabilities and are now on the threshold of having our essential service capacity threatened.

RECOMMENDATIONS

Staffing Strategies

The analysis process identified several staffing practices which could be used to establish policy standards for the future. This recommendation will, based on organizational expertise, predict the service potential for each approach. Additionally, the utility value for each will be determined based upon the criteria of service capacity and service longevity. Program cost will not be considered in determining the utility value of each approach, however, approximate first year costs (salary, benefits, M&O, and capital) and the approximate cost of reaching the goal over the two year augmentation period will be included.

CURRENT PRACTICE

Utilizing our traditional line-item approach to personnel additions has not significantly changed our officer/population ratio (current at 1.12/1000).

Service Level Capacity-Our current staffing level of 1.12/1000 does not represent any potential value in terms of insuring a 911-essential service capacity. Our continued retention of this approximate staffing level will virtually eliminate any expectation of service other than 911-essential service.

Service Level Longevity-Our current approach to staffing will not represent any value in terms of longevity, as the existing work load will immediately consume small incremental increases in personnel and leave us still trailing behind in staffing needs.

Cost factor-Approximated yearly at \$140,000 to maintain this ration of 1.12/100.

HISTORICAL STANDARD

Utilizing a historical standard of 1.25/1000 (our highest historical staffing ratio):

Service Level Capacity-A staffing level of 1.25/1000 will insure our "911-ESSENTIAL SERVICE" capacity but not allow efficient/effective access to "ORDER MAINTENANCE-PROACTIVE" service or any realistic access to "FULL POLICE SERVICE."

Service Level Longevity-This approach would require two years to reach the standard. During this time period, population and workload changes would have increased sufficiently to render the growth ineffective and require immediate increases again to reach the standard. For this reason the longevity value of this approach is minimal at best.

Cost factor -First year approximation	\$1,978,505
Second year to reach goal	401,775

MEDIAN COMPARISON

Of the various comparison basis, the median for the 34 California cities represented the most conservative ratio (1.38/1000):

Service Level Capacity-This staffing standard would insure "911-ESSENTIAL SERVICE" and open the door to a "ORDER MAINTENANCE-PROACTIVE CAPACITY." However, efficient and effective "FULL POLICE SERVICE" would not be realized.

Service Longevity Capacity-"911-ESSENTIAL SERVICE" should be insured up to the fifth year of the program. Proactive service access, absent a continuing yearly staffing adjustment to this standard, would be eroded at approximately the third or fourth year due to population and work load increases.

Cost factor -First year approximation	\$1,978,505
Second year to reach goal	1,653,705

PROFESSIONAL ASSESSMENT

The collective professional assessments of our management team members results in a staffing/population ratio of 1.45/100. Although felt to be appropriate for our city, this ratio is still behind many neighboring jurisdictions and represents a conservative approach:

Service Level Capacity-This staffing standard would allow for the provision of "FULL-POLICE SERVICE", "ORDER MAINTENANCE-PROACTIVE SERVICE", and "911-ESSENTIAL SERVICE."

Service Level Longevity-Based on the five year projections of this staffing approach, a staffing/population ratio of 1.45/100 to 1.50/100 will be maintained throughout the life of the program. This should allow a 100% longevity of our service capacity, absent any gross disparities with predicted and real data relating to population and workloads.

Cost factor-First year approximation	\$2,466,336
Second year towards goal	2,013,573

Professional Assessment Implementation Profile

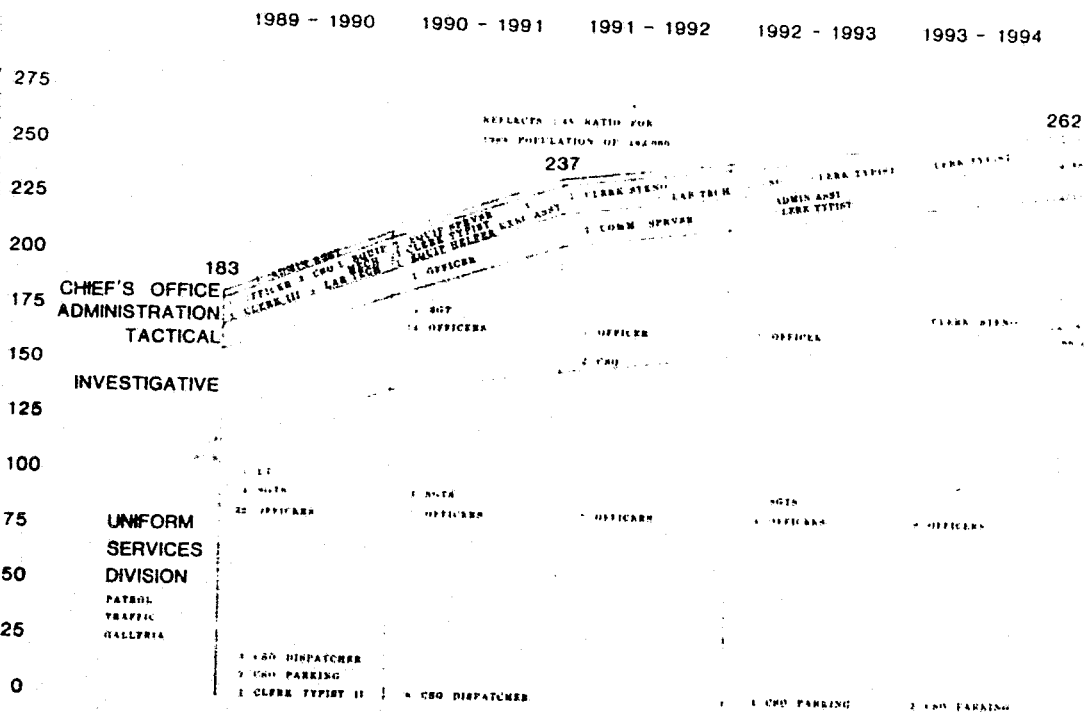
The immediate and future needs of the department as described in the professional assessments present significant planning and logistic issues. We readily recognize that implementation of this program must be done in a manner which provides for controlled growth and optimum utilization of new resources while not overtaking our capacity to absorb the impacts of recruitment, training, and equipment/facility needs. To do this we have designed a model which allows for a five year planned approach to organizational growth and development. We have made preliminary decisions regarding yearly goals in this regard. As can be seen on the attached chart we have broken down each requested position into a schedule for hiring and assignment. By the very nature of the police hiring and training process, new officers must be front loaded into the patrol force for initial training. Only after successful augmentation at the patrol level can specialized positions such as motor officers and investigators be augmented.

As indicated on the chart, in the first year, all new sworn positions (except one dedicated to assisting in the hiring and training process) are assigned to patrol. This results in some surface disparity with what some managers have identified as immediate needs in other areas outside of patrol. In recognition of the overall impact on the department we have made difficult decisions and recognize that some critical problems must be lived with while a planned approach to growth is initiated. By the end of the second year we believe that we will have addressed all the current critical need areas and will be in a controlled growth system which will produce a staffing level of 262 sworn personnel by 1994 with maximum efficiency and appropriate civilian augmentation.

While this charted plan is very specific the reader must recognize that flexibility is a necessary component of this proposal. While requested numbers of positions would not change (assuming no change in our projected service demands) the time table and specific assignments listed here are only shown as a guideline to illustrate how we would implement such a program. The time tables and assignments are considered to be accurate but do represent "best case" conditions for implementing this staffing augmentation. The needs they represent are very real in their impact on the community and a constant "fine tuning" approach is required to maximize benefits of the staffing increases as they occur. An in-depth review of this profile is planned for the third year, FY 91/92, to insure that we are on target and addressing the needs documented in this document.

(Refer to appendix B-Augmentation Tables and appendix C-Fiscal Analysis

SWORN PERSONNEL IMPLEMENTATION PROFILE INCLUDING REQUESTED CIVILIAN POSITIONS (NOT GRAPHICALLY ILLUSTRATED) AS INFO FOR 1.45 PROFESSIONAL ASSESSMENT



III. PROFESSIONAL ASSESSMENTS

PROFESSIONAL ASSESSMENTS

WORK ENVIRONMENT

SERVICE LEVEL CHANGES

Over the past decade, we have seen a significant change in our capability to provide "community service" type responses. The reduction of these non-criminal, public-relations type incidents represent a departure from our long standing mission statement of being a full-service provider to our community.

In order to illustrate this change in the work environment, the following analysis is presented:

During the decade represented from 1977 to 1987 we saw our ability to provide non-criminal services decrease, despite escalating demand expectations. Additionally, we saw a significant increase in the more time demanding police investigations.

Service Incidents

Citizen Assists	73% Decrease
Assist the Police	55% Decrease
Special Police Service	79% Decrease

Investigative Incidents

Felony Investigations	66% Increase
Misdemeanor Investigations	47% Increase
Non-criminal Investigations	61% Increase

COMPLEXITY OF CALLS FOR SERVICE

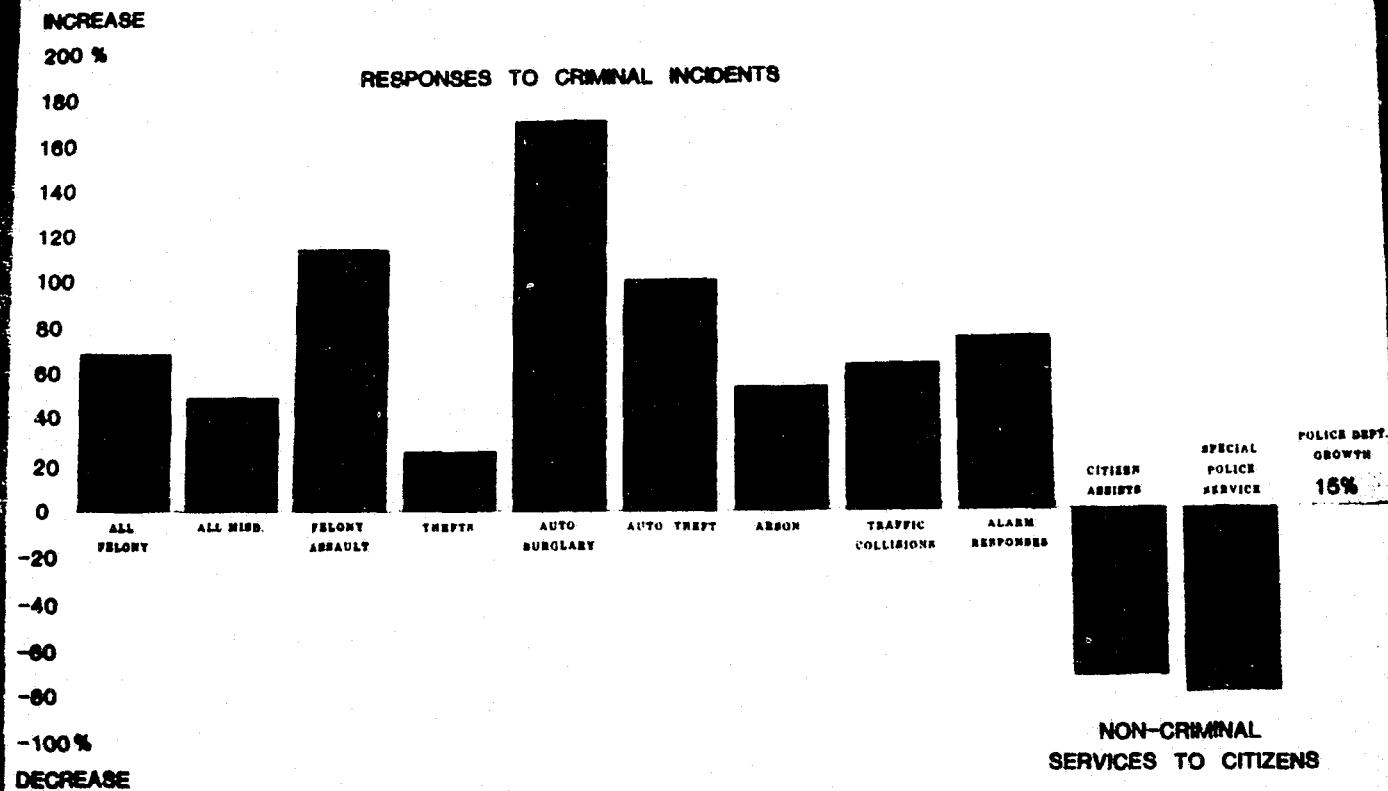
As the work environment changed over this decade and began to demand more time-intensive investigations, leaving less time for traditional service incidents, the complexity of the calls for service increased. Calls for service continue to represent a greater demand for time and resources. For example, between 1977 and 1988, the following increases were noted in these more complex incidents:

Felony Assault Investigations	113% Increase
Theft Investigations	26% Increase
Auto Burglary Investigations	167% Increase
Auto Theft Investigations	98% Increase
Arson Investigations	55% Increase
Burglary Alarm Investigations	76% Increase

Additionally, we have noted specific rises in traffic accidents and certain vehicle related crimes over the past five year period. Because of the growing magnitude of these issues, they represent complex workload problems.

CITY OF GLENDALE
POLICE DEPARTMENT

THE CHANGING NATURE OF POLICE SERVICE
1977 - 1987



Traffic Accidents

Total traffic accidents	78% Increase
Injury accidents	40% Increase
Non-injury accidents	98% Increase
Hit and Run accidents	125% Increase

Vehicle Related Crime

Burglary of Locked Vehicles	92% Increase
Theft of Motor Vehicles	97% Increase

DECREASE OF PREVENTATIVE PATROL TIME (Unassigned Time)

A critical aspect of being able to provide full-police service to the community rests upon having sufficient unassigned time to provide proactive service. The recommended standard to maintain proactive service is no less than 33% unassigned time and no more than 33% dedicated to calls for service. When these standards are exceeded we, in essence, lose the ability to manage the workload and are forced into a reactionary response mode. In addition to the changing complexity of the work environment, available time for officers to address community issues, in a proactive manner, is dwindling. This is best evidenced by the noticeable decrease in self-initiated work products over the past five year period:

Hazardous Traffic Citations	46% Decrease
Total Department DUI Arrests	78% Decrease
Vice/Narcotic Patrol Arrests	52% Decrease
DUI Team Arrests	44% Decrease
Traffic Bureau Hazardous Cites	6% Decrease

During this time period, many of the "specialty" units have experienced a significant increase in the amount of calls for service they are assigned to handle as the primary unit. For example:

Traffic Bureau Motor Unit	142% Increase
DUI Team	205% Increase

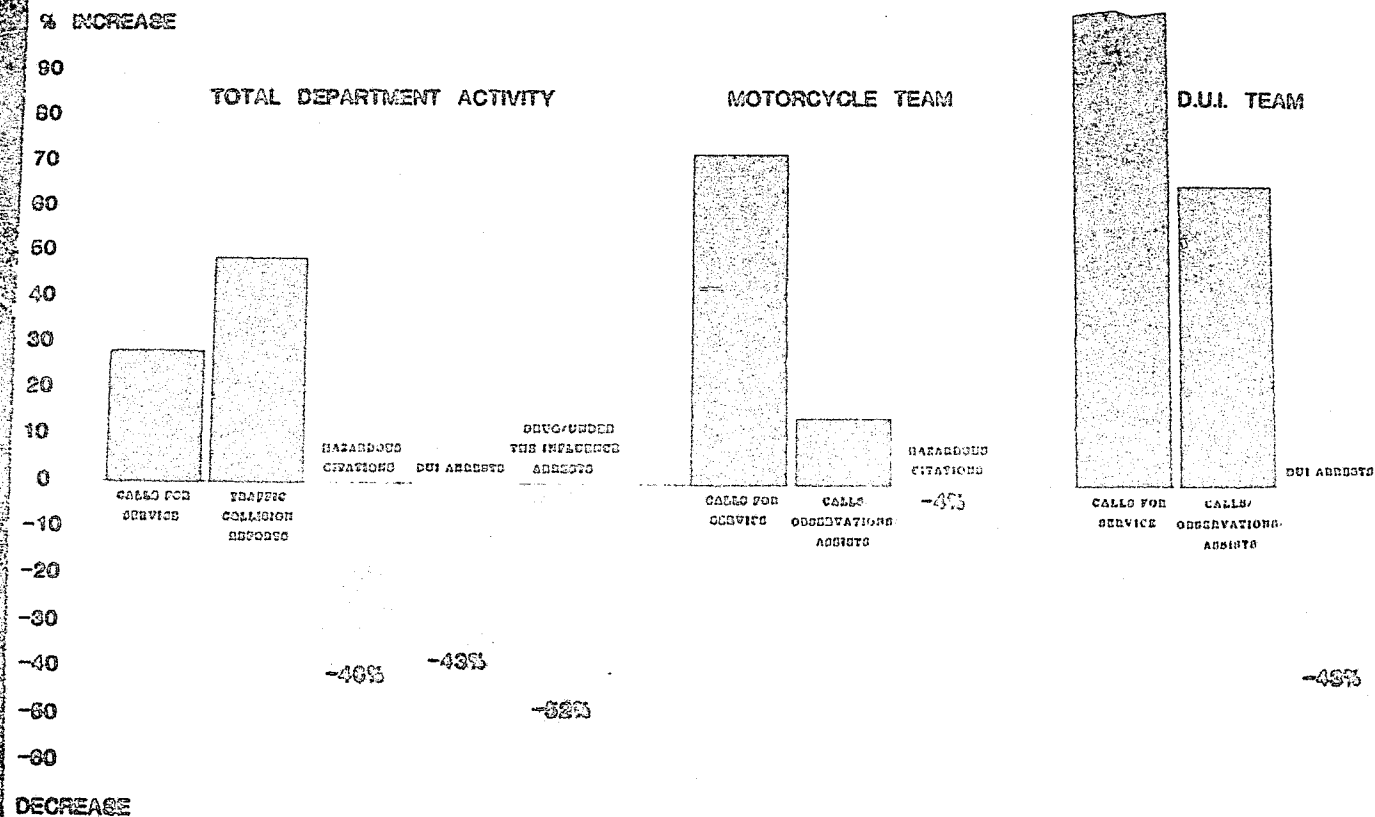
Overall arrests by the department for this time period indicates a 30% decrease. In referencing this trend, our annual Management Information Report for 1987 indicated the following:

"(Arrests) appear to have reached a peak in 1983 and have been showing a downward trend since then. Noticeable reductions have occurred in DUI, Drunk, Drugs, CHP, Outside Warrants arrests; although arrests for Part I Crimes are on the rise."

The arrest categories indicated in this statement are those that are predominately self-initiated work products. Comparatively, Part I Crime arrests are most generally the by products of calls for service. Additionally, the number of reports generated for this time period increased approximately 30% and, as identified in the 1987 annual report, are "...reports written primarily by Uniform Services Division line personnel."

CITY OF GLENDALE
POLICE DEPARTMENT

TRAFFIC ACTIVITY
THE CHANGE FROM PROACTIVE TO REACTIVE ENFORCEMENT
1982 - 1988



WORKLOAD INCREASES

The past five year period (1982-1988) has brought about a dynamic increase in the workload handled across the agency. This can be specifically illustrated using work load indicators such as calls for service for patrol and number of cases for investigative services. These increases are significant when viewed with limited organizational growth over this time period.

Patrol Workload and Staffing

Calls for Service	27% Increase
Authorized Staffing (USD)	-0- Change
*Actual Patrol Officer Staffing	23% Decrease
CFS/Officer Workload	64% Increase

*Represents an average vacancy factor of 10%

Investigative Services -Juvenile Bureau

Assigned Cases	27% Increase
Authorized Staffing	16% Decrease
Cases/Officer Workload	53% Increase

Investigative Services - Detective Bureau

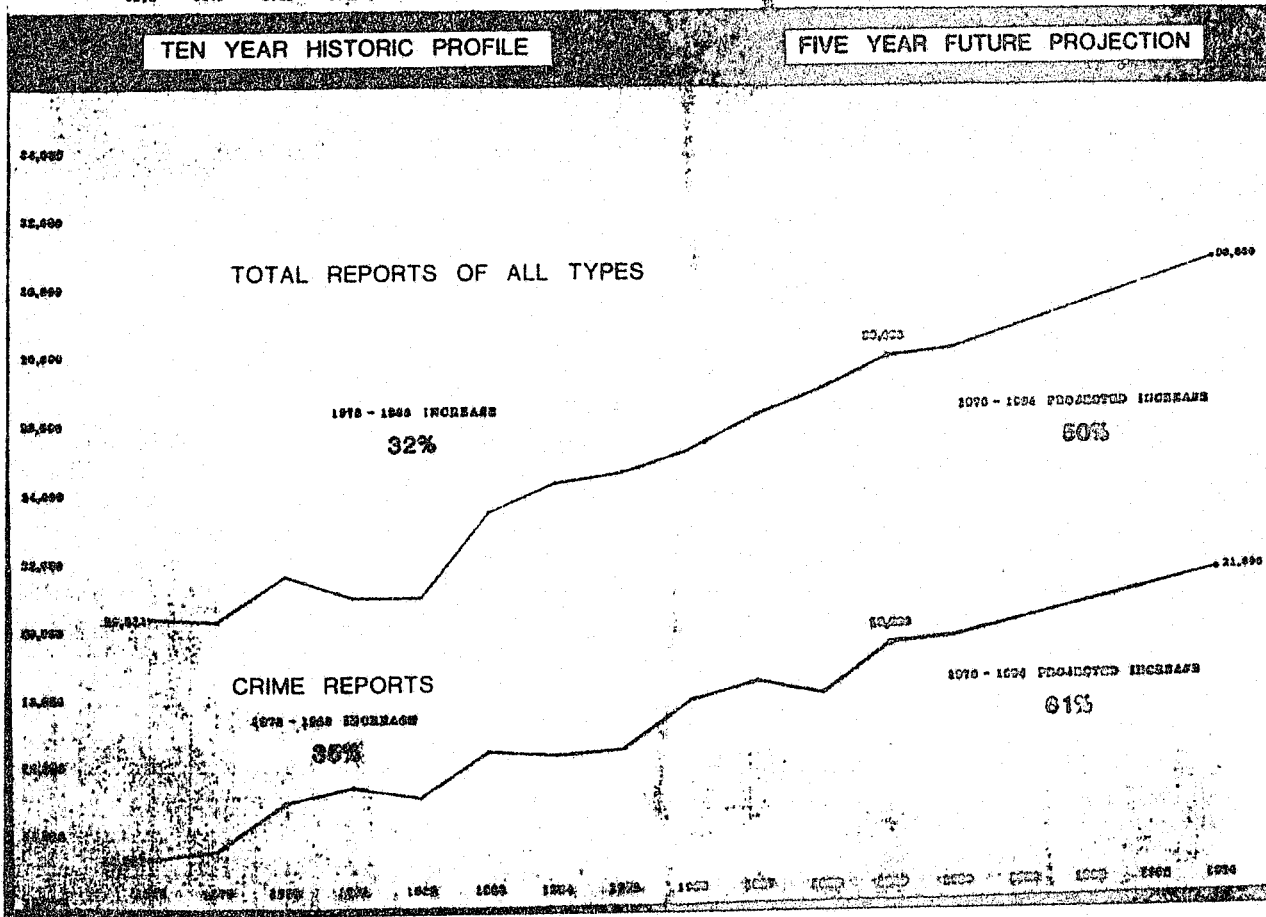
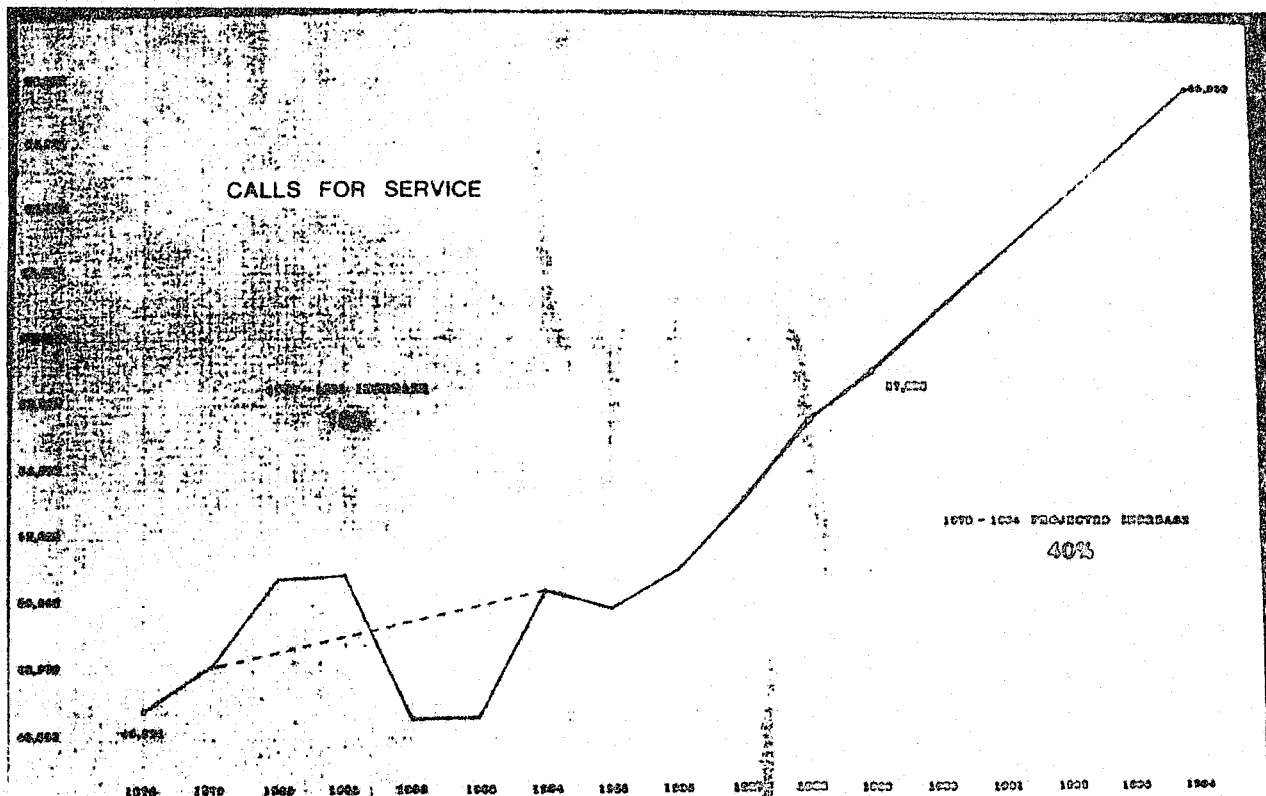
Assigned Cases	21% Increase *
Authorized Staffing	-0- Change
Cases/Officer Workload	21% Increase

* (1977 to 1987 - assigned cases increased 76% with no change in authorized staffing)

Other Bureaus

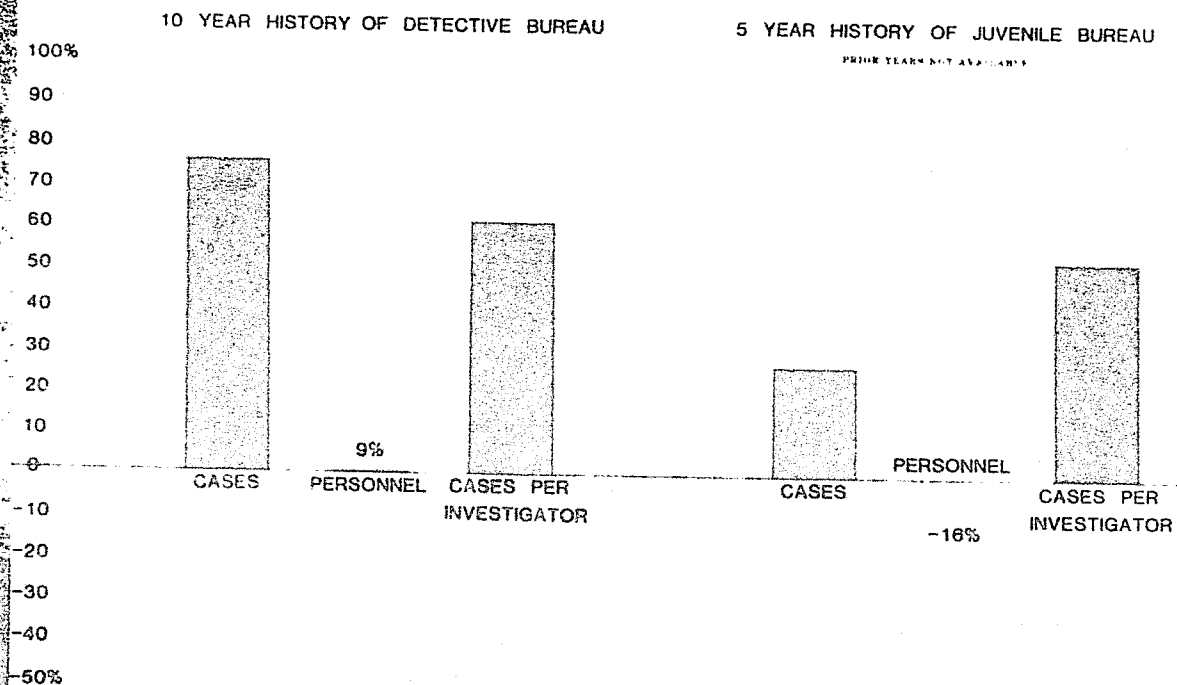
The majority of the bureaus in the agency have also reported a work environment that has changed and is continuing to change in a dynamic manner. Although the workload may not be so easily quantified into calls for service or caseloads, these other support areas are reporting a significant increase in both workload volume and complexity. The following bureau managers have assessed an increase in work load volume and complexity to a point where increased staffing needs are immediate:

Jail	-increased volume/complexity
Records	-increased volume
Crime Lab	-increased volume/complexity
Property	-increased volume
Court Liaison	-increased volume
Personnel/Training	-increased volume
Administrative	-increased volume
Budget/Payroll	-increased volume
Vice/Narcotics	-increased volume
Air Support	-need for increased flight time
Traffic	-increased volume/complexity



CITY OF GLENDALE
POLICE DEPARTMENT

INVESTIGATOR CASE LOAD ANALYSIS



OTHER ISSUES OF CONCERN

Another characteristic that does not lend itself to simple quantification is the whole changing nature of police work in our city. While we have referred to both complexity and volume, this changing nature exceeds even these categories. As urban density continues to escalate within our community we are finding that our service response is becoming much more time and resource intensive. For example, a new aspect of our service involves the response to the phenomenon of hate crimes. The investigation of these cases involves resources beyond the first responding field officer and even extends to the Chief's office. Additionally, a wide battery of legislation mandates extensive investigations of specific types of incidents (i.e. domestic violence situations) and implies liability if we fall short. These issues collectively highlight the fact that the urban density squeeze is forcing us from a "bedroom community" to a large metropolitan city.

Aside from the changing work environment, the issues of a consistent vacancy factor and an escalating usage of overtime are of concern.

Vacancy Factor

Actual patrol officer staffing has experienced a 10% vacancy factor over the past several years. However, this is not a problem unique to Glendale as there are currently 5,000 vacant sworn officer positions in the State of California. Nevertheless, this issue has increased the workload ratio per officer, as illustrated above. We have also experienced a consistent vacancy within the Community Service Officer/Communications Operator positions. This vacancy factor has averaged 20% over the past several years. As a result we have suffered a near non-existent capability to deploy field CSO's to assist our patrol officers in handling non-threatening calls for service. Additionally, we have frequently been required to use field patrol officers to staff these priority positions. In turn, this further depletes available field resources used to provide essential service.

Overtime Usage

The various workload increases have led to a steady climb in expended overtime over the past five years (predominantly composed of beyond tour and recall normal classifications). This time period has experienced a 79% increase in overtime use. This is symptomatic of losing our ability to manage and control the workload given our current resources. In fact a significant increase of overtime resulted from our emergency staffing action in patrol (hire-backs of officers and CSO's to maintain necessary staffing levels over the past year).

STAFFING RECOMMENDATIONS

In analyzing our current work environment and planning for the future of police service in this community, our management team has determined staffing growth to meet the immediate demands of the environment, to provide the necessary support for that growth, and to insure a planned approach to maintain our full-service mission to the community in the future. As indicated by the earlier comparison bases with other municipalities, the police staffing for the city of Glendale remains noticeably behind the established medians. However, as cited by Richard Hughes in his 1978 study of the police department, these types of comparisons alone have no meaningful validity in assessing our staffing needs. Instead, he recommended, where possible, to use more valid and statistically based approaches (i.e. such as the IACP Staffing model used in his 1978 study, refer to appendix D). Additionally, he determined that such methodologies, coupled with professional judgement where necessary, would help decision-makers determine the staffing needed.

Following are the professional assessments and recommendations of our managers for staffing growth to remedy our current situation and to provide a planned approach for the future. These determinations were based upon statistically based approaches, where possible, and their professional judgements. Although immediate needs are represented, it is understood that these needs collectively will exceed our existing hiring and training resource capability. For this reason, an augmentation strategy has been developed and will also be presented.

UNIFORMED SERVICES DIVISION

Patrol Bureau

Identified Needs: Officers - an increase of 29 positions in FY 89/90

Assessment: The IACP Manpower formula was used to determine this staffing increase. This formula is recognized as a preferred approach to determining staffing for balanced municipal police service based on the level of calls for service and the available work time of personnel (Hughes 1978). When compared against a variety of industry staffing standards this methodology represented a reasonable, moderate approach. It is the assessment of Patrol management that this staffing increase will insure the adequate and timely provision of essential service and allow sufficient unassigned time for officers to address community issues in a proactive manner.

Identified Needs: Sergeants - an increase of 3 positions in FY 89/90.

Assessment: This would represent a "bare-minimum" yet an absolute required increase to meet increased volume and complexity of the supervisory workload. It is not statistically based to meet recommended supervisory/subordinate staffing levels, but instead the assessment of patrol management to increase minimal supervisory field presence immediately (current supervisor to field unit ratios run as high as one to 20+).

Identified Needs: Lieutenant - an increase of 1 position for FY 89/90.

Assessment: This position would be assigned as an administrative manager to the Uniformed Services Division to assist in handling the current administrative workload of the largest division of the department. Any additional personnel growth will further impact the administrative workload. The value of utilizing a sworn management position for this function would be the relief factor for absent USD managers as well as expanding the management capacity to more directly oversee peripheral details such as the Galleria.
(Refer to appendix A-3)

Identified Needs: Community Service Officers (Communication Center) - an increase of 3 positions in FY 89/90.

Assessment: This increase would help to off-set and manage the consistent vacancy factor within this position. Also considered a bare-minimum, essential increase, these positions should allow patrol groups to maintain full staffing of the communications center in order to provide critical, essential service. It would also limit the number of times officers would have to be taken from the field to staff vacant position and will again allow the deployment of one civilian report car per shift.

Five-year Identified Needs:

Officers	FY 90/91 increase 5 officer positions
	FY 91/92 increase 0 officer positions
	FY 92/93 increase 6 officer positions
	FY 93/94 increase 3 officer positions

Assessment: Each year represents a statistical assessment, pursuant to the IACP model, based upon predicted calls for service adjusted for predicted population growth (it should be noted, the call for service level for 1988 has surpassed the predicted total for 1991. Subsequently, these staffing determinations become very conservative).

CSO's	FY 90/91 increase 6 CSO positions
-------	-----------------------------------

Assessment: This increase will be mandatory to staff an increase of one dispatch position and one operations position as identified in our master communication plan.

Supervision:	FY 90/91 increase 3 sergeant positions
	FY 92/93 increase 3 sergeant positions

Assessment: These increases would approach supervisor to subordinate ratios as identified and recommended by the ICMA.

(Refer to appendix A-2)

Traffic Bureau

Identified Needs: Officers - an increase of 4 positions in FY 89/90. *

Assessment: This initial increase is based upon the professional assessment of management to meet the immediate needs for the bureau with existing traffic issues city wide.

Identified Needs: Sergeant - an increase of 1 position in FY 89/90. *

Assessment: This position is required to maintain appropriate supervisory span of control in this growing bureau. Additionally, it will be used in the development of proactive programs to meet increasing traffic demands of the city.

Identified Needs: Clerical - an increase of 1 position in FY 89/90.

Assessment: This position would meet the immediate workload needs generated from increased paper flow, counter, and telephone traffic. Additionally, this position would provide additional steno support for the entire USD division.

Identified Needs: CSO - an increase of 3 positions in FY 89/90.

Assessment: These positions would be applied to the workload generated from escalating parking and traffic control issues.

Five-year Identified Needs:

FY 90/91	-0- growth
FY 91/92	4 Civilian Traffic Officers
FY 92/93	2 officer positions (Motorcycle)
FY 93/94	2 CSOs (Parking Enforcement)
	1 officer position (TA Invest)

Assessment: These projected growth needs represent the profession assessment of management based upon existing city population and commercial development plans and are intended to provide a realistic approach to minimum levels of staffing required to accomplish measurable progress in traffic control and enforcement.

* These positions authorized FY 88/89 (March)

(Refer to appendix A-4)

INVESTIGATIVE SERVICES DIVISION

Juvenile Bureau

Identified Needs: Investigator - an increase of 1 position in FY 89/90

SRO - an increase of 1 position in FY 89/90

Assessment:

This bureau has experienced a 27% increase in the number of cases assigned for investigation in the last 5 years and the past year brought about the loss of a working investigator. Taking into account the fact that an increased number of major cases with complex components are often extremely sensitive in nature and compound the case management problem, the urgency of bringing our investigator staff to an acceptable level is clearly apparent. This need is also supported by recommended IACP formula ratios.

Five-year Identified Needs:

FY 90/91 - increase 1 investigator,
 - 1/2 CSO (to one full position)
FY 91/92 - increase 1 clerical position
FY 92/93 - increase 1 investigator
FY 93/94 - -0- increase

Assessment:

Growth in investigator positions represent investigator to patrol officer ratio maintenance pursuant to IACP. These positions, coupled with civilian support positions, will assist in meeting the escalating volume and complexity of the workload.

(Refer to appendix A-7)

Detective Bureau

Identified Needs: Investigator - increase 10 positions FY 89/90.

Assessment:

Professional assessment of bureau management to provide adequate and timely essential service in light of the increased volume and complexity of the workload. This increase would also bring the bureau into parity with the staffing ratio median of other comparison cities (14% of sworn force assigned as investigators).

Identified Needs: Sergeant - increase 1 position in FY 89/90

Assessment:

Professional assessment to provide appropriate supervisory span of control and to assist with workload volume and complexity.

Identified Needs: CSO - in increase 1 position in FY 89/90

Assessment:

Professional assessment to increase civilian support in handling lower priority case loads thereby reducing the need for increased sworn staff (currently 1 1/2 positions).

Five-year Identified Needs:

FY 90/91 to 93/94 - maintain 14-15% of sworn force ratio

Assessment

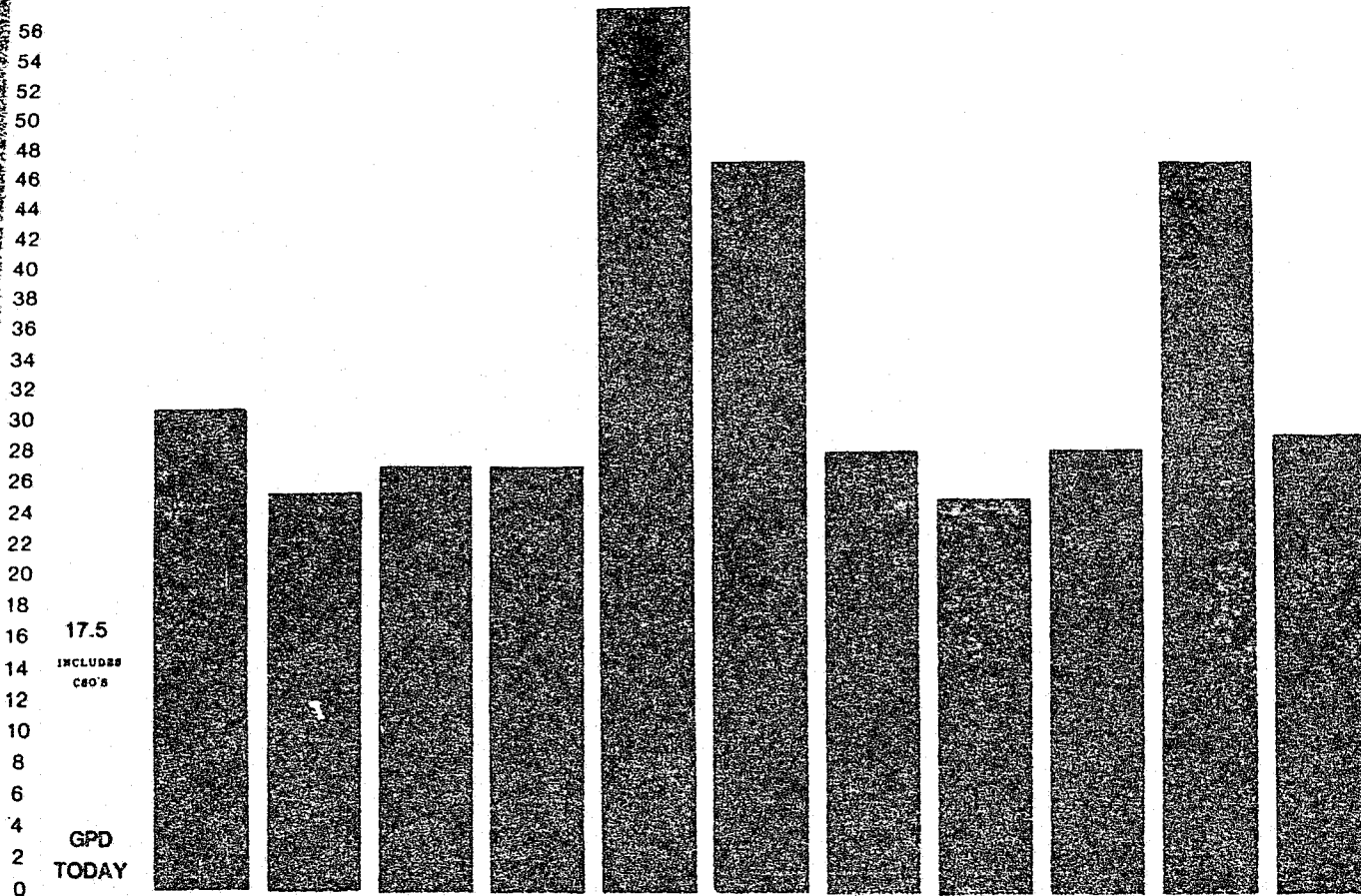
Maintenance of this ratio will allow for quality investigative services during this time period.

(Refer to appendix A-6)

CITY OF GLENDALE
POLICE DEPARTMENT

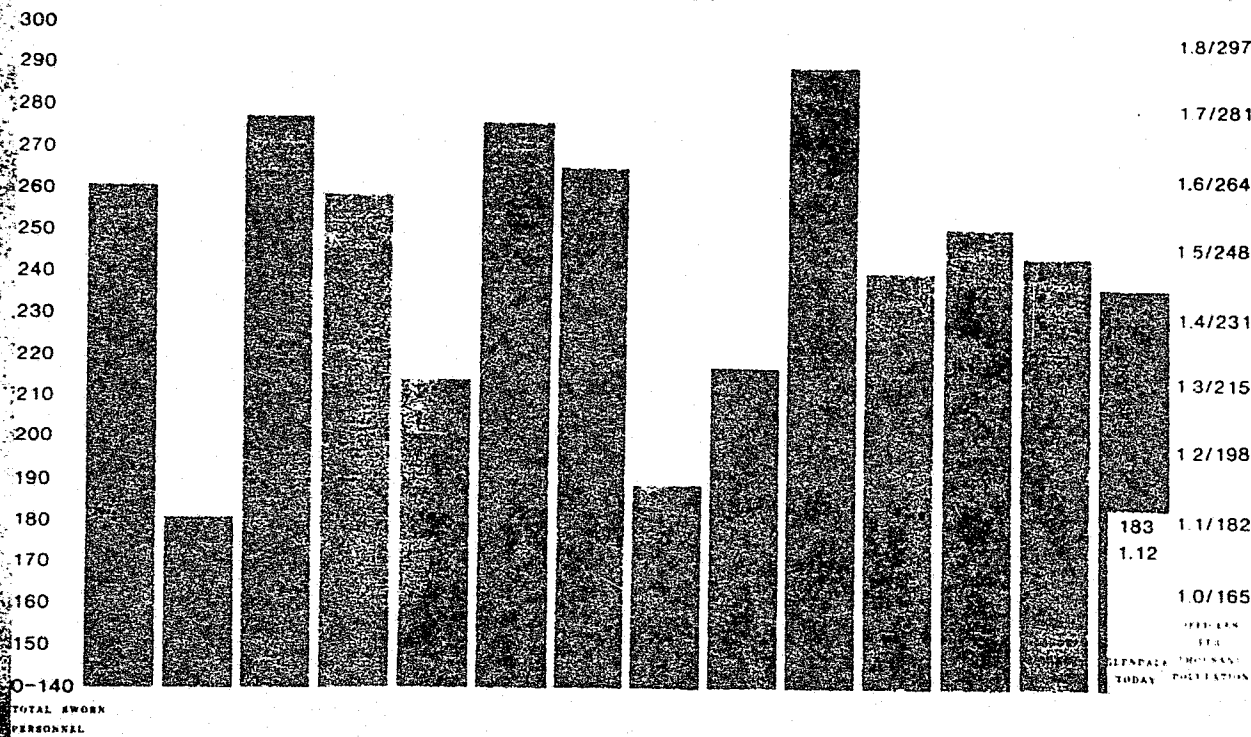
INVESTIGATOR STAFFING LEVELS BASED ON
VARIOUS FORMULAS, AVERAGES, & COMPARISONS

DID NOT CONSIDER SPECIALIZED SERVICES & SERVICE UNITS



CITY OF GLENDALE POLICE DEPARTMENT

SWORN PERSONNEL STAFFING LEVELS BASED ON
POPULATION RATIOS OF THE
12 CITY LABOR MARKET AGENCIES



0-140
TOTAL SWORN
PERSONNEL

BASED ON STRENGTH LEVEL OF JAN 1978

POPULATION BASE 10,000

183
1.12
1.0/165
GLENDALE
TODAY
POPULATION

Vice/Narcotics Bureau

Identified Needs: Investigator-increase 2 positions in FY 89/90
CSO - increase 1/2 position (to one position)

Assessment: Professional assessment to meet current workload and future increases and allow for an office based CSO to assist with investigations.

Five-year Identified Needs: FY 90/91 to 93/94 - -0- growth

Assessment: Initial staffing increases are sufficient.

(Refer to appendix A-8)

ADMINISTRATIVE SERVICES DIVISION

Jail

Identified Needs: CSO - increase 3 positions for FY 89/90

Assessment: These positions would absorb the increased workload and should be considered a priority due to potential legal and safety issues related to running a jail operation.

Records

Identified Needs: Clerk Typist II - increase 1 position in FY 89/90
Clerk III - increase 1 position in FY 89/90

Assessment: The Clerk Typist II position would be used to handle the increased volume of the current records keeping and processing workload. The Clerk III would assist in supervising evening and weekend shifts, reduce the supervisory span of control, and be responsible for preparing adult and juvenile case sealing along with discovery motions.

Crime Lab

Identified Needs: Clerk II - increase 1 position in FY 89/90

Assessment: This position would be used to assist with answering telephones, filing reports, office organization, and handling the front counter fingerprinting function which has increased 53% since 1984.

Personnel and Training Bureau

Identified Needs: Officer - increase 1 position in FY 89/90

Assessment: This position would be used for the primary purpose of minority recruitment and background investigations and is essential if the department is going to obtain any measurable affirmative action results.

Administrative Budget and Supply

Identified Needs: CSO - increase 1 position in FY 89/90

Assessment: Bureau manager's assessment to meet current workload volume effectively in the administrative officer and budget/payroll functions.

Identified Needs: Executive Assistant - add one position in FY 89/90

Assessment: This position would civilianize a traditional sworn management position and would continue the functions of administering the department budget and controlling the department's property. This staffing action would release one sworn management position to staff the identified need for a planning and research section.
(Refer to appendix A-14)

Garage

Identified Needs: Equipment Mechanic - increase 1 position in FY 89/90
Equipment Service Worker - increase 1 position in FY 89/90
Equipment Supervisor - increase 1 position in FY 89/90

Assessment: Bureau manager's assessment to maintain a safe and economical fleet in the future. These increases would also meet the recommended industry standard of one mechanic per 22 vehicles (Automotive Fleet Magazine survey) and approach parity with comparison municipal and private fleet garages in Los Angeles County. The added supervisor position would maintain appropriate span of control ratios.

ASD Five-year Identified Needs: FY 90/91 - 1 Clerk-Stenographer (P&T)
FY 91/92 - 1 Clerk Typist II (Records)
- 2 Identification Technicians

Assessment: This division is responsible for staff and auxiliary services which support the general functions of the department. These functions are extremely important and contribute greatly to the effectiveness of the entire organization. As the number of sworn and line personnel increase, so do the demands placed on these support services. These staffing increases will be used to off-set those demands.

(Refer to appendix A-9, A-10, A-11, A-12, A-13, A-14, A-15)

TACTICAL SERVICES DIVISION

Air Support Unit

Identified Needs: Officer - increase 1 position (Pilot) in FY 89/90

Assessment: The addition of one officer to the Air Support Unit would allow the formation of a third crew to provide better manpower utilization and increased flight time (also increasing the availability of this support to escalating surveillance efforts.
(Refer to appendix A-19)

Management Information/Crime Analysis Systems

Identified Needs: Communications Supervisor - add 1 position FY 89/90

Assessment: These systems form a valued part of the department's resources in meeting the national, state and city need for information through computerized systems and telecommunications. The addition of this position is critical to the good management of these support functions and would play a key role in future computer applications within the department and generating cost saving from such efforts.

Planning and Research

Identified Needs: Lieutenant - add 1 position FY 89/90
Administrative Assistant - add 1 position FY 89/90
Clerk Typist II - add 1 position FY 89/90
Administrative Analyst - utilize existing position

Assessment: The creation of this unit is recommended based on the identified need to stay abreast with issues of policy, procedure, training, planning and research, evaluation, and liaison with the City Attorney.
(Refer to appendix A-18)

TSD Five-year Identified Needs: FY 90/91 to 92/93 - no growth needs identified

Assessment: Sufficient staffing would exist to provide the agency with tactical support over this time period.

CHIEF'S OFFICE

Identified Needs: Assistant Chief of Police - reclassify one Captain's position FY 89/90

Administrative Assistant - Add one position FY 89/90

Assessment Due to a need to support the office of the Chief of Police in community, city, and department affairs, it is recommended that one Captain position be changed in classification to that of Assistant Chief, and that one Administrative Assistant position be added.
(Refer to appendix A-1)

SUMMARY

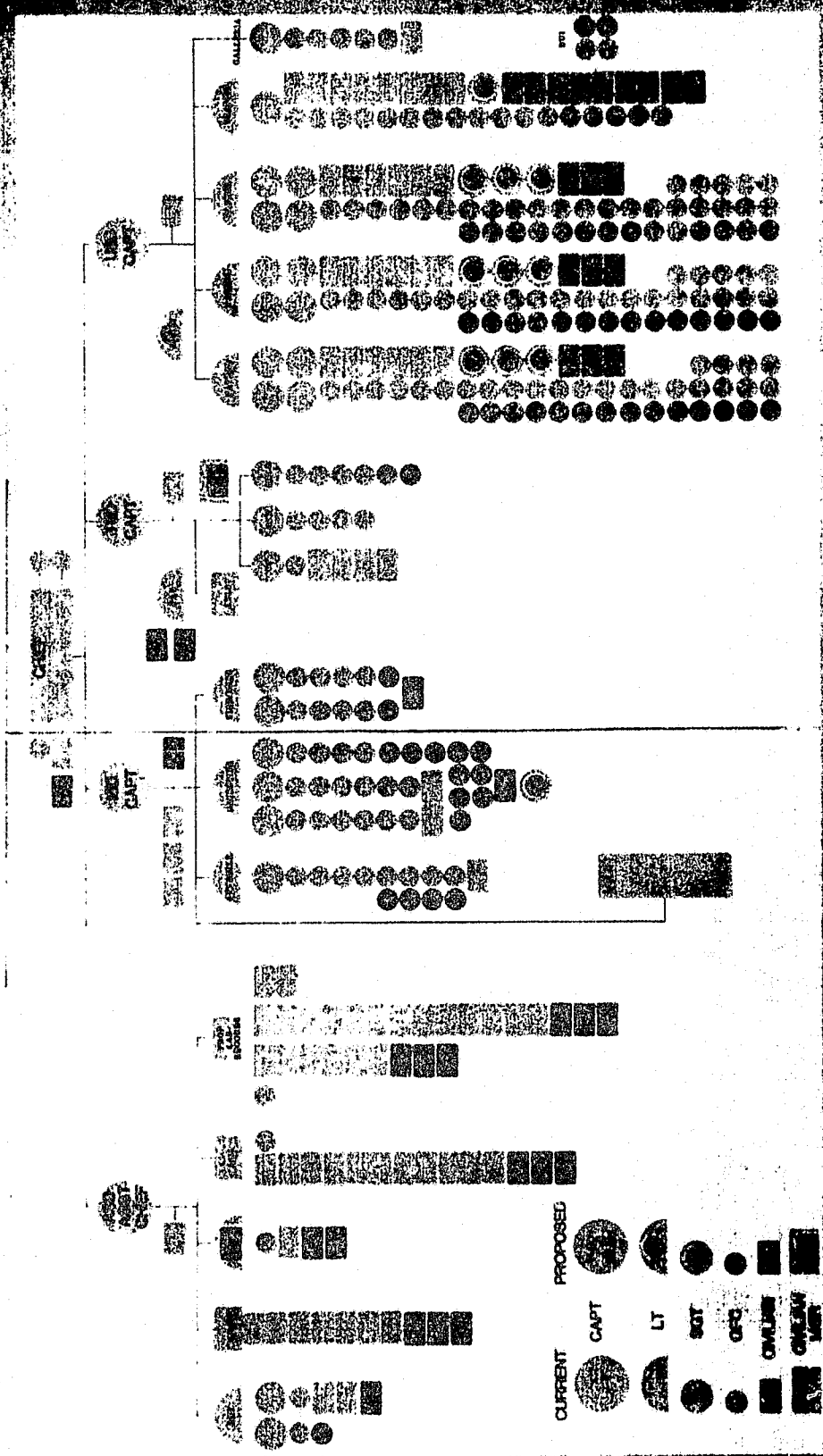
Based on their professional expertise and assessment of our current work environment, our department managers have recommended a total growth of 54 sworn and 20 civilian personnel for 1989. It is their opinion that this growth level will allow, once again, for the effective and efficient use of our resources, the timely and adequate provisions of essential service, and open the door to a proactive, full-device response capability as defined by our tradition, mission statement, and community expectations.

The increase of 54 sworn personnel would provide a 1.45 sworn personnel per 1,000 population ratio. This ratio would rank the city of Glendale as number 14 amongst the 34 comparison cities of over 100,000 population (slightly ahead of the median). The increase of 20 civilian personnel would provide for a .61/1000 ratio which would rank us at 18th among the 34 cities. However, the city would still rank below the median for municipalities within LA County.

Despite the immediate needs for these growth levels, again it is recognized that such increases exceed our capacity to recruit, hire, and train the personnel. For this reason, our augmentation strategy calls for a two-year profile to reach these goals. This would request an increase of 28 sworn positions and 11 civilian positions during the first year of the program (1989-90).

It is management's opinion that these staffing levels should be maintained as bench marks for future growth over the next five years. Increases in sworn personnel would be based pursuant to calls for service and case load increases where statistically quantifiable, and on work unit analysis where not. Non-sworn increases over the next five year period, to maintain the identified ratio, would be based upon annual priorities, work unit analysis, and programs.

CITY OF GLENDALE
POLICE DEPARTMENT
 PROFESSIONAL ASSESSMENT
 ORGANIZATIONAL DESIGN & AUGMENTATION



CURRENT **PROPOSED**

CAPT CAPT

LT LT

SGT SGT

OFF OFF

CIVILIAN CIVILIAN

CIVILIAN CIVILIAN

SW SW

IV. HISTORY OF STAFFING

HISTORY OF STAFFING

HISTORICAL PERSPECTIVE

In fiscal year 1959-60, the City of Glendale Police Department boasted an agency of 171 personnel. At this point in its history, the agency was serving a residential population of 119,442 with a sworn strength of 137 and a civilian strength of 34. This equated to an officer to population ratio of 1.14/1000. The sworn positions were assigned as follows:

Police Chief	1
Deputy Police Chief	1
Police Captain	3
Police Lieutenant	9
Police Sergeant	20
Police Detective	17
Police Officer	81
Police Woman	5

During the late 1970's, our sworn staffing level averaged 1.19 officers per 1000 residential population:

<u>Year</u>	<u>Ratio</u>	<u>Population</u>	<u>Authorized Sworn</u>
1976	1.20/1000	134,100	161
1977	1.20/1000	133,920	161
1978	1.21/1000	134,200	163
1979	1.17/1000	138,818	162
1980	1.16/1000	134,060	162

The estimated residential population of Glendale increased less than 4% during this time period. Conversely, the total authorized personnel for the department increased 11% (representing 1 sworn position and 22 civilian positions).

DESCENDING TREND OF THE PAST DECADE

In January of 1978, Hughes, Heiss & Associates were retained by the city for the purpose of conducting a program and operations audit of the police department. Part of the audit's objective was to document staffing needs for the fiscal year of 1978-79 and determine the future number of sworn and non-sworn personnel needed in the department. The study was completed at the end of 1978. In fiscal 1980-81, the organization saw the first impact in staffing levels. Authorized sworn positions were increased by fifteen (15) and civilian strength was increased by five (5). This resulted in an officer to population ratio of 1.25 per 1000 (which has proven to be the highest ratio in the past 14 year history of 1976-1989).

The five year period following these staffing increases saw a near zero growth rate for the entire department. Sworn strength remained constant at 177 authorized positions and civilian strength only increased by 1 position (77 to 78). However, the residential population of the city saw a steady rise of 8% over this time period. As a result, the officer to population ratio decreased each year as follows:

<u>Year</u>	<u>Ratio</u>	<u>Population</u>	<u>Authorized Sworn</u>
1981	1.25/1000	141,176	177
1982	1.22/1000	144,478	177
1983	1.20/1000	147,107	177
1984	1.20/1000	147,887	177
1985	1.17/1000	151,713	177

In 1986, this zero growth period ended with the increase of 2 sworn positions. The following three years saw an additional four (4) sworn positions along with (2) civilian positions (amounting to a 2% increase for both categories). Nevertheless, the residential population continued its steady rise, amounting to a 17% increase since 1981. In turn, this again drove the officer/population ratio downward:

<u>Year</u>	<u>Ratio</u>	<u>Population</u>	<u>Authorized Sworn</u>
1986	1.15/1000	155,257	179
1987	1.14/1000	157,629	180
1988	1.12/1000	161,900	181
1989	1.12/1000	165,000	183

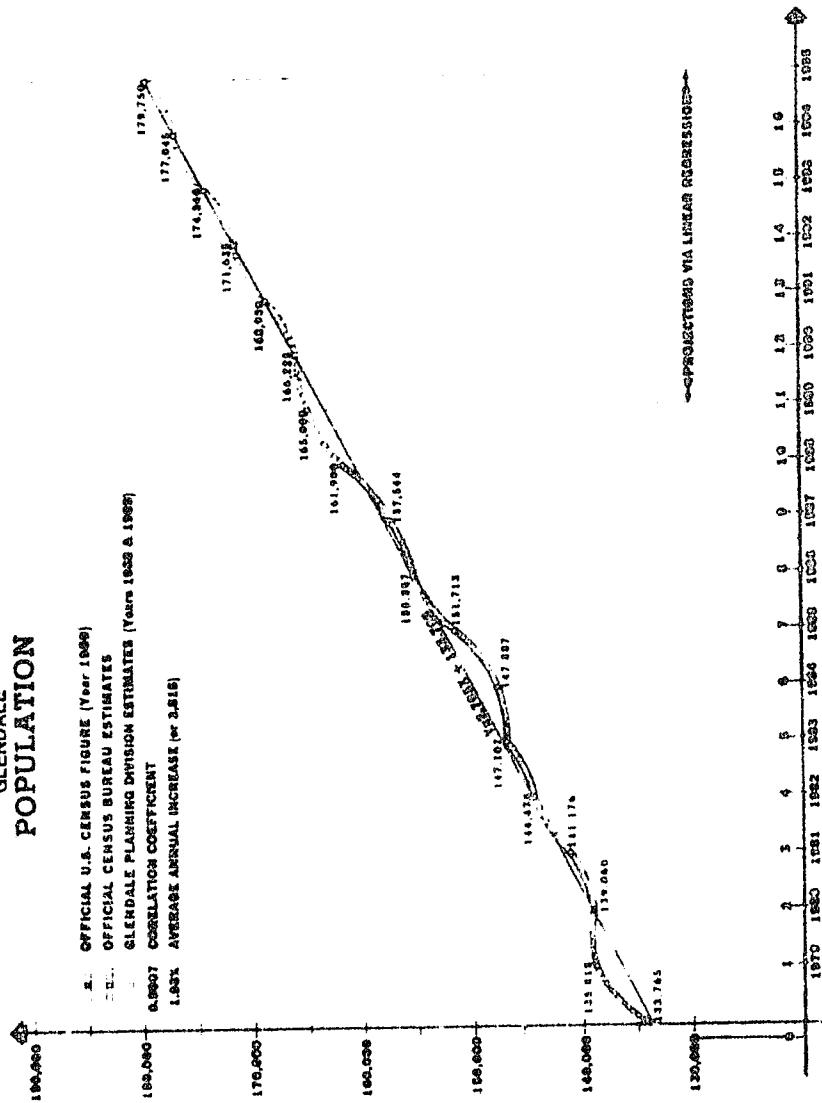
Throughout this segment of history (1976-1989), we have seen the residential population increase by 23% (134,100 to 165,000), the sworn strength of the department increase by 14% (161 to 183) and the civilian strength increase by 60% (50 to 80) for a total department growth of 23%. However, as we near the completion of this decade (1981-1989), we have only realized a 3% increase in authorized sworn positions, a 4% increase in civilian positions, and a total department growth rate of 2%.

STAFFING STANDARD

If the highest officer to population ratio for this historical time period was selected as a staffing standard (1.25/1000), it would require an authorized sworn strength of 206 currently. This would require the addition of 23 sworn positions.

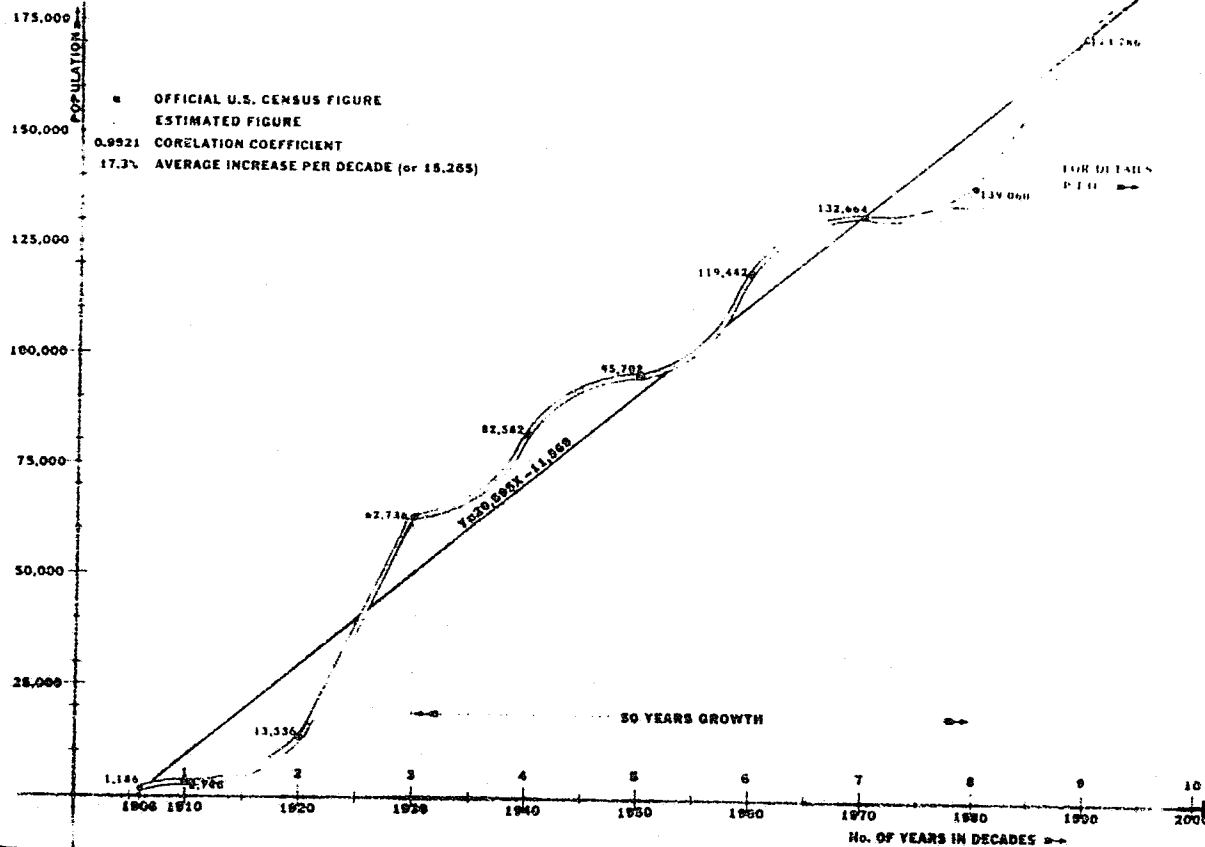
GLENDALE POPULATION

A. OFFICIAL U.S. CENSUS FIGURE (Year 1909)
 B. OFFICIAL U.S. CENSUS BUREAU ESTIMATES
 C. GLENDALE PLANNING DIVISION ESTIMATES (Years 1909 & 1909)
 D. CORRELATION COEFFICIENT
 E. AVERAGE ANNUAL INCREASE (or 3.81%)



PROJECTIONS VIA LINEAR REGRESSION

GLENDALE POPULATION



V. COMPARATIVE STAFFING ANALYSIS

COMPARATIVE STAFFING ANALYSIS

This analysis was conducted for the purpose of establishing comparative bases that would consider wide-based law enforcement practices within the State of California, geographic and socio-economic characteristics similar to those of Glendale, and national industry standards for police staffing practices.

34 CALIFORNIA CITIES OVER 100,000 POPULATION

An analysis of the 34 California cities with over 100,000 residential populations was conducted for the purpose of determining median staffing/population ratios (per 1000) for full time law enforcement employees. It was felt that utilization of this broad-based standard would reflect state-wide law enforcement practices. Sworn and non-sworn authorized strength figures for these categories were obtained from 1987 P.O.S.T. published reports. Following are the findings of this analysis:

Sworn staff median	1.38/1000
Civilian staff median	.61/1000

Based on current staffing levels, Glendale would rank 33 of 34 with a sworn ratio of 1.12/1000. Our current civilian ratio of .48/1000 would rank 31 of 34 when compared against this available data.

Based on these median comparisons, Glendale would require an additional 67 positions to meet this level of staffing in 1989 (46 sworn positions for a strength of 229 and 21 civilian positions for a strength of 101).

(Refer to appendix E)

NEIGHBORING JURISDICTIONS

The neighboring jurisdictions were analyzed for the purpose of developing a comparative base that would encompass geographic and socio-economic characteristics of the county. Included were the City of Los Angeles, the City of Burbank, and the City of Pasadena. Also included in the comparison was the median staffing ratio for all Los Angeles county municipalities and the twelve selected city labor market comparisons as identified by the City of Glendale Personnel Office. Presented are those findings and the authorized strength level required for Glendale to match them:

<u>City</u>	<u>Ratio</u>	<u>Sworn strength to match</u>
Los Angeles	2.20/1000	(359)
Burbank	1.60/1000	(261)
Pasadena	1.54/1000	(251)
LA Co. Cities	1.50/1000	(245)
12 labor cities	1.50/1000	(245)

(Refer to appendix G)

INDUSTRY STANDARDS

Several authority sources were researched for the purpose of identifying accepted industry standards for police staffing. The three most widely recognized sources were the Federal Bureau of Investigation (FBI), the International Association of Chiefs of Police (IACP), and the International City Management Association (ICMA).

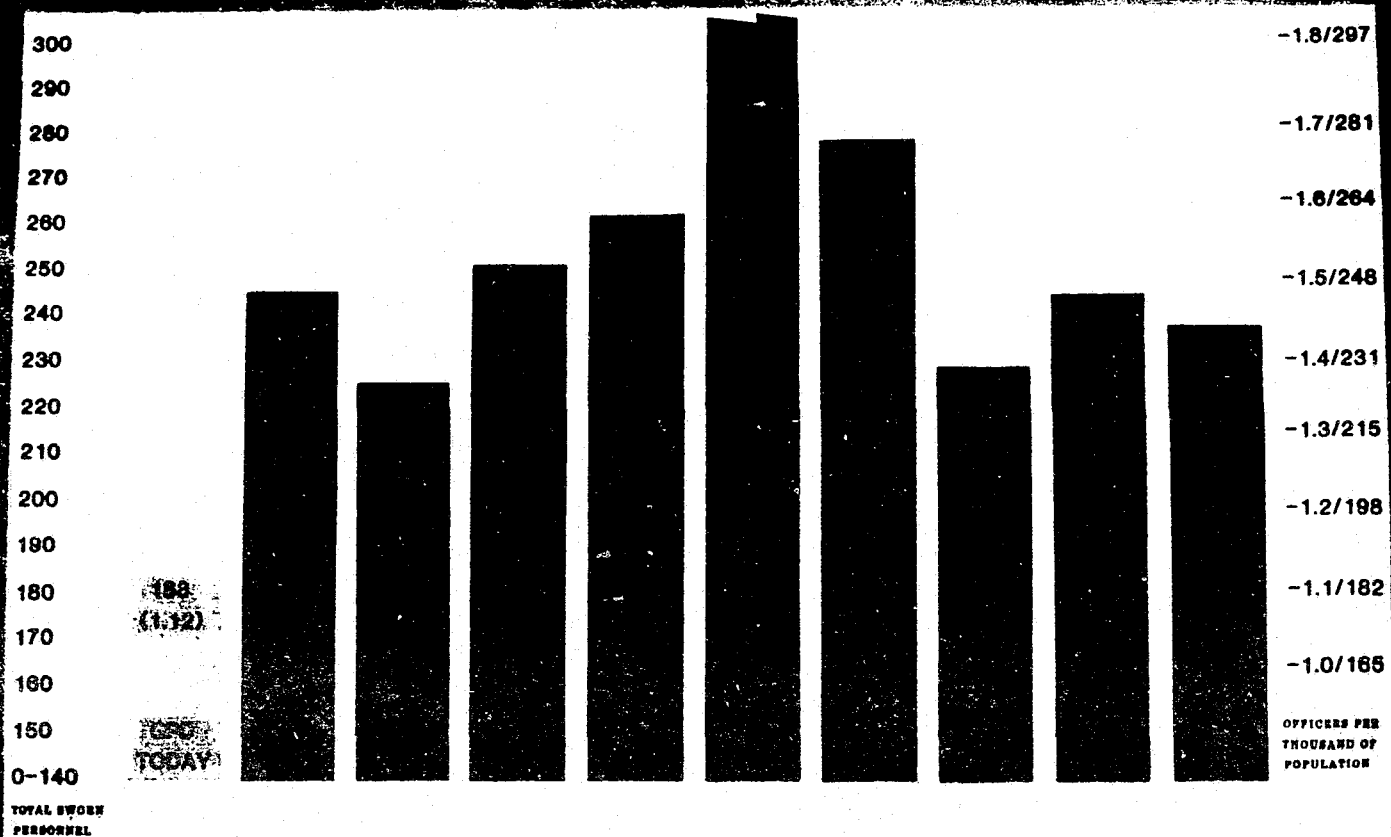
FBI - Staffing recommendations were made in terms of national and western state medians. Utilizing the western states median, the officer/population ratio offered is **1.70/1000** which would require an authorized sworn strength of **227** for Glendale to match.
(Refer to appendix I)

IACP - Staffing recommendations are based on statistical formulas based on actual work loads (calls for service and case loads). Where the work load cannot be quantified, professional management assessments are substituted. Utilizing this approach for the entire department, a ratio of **1.39/1000** was identified, which would require a sworn strength of **228** for Glendale to match.

ICMA - Staffing ratio was identified based upon the national medians of municipalities with a residential population range of 100,000 to 250,000. This ratio of **1.47/1000** would require a sworn strength of **240** for Glendale to match.
(Refer to appendix H)

CITY OF GLENDALE
POLICE DEPARTMENT

SWORN PERSONNEL STAFFING LEVELS BASED ON
VARIOUS ALLOCATION RATIOS, AVERAGES, & ASSESSMENTS



APPENDIX

GLENDAL POLICE DEPARTMENT MANAGERIAL PROFESSIONAL ASSESSMENTS

The following is a series of professional assessments that individual police managers have prepared. These assessments represent indepth examinations of the individual work bureaus which make up the Glendale Police Department. These evaluations present not only how the objectively measurable factors (population growth and increased calls for service) have impacted an ever increasing work volume, but also the subjective, sometime unmeasurable, changing nature of the work itself which is placing increased demands on available personnel.

A-1

FIVE YEAR PLAN
STAFFING RECOMMENDATION
CHIEF'S OFFICE

COMMUNITY SERVICES UNIT

As a result of the Herman Sillas Report, we have implemented, on a temporary basis, a Community Relations Unit manned by one police agent. This unit handles all matters, internal or external, relating to complaints involving bias because of race, religion, ethnic origin, or sexual preference. External complaints are investigated and documented in accordance with the specified departmental order. Internal complaints are being handled just as aggressively but with less formality. This officer is also an integral part of the Police Department's Human Relations Study Group.

I recommend that this position be a permanent part of the departmental mission and should be accorded permanent status within the organizational structure, working directly with the Chief of Police.

Request one (1) police officer.

ASSISTANT CHIEF OF POLICE

Due to a need to support the Office of the Chief of Police in community, city, and departmental affairs, I recommend that one captain position be changed in classification to that of Assistant Chief.

The Assistant Chief will still have operational responsibility for a major division but will also share in some of the responsibilities of the Office of the Chief of Police. The assistant will assume the Office of the Chief of Police whenever the Chief is absent.

Request classification of Assistant Chief and reduce authorized police captain position to three (3).

ADMINISTRATIVE ASSISTANT

There is a need for an Administrative Assistant to be assigned to the Office of the Chief of Police/Assistant Chief of Police to perform those administrative tasks associated with the Chief's office; yet, does not require personal attention by the Chief(s).

This position will assist the Chief's office in the preparation of special studies, surveys, and collect information on operational or administrative programs and projects. The assistant will collect required statistical and financial data for preparation of special or regular reports. Also, the assistant will be available for answering public inquiries for information regarding specific programs, policies, procedures, rules and regulations. Additionally, this position will assist the Chief's office in responding to routine policy and procedural questions regarding the Police Department. This assistant will have a major role in responding to letters of inquiry and legislative bills. This position will be available to perform other related duties as required.

Request one (1) new Administrative Assistant position.

A-2

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE November 28, 1988

TO David J. Thompson, Chief of Police

FROM U.S.D., Patrol

SUBJECT STAFFING ANALYSIS AND RECOMMENDATIONS;
U.S.D. - PATROL (1989-1993)

BACKGROUND

The purpose of this analysis is to determine appropriate staffing levels in patrol to insure a "full service concept" to our community. Currently, we are experiencing a dynamic and changing work environment. The increased demands of this environment are consuming the majority of our resources to answer calls for service. As a result, our ability to provide a balanced and proactive police service has been significantly inhibited. (Refer to attachment #1, "USD Patrol Critical Staffing Needs," and attachment #2, "USD Patrol Workload Study-Findings.")

Through this analysis, we intend to accurately identify our current staffing disparity at the sworn line level in patrol. A recommendation will be presented to remedy this disparity. Additionally, the recommendation will include planned staffing growth, according to statistically predicted calls for service adjusted for population increases, for the next five years. Support personnel (supervision and Community Service Officers) increases will also be suggested.

METHODOLOGY

For this analysis, the conservative guidelines published by the International Association of Chiefs of Police (IACP) were selected as the statistical models. This formula was felt to be standardized in the profession, proven reliable by numerous agencies across the nation, and directly applicable to the patrol function as it is based on "calls for service" workloads.

The IACP manpower formula is composed of two statistical processes. First, the "availability factor" must be determined. In other words, it must identify how many officers it will take to provide one officer in the field on one shift for an entire year. Subsequently, this computation will encompass the following categories of lost time:

- | | |
|----------------------|--|
| - Days Off | - Injury on duty |
| - Vacation leave | - Training time |
| - Holiday leave | - Court testimony |
| - Compensatory leave | - Miscellaneous (meetings, committees, . |
| - Sick leave | associations) |

(Each category will be represented by work force mean averages or mandated standards.)

STAFFING ANALYSIS AND RECOMMENDATIONS; U.S.D. - PATROL (1989-1993)

March 3, 1989

Page 2

By comparing total available work hours with actual work hours, an availability factor will be identified and used to appropriately adjust staffing.

The second computation of the IACP model involves a beat/umbrella formula. This formula will determine the minimum number of officers needed to be working on each shift to handle the calls for service and other duties of patrol. Based on IACP research, several standards are included within this formula and are as follows:

- The national average time for handling a metropolitan police call for service is forty-five minutes.
- Balanced police service requires no more than 1/3 of an officer's shift be allocated to calls for service. (One-third is for directed and preventative patrol, and the remaining 1/3 is for administrative duties.)
- Total number of work hours (calls for service, directed/preventative patrol, and administrative duties), divided by the number of available hours on a shift each year, will yield the number of "beats" necessary to handle the workload (beats = field units).
- Whether one or two man units are used, but especially with one man units, IACP recommends that "umbrella units" be used at the approximate rate of one for each three beats. (The umbrella unit is a roving unit which backs up the beat unit and fills in when the beat unit is unavailable to maintain reasonable response time levels.)

Once the beat/umbrella formula identifies field staffing levels, those levels must then be adjusted by the availability factor to determine the actual shift staffing required.

The IACP manpower formula will also be used to determine planned staffing growth for the future five year period. To establish these determinations, calls for service levels and population levels will be statistically predicted. These statistical predictions will be based on a ten year history to insure accuracy and acceptable confidence levels. Each call for service prediction will be adjusted for the predicted population change, to provide functional reliability. Subsequent staffing levels for each of the five years will be determined through application of the IACP formula to predicted calls for service levels.

COMPUTATIONS AND FINDINGS

AVAILABILITY FACTOR

Total Annual Hours on Shift

This analysis will be based on the 5-8 plan with an 8 hour work shift. It will start with the total number of hours in a shift, and deduct the total hours that each officer can be reasonably planned upon to be unavailable to work.

$$365 \text{ days} \times 8 \text{ hours} = 2920 \text{ hours}$$

STAFFING ANALYSIS AND RECOMMENDATIONS; U.S.D. - PATROL (1989-1993)

March 3, 1989

Page 3

Hours Off On Regular Days Off

Each officer gets two regularly scheduled days off each week, or 832 hours.

$$(52 \times 2 \times 8) \qquad 2920 \text{ hours} - 832 \text{ hours} = 2088 \text{ hours}$$

Hours Off On Vacation

Officers in the 1-5 year seniority range receive 80 hours of vacation leave per year. This seniority range accounts for the majority of patrol staffing.

$$2088 \text{ hours} - 80 \text{ hours} = 2008 \text{ hours}$$

Hours Off On Holiday Leave

Officers have 11 paid holidays each year. Each officer is allowed to "carry" four holiday leave days for year-end payoff and are encouraged to use the remaining seven during the balance of the year.

$$(7 \times 8 \text{ hours} = 56 \text{ hours}) \qquad 2008 \text{ hours} - 56 \text{ hours} = 1952 \text{ hours}$$

Hours Off On Compensatory Time

Officers assigned to patrol accumulate significant compensatory leave banks. A conservative estimate is that each officer will use one compensatory leave day per month.

$$(12 \text{ months} \times 8 \text{ hours} = 96 \text{ hours}) \qquad 1952 \text{ hours} - 96 \text{ hours} = 1856 \text{ hours}$$

Hours Off On Sick Leave

The city acceptable standard for sick leave use is 2.6% or six days. Studies have indicated that patrol staff meet or slightly exceed that standard.

$$(6 \times 8 = 48 \text{ hours}) \qquad 1856 \text{ hours} - 48 \text{ hours} = 1808 \text{ hours}$$

Hours Off On I.O.D. or Limited Duty

Administrative assignments account for an average of two patrol officers per year. Other temporary and limited duty assignments estimates total another full officer.

$$(52 \times 40 \times 3/61 \text{ Actual Staffing}) \qquad 1808 \text{ hours} - 102 \text{ hours} = 1706 \text{ hours}$$

Hours Off For Training

Officers attend mandatory on-duty training in the following categories and annual quantities:

	12 hours AOT	
	12 hours first aid/C.P.R.	
	16 hours in-service training days	
	12 hours range qualification	
TOTAL	52 hours	1706 hours - 52 hours = 1654 hours

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Hours Off For Court

Officers working any shift and not on their days off attend court while on-duty. Officers working swing shift are sometimes late to field duty due to court appearances. This is estimated at 25 hours per week (20 hours on day shift and 5 hours on swing shift).

$$(25 \times 52 \text{ weeks}/61 \text{ Actual Staffing}) \quad 1654 \text{ hours} - 21 \text{ hours} = 1633 \text{ hours}$$

Miscellaneous

Officers miss regular work duties for such reasons as death leave, emergency leave. GPOA business, safety and other committee meetings, task forces, and relief (i.e. desk officer, Operations, jail, etc.).

$$(52 \times 25/61 \text{ Actual Staffing}) \quad 1633 \text{ hours} - 21 \text{ hours} = 1612 \text{ hours}$$

Net Hours Worked Per Officer

During the year, the officer on a shift actually only works the following number of hours on the shift:

$$\text{Total} = 1612 \text{ hours}$$

Availability Factor

The ratio of the actual hours worked on the shift to the total number of hours on the shift is referred to as the availability factor. It indicates how many officers it will take to have one officer working on the shift every day of the year. Nationally, it ranges from 1.5 to 1.9 for the 5-8 plan.

$$\text{Availability Factor: Total hours } 2920 / \text{Actual hours } 1612 = 1.8\% \text{ A.F.}$$

BEAT/UMBRELLA FACTOR

In 1987, the Glendale Police Department handled 53,289 calls for service. Currently, the indications are that we will hit the 55,000 call for service mark in 1988 and clearly exceed that number in 1989. Expert opinions have concluded that this level of calls for service is low for the characteristics of our city and there exists the definite potential for these levels to suddenly explode upwards. Referring to table 5, statistical predictions forecast a total of 55,963 calls for service in 1989. Nevertheless, to insure conservity in our ground level staffing determinations, the figure of 55,000 calls for service will be used in the initial computations.

Calls For Service Per Shift

Dividing the calls for service equally between the three shifts for analysis purposes, there will be 18,333 calls per shift.

$$(55,000 \div 3) = 18,333$$

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Estimate of Hours to Handle CFS Workload

The IACP national average is 45 minutes per call for service.

$$(18,333 \times .75) = 13,750 \text{ hours of patrol}$$

Adjustment For Other Duties

A factor of 3 is used to account for 1/3 CFS, 1/3 preventative patrol, and 1/3 administrative duties.

$$(13,750 \times 3) = 41,250 \text{ hours of patrol}$$

Beat Determination

Total hours of patrol divided by the total hours on a shift in a year will yield the number of beats necessary to handle the workload.

$$(41,250 / 2920) = 14.12 \text{ beats required}$$

Umbrella Determination

The IACP standard is one umbrella (rover/back-up unit) for every three beats.

$$(14.12/3 = 4.7) = 5 \text{ umbrella units}$$

Total Number of Units Required

The total number of field units needed on each shift is as follows:

$$(14 \text{ beat units and } 5 \text{ umbrella units}) = 19 \text{ units required}$$

Availability Factor Adjustments

To adjust required field strength to actual shift staffing, the ratio of 1.8 to 1 is used (relating to the fact it takes a greater number of assigned officers to insure continuous field coverage of beats).

$$19 \text{ units} \times 1.8 \text{ A.F.} = 34.2 = 34 \text{ staffed officers per shift}$$

Total USD - Patrol Required Staffing

Three patrol groups comprise the 24 hour staffing of the three shifts.

$$(34 \times 3 = 102.6) = 103$$

Current Disparity Level

Current authorized sworn line staffing for the three patrol groups is 74 officers. The IACP formula identified the need for 103 assigned officers in order to provide balanced police service. This results in a disparity level of 29 positions currently and through 1989.

FIVE YEAR PLANNED GROWTH

Using the IACP manpower formula, staffing levels were also determined for 1990, 1991, 1992, and 1993. These determinations were based upon three statistical processes; multiple regression predictions for calls for service, linear predictions for population growth, and adjustment factoring of calls for service based on population growth. As stated, a ten year base was used for these predictions (1977-1987). (Refer to calls for service graph, attachment #3, and population graph, attachment #4, and adjustment factor table, attachment #5 developed by Crime Analyst Altounian.)

Findings, 1990-1993

The findings of these statistical predictions and IACP formula computations are presented in the following table:

<u>Year</u>	<u>*Predicted Calls for Service</u>	<u>Required Patrol Staffing</u>
1990	57,575	108 officers
1991	59,348	108 officers
1992	61,283	114 officers
1993	63,409	117 officers

(Refer to attachment #6 for actual yearly IACP formula computations.)

*Adjusted for predicted population growth

RECOMMENDATIONS - Sworn Line Positions

We, as an agency, have a long standing tradition as a full-service provider to our community. Our commitment to this philosophy has set us apart from other jurisdictions. However, the new demands of our dynamic environment are now forcing us to fall short of our full-service operational policy. If our mission is to remain as a full-service provider to the community, a bold decision to allocate the additional and necessary resources will have to be made.

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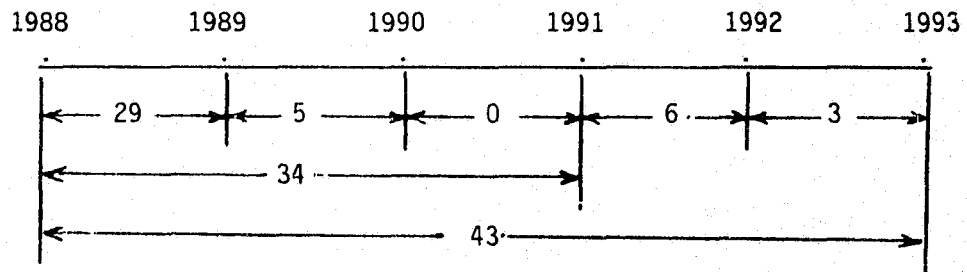
We are recommending the adoption of the IACP manpower formula as a conservative and appropriate guideline to maintaining our full-service capability within USD - Patrol. We have found that the IACP formula findings closely parallel population/staffing ratio medians of both our neighboring jurisdictions and the 34 California comparison cities of over 100,000 population. Additionally, the expert opinion of the USD - Patrol command staff concurs that the IACP formula findings are valid and will prove reliable in our environment.

Subsequently, the USD command staff joins in recommending the request for allocated sworn line positions in accordance with the following staffing and hiring time lines:

Staffing (USD Authorized Strength)

1988	1989	1990	1991	1992	1993
74	103	108	108	114	117

Hiring



COMMUNITY SERVICE OFFICER POSITIONS

Immediate Needs

Community Service Officer/Communications is encountering much of the impact of increased demand for service. Service begins as a phone call received in the Operations area.

Two Community Service Officers are responsible for answering 26 incoming phone lines. Included in their duties is the responsibility to answer, evaluate, and properly route all 911 emergency calls.

These Community Service Officers are routinely faced with peak demands of incoming calls which exceed their ability to answer lines efficiently. One highly visible incident can generate dozens of calls within a period of only a few minutes. During peak demand periods it is often necessary to place even 911 callers on hold. Current communication plans have incorporated an additional phone console for these very reasons.

Much like the phones, the increase in radio traffic has dictated that the radio consoles be staffed with two operators during peak service demand periods. It is during these times that the radio operator can be responsible for more than 40 units, including but not limited to patrol units, motorcycle units, parking checkers, Galleria, foot patrol, lab technicians, and investigators.

The current authorized strength of six Community Service Officers per group does not enable us to consistently staff four operators due to the shift relief factor.

That factor is somewhat less than that of patrol officer calculated at 1.7. This formula indicates, corroborated by the observations of current patrol management and supervision, that current authorized patrol staffing for the position of Community Service Officers be increased by 3 to a total of 21 personnel (7 per Patrol group). This will enable the graveyard shift (when demand is the least) to assign one CSO to a day overlap shift (peak demand period) as a field report car.

FIVE YEAR PLANNED GROWTH

All projections indicate that the demands for services will only continue to increase. In accordance with the recommendations of the SCHEMA Corporations Master Communications Plan, police communications will be expanded with an additional console for both the dispatch and call-receipt areas.

Acquisition and installation of the equipment is expected in 1990.

The staffing of these positions will require an increase of 3 Community Service Officers for each patrol group for a total of 27 authorized positions in Patrol (9 per Patrol group).

It is recommended that this acquisition of the additional 6 CSO positions occur in fiscal year 1990-1991 of the five year staffing project.

PATROL SUPERVISION

IMMEDIATE NEEDS

The Uniform Services Division, Patrol Bureau, is a seven-day per week, 24-hour per day operation that provides essential police services to the City of Glendale. The supervision of personnel assigned to this unit is undeniably critical, as their functions are hazardous, their responsibilities vast, and the need for immediate supervision is very real. This demand for supervisory availability exists both in the field, where police personnel require direction in handling of essential calls for service, as well as tactical situations, and within the station itself, where the communications center, service desk, jail, Record Bureau, and other vital areas of support are located.

There are three supervisory functions within the Patrol Bureau that are staffed out of necessity. They consist of: 1. The Operations Sergeant (Station/Communications); 2. The Primary Field Supervisor; and, 3. The Overlap Team Supervisor. Staffing of both the Operations Sergeant's and Primary Field Sergeant's positions is continuous. The Overlap Field Sergeant's position is staffed five days per week, 16 hours a day to coincide with the working hours of the two overlap shifts - shifts established to provide additional resources during peak periods and during watch changes of the primary patrol teams.

The nature of law enforcement operations dictates that incidents of varied complexities and hazard levels will be responded to on a continuous basis. It is essential that resources dedicated to such field operations receive the advantage of supervision, not only for the benefit of the employee but also to ensure the proper management of the problem at hand. Like any other service delivery function, police resources require direction and monitoring. Additionally, police personnel require assistance in the day to day performance of their duties and in their on-going evaluation, training, and development as human resources.

There are several types of police problems to which supervisory responses are mandatory, such as incidents of arrest, vehicular and foot pursuits, officer involved traffic collisions, racially motivated incidents, escalated disturbances, politically sensitive occurrences, major crime scenes, tactical problems, and on calls for service where there exists a propensity for violence, to name but a few. It must be realized that the serious nature of the incidents responded to by this agency has increased proportionately with the growth of the city's population and business district. The Patrol Bureau now handles in excess of 59,000 calls for service and 200,000 officer-originated incidents per annum. Many of these calls and officer observations are complex or of a great magnitude with far reaching effects.

In addition to "reactive" demands, we have a responsibility to ensure that the level of services provided by our employees meets the needs and expectations of the city and its populace. In pursuing this goal, it is necessary, like in any other service-oriented enterprise, to proactively oversee and guide the activities of personnel. It has been demonstrated time and time again that police personnel who are supported by adequate levels of supervision, being supervisors who are readily available and visible to their employees, realize a higher level of customer service delivery and fewer incidents of complaint for misconduct. We are unable to deliver this desired/required level of supervision under current staffing constraints, even in the face of our patrol officer numbers being at a very low level.

We presently employ a structured system of deployment that has proved to be highly effective in providing police service to the community. This system utilized three patrol groups whose authorized strength consists of 1 Lieutenant, 4 Sergeants, 25 Police Officers, and 6 Community Service Officers each. These resources are deployed around the clock in three primary teams working 2300-0700 hours, 0700-1500 hours, and 1500-2300 hours, seven days per week. The primary teams are then supplemented by two overlap teams that work 1100-1900

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hours and 1900-0300 hours Thursday through Monday to enhance staffing at peak periods and to ensure that police resources are available during most peak-hour watch changes. Studies of our deployment methodology support the continued use of this general format, as it distributes our available resources in a manner that focuses upon peak service periods, provides for staffing on an around the clock basis, and makes efficient use of all available personnel.

Both the permanent resident and daytime business populations of the city have grown dramatically in past decades and calls for service have increased accordingly. Yet, the agency is employing no more field supervisory resources than it was some twenty years ago - and, in fact, is deploying fewer. The demands and responsibilities placed upon the twelve supervisors assigned to patrol have compounded measurably with the changing environment and it has become increasingly difficult to provide adequate supervision with this limited number of personnel. Scheduling realities simply do not support the ideal of staffing three essential supervisory positions on a continuous basis with only four personnel, and considering the duties of these supervisors, the staffing level is proving to be an operational hindrance. When absentee formulas are applied to this scenario, i.e., the need for 1.5 to 1.8 personnel to staff each individual position continually, many serious gaps in staffing become apparent, the same gaps we are now experiencing in real life on a continuous basis. We are thus frequently faced with inadequate and only sporadically available supervision for our patrol personnel.

Even absent consideration for sick leave, vacation, holidays, and other absentee factors, the staffing of the three supervisory positions is difficult at best. None of the three positions is expendable, nor interchangeable. Each of the work forces supervised has a readily demonstrated need for such supervision and the numbers of personnel presently charged to each of the supervisors is already at the outer limits of effective span-of-control, which in the case of police field supervisors is established per the ICMA Municipal Police Administration manual at one supervisor per six field units. An example is the fact that the Operations Sergeant typically supervises 4 communications CSO's, 1 Desk Officer, and, in the absence of the Jail, Crime Lab, and Records Managers who work only business hours while their operations continue around the clock, the supervision of 4 Jailers, 1 to 2 Identification Technicians, and 2 to 4 Record Bureau employees for a total of 12 or more personnel. Primary field supervisors typically supervise 10 to 15 police officers, but the number may run as high as 18 to 20 depending upon the day of the week; and the overlap sergeants another 5 to 10 personnel assigned to their teams. These direct supervisory responsibilities are also combined with the respective sergeant's other myriad of duties. And, as may be seen, the absence of any one supervisor dramatically compounds the responsibilities of any remaining sergeant, leaving him/her with an unmanageable number of personnel and duties. Due to this scenario, a good deal of essential supervisory work is chronically behind schedule or at times not even attempted.

Distribution of the four sergeants afforded each group results in 3 sergeants being assigned to the Primary Teams on Day Shift and Graveyard Shift, 4 to the peak Swing Shift hours, and 1 to each of the two Overlaps. This affords us 1

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Operations Sergeant and 1 Primary Field Sergeant per day on Day Shift and Graveyard; 1 Operations Sergeant and 2 Field Supervisors on Swing Shift; and 1 field supervisor for each of the overlap shifts in optimum attendance. The staffing level does not afford for absences of supervisory personnel, occurrences of which create serious voids in supervisory staffing.

The voids created by supervisory absences have most recently been filled either by a Lieutenant, who is then distracted from management responsibilities to perform line supervision functions; supervisory work shift adjustments, which detract from another time frame; or the hire-back of supervisors on overtime - a costly endeavor. The need for such staffing action to fill-in for Operations and Primary Sergeants who are absent due to leave benefit use is not only occasional, it is continuous and chronic to the point that many of the voids go unfilled due to the total unavailability of personnel. In such cases field units then simply go wholly unsupervised. The Overlap Supervisors, who work in conjunction with their assigned teams, and who also are occasionally absent, are not generally replaced - their positions go unfilled and their personnel then become an additional burden upon the Primary Group's remaining supervisors. This scenario occurs an average of three shifts per week throughout the year and even more so during vacation and extended sick leave periods when the problem becomes very much the norm.

Even otherwise simple matters such as lunch or dinner relief is a high impact issue. Police supervisory positions cannot be vacated for even brief periods of time and with only 2 supervisors scheduled to work on virtually any given day on each of the Primary Groups, the field supervisor typically relieves the operations supervisor for his one-hour break, during which time there is no field supervisor available. And, at the same time, when the field supervisor is on his/her own break, there is again no field supervision. Thus, aside from the supervisor's other responsibilities, such as directing field emergencies, authoring evaluations, scheduling, attending court, meetings, or training, handling citizen complaints, and counseling employees, there is a considerable period of time in each work day where the field resources go under-supervised or even wholly unsupervised. And, unfortunately, there is no way of predicting when a crisis may arise calling for the immediate presence of a supervisor. We have experienced a growing number of incidents requiring immediate supervisory responses, and even multiple incidents occurring simultaneously, and have lacked the personnel to respond.

In reviewing the present authorized strength of the agency's patrol sergeants and correlating that figure with absentee ratios and critical staffing needs, the conclusion is that present levels of authorized strength are wholly inadequate or even minimally meeting the supervisory needs of our existing resources and service demands. With priority having to be given to the staffing of the Operations Sergeant's position by virtue of its critical nature, our levels of field supervision are greatly compromised. This compromise is further compounded by the added burden placed upon remaining supervisors when even a single supervisor is absent for any reason and when management personnel are

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supplanted from administrative functions to occupy line supervision positions on too frequent a basis.

The likelihood of multiple incidents occurring which require the presence of supervision is real. This has been experienced many times in the past with growing frequency and in each case has been found to be taxing upon our operations, as we do not possess the supervisory resources to cope effectively with the problems presented. Additionally, when the staffing situation is viewed from the standpoint of disaster preparedness, we could be terribly lacking in the ability to control resources and provide essential services in the event of even a small scale disaster, as a single supervisor will not be capable of coping with a city-wide occurrence and multiple activity sites. Unlike the Fire Division which staffs each engine company with a supervisor and, thus, has numerous (12+) on duty at any given time, we are routinely relying upon a single supervisor for all field resources within the city. The staffing scenario, as it exists, is ineffective and costly in both managerial displacement and inherently low levels of functional and available supervision.

When the supervisor's leave benefits (sick leave, vacation, holidays, etc.) are factored in to our staffing scenario, the result is a chronic lack of supervisory ability. The impact upon the work force and its ability to provide efficient police services is considerable and may represent a substantial loss-risk factor.

It is, therefore, recommended that three additional Police Sergeant positions be authorized at this time. The assignment of three additional Sergeants within the Uniform Services Division, Patrol Bureau, would alleviate this staffing shortage under the prevailing conditions and would provide police personnel with the availability of much needed direct supervision. The desire to maintain an available field supervisor at all times would become more a reality. These three positions would be allocated to patrol via the assignment of one sergeant to each of the three respective patrol groups, thus enhancing the entire operation on virtually a continuous, 24-hour, basis and affording the division the ability to adequately staff these critical positions. In effect, this increase would restore levels of supervision that which the agency enjoyed in the 1960's when there were five supervisors assigned each patrol group on a permanent basis.

It should be noted, if not emphasized, that this requested increase is proposed for the supervision of existing resources. While this increased allotment could undeniably expand the work unit's ability to absorb at least several additional personnel that may be assigned in the future, an analysis of span of control and general supervisory capacities must accompany any such expansions and consideration should be given to the possibility of further enhancing staffing levels accordingly.

PATROL SUPERVISION

5-YEAR PLANNED GROWTH

As has been evidenced within the overview of immediate patrol supervisory needs, the maintenance of an adequate supervisory staff is essential and a matter of on-going concern. For this reason, it is necessary to project the future and plan the controlled growth of these positions consistent with that of the required line personnel that they will be overseeing.

The ICMA publication on Local Government Police Management (Municipal Police Administration), is explicit in this area and has proven accurate, as evidence by our own experiences. In addressing the responsibilities of subordinates to the Chief of Police, the authors state, "At lower levels of responsibility, area and mobility join with complexity as determinants. For example, a sergeant may be expected to supervise as many as 10 to 12 patrolmen assigned to intersection control at street crossings in close proximity; he should not be expected, however, to supervise more than five or six field units covering several square miles, except under unusual circumstances."

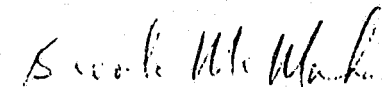
The fact that this agency has in recent years been operating day to day under supervisory staffing levels that would be identified within the realm of unusual circumstances, as used within the ICMA publication, rather than that which would actually be appropriate for continuous supervision, has taken its toll. In order to preserve the future integrity and efficiency of the agency's patrol operation, it is necessary to look ahead and act in a manner appropriate for the avoidance of a repeated shortcoming in supervisory staffing levels. An appropriate action in this case is to formulate the growth of the supervisory staff consistent with that line of personnel.

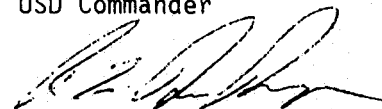
The ICMA sets forth a ratio of one patrol field supervisor to each "five or six" field units. Adopting a conservative approach, it is recommended that our patrol supervisors be staffed on the ratio of one sergeant per six field units. This position correlates directly with the previously stated request for the immediate staffing of three additional sergeants and, projecting forward into the future, would call for an additional 6 sergeants in the years 1990 and 1993, with 3 positions being added in each of the respective years. Thus, when combined with our present resources and immediate request, our patrol field supervisory level would be that of 6 field sergeants per patrol group in the year 1993, which should be sufficient enough a number to provide adequate supervision for those personnel requested through that year. The time line for this staffing proposal is as follows:

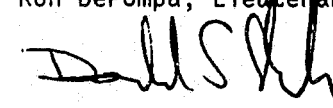
Year:	1989	1990	1991	1992	1993
Officers:	103	108	108	114	117
Ratio 1:6	17.2	18	18	19	19.5
Field Sergeant Staffing:	12	15	15	15	18
Operations Sergeant Staffing:	3	3	3	3	3
Total Sergeant Staffing:	15	18	18	18	21
Personnel Requested:	3	3	0	0	3

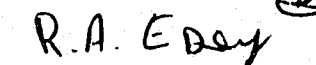
The reason for the disparity between that figure calculated at the ratio of 1:6 and that "staffed" is that patrol supervisory positions are distributed in 3's to accommodate the three patrol groups. Thus patrol supervisory staffing numbers are always divisible by 3. In remaining conservative, the numbers arrived at via the ratio were rounded down and remain below that figure established via the formula. As the plan calls for a gradual, programmed approach for growth, optimum supervisory strength is not approached until the year 1993 when the last three of the nine requested positions are added.

Another development to be given consideration in the formulation of the five year plan as a whole, is that it will ultimately entail the recruitment and hiring of a number of new personnel. For a considerable period of time (2-4+ years) the patrol force will be staffed with a very high percentage of young, inexperienced patrol officers who require higher levels of supervision and training than do tenured personnel. Therefore, the instillment of higher supervisory levels is an essential element of the overall plan's success.


Brook McMahon, Captain
USD Commander


Ron DePompa, Lieutenant


Don Shade, Lieutenant


Ray Edey, Lieutenant

kh

IACP MANPOWER FORMULA

1989	1990	1991	1992	1993	
55,000	57,575	59,348	61,283	63,409	(See Tables)

1990 $57,575 - 3 = 19,192$ Area CFS Per Shift

CFS Time $19192 \times .75 = 14,394$ Hours Per Shift

Adjusted For
DP & Admin: $14,394 \times 3 = 43,182$ Total Hours

Beats: $43182/2920 = 14.79$ Beats Required

Umbrella
Factor: $14.79 - 3 = 4.9 = 5$ Umbrella Beats

Total Beats: $15 + 5 = 20$ Beats per Shift

A.F.: $20 \times 1.8 \text{ AF} = 36$ Officers Per Shift

Total Staff: $36 \times 3 = 108$ Officers for Patrol in 1990

1991 $59,348 - 3 = 19,783$ Area

(.75) $19783 \times .75 = 14837$ Hours Per Shift

(3) $14837 \times 3 = 44511$ Total Per Shift

- 2920 $44511/2920 = 15.24$ Beats Per Shift

- 3 $15.24 - 3 = 5.1$ Umbrella Beats

Beats +
Umbrella $15.24 + 5.1 = 20.34 = 20$ Per Shift

(1.8) $20 \times 1.8 = 36$

(3) $36 \times 3 = 108$ Officers for Patrol in 1991

1992 $61283 - 3 = 20428$

(.75) $20428 \times .75 = 15321$

(3) $15321 \times 3 = 45962$

-2920 $45962/2920 = 15.74$

-3 $15.74 - 3 = 5.2$

+ $15.74 + 5.2 = 20.94 = 21$

(1.8) $21 \times 1.8 = 37.8 = 38$

(3) $38 \times 3 = 114$ Officers for Patrol in 1992

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1993	$63,409 - 3 = 21,136$
(.75)	$21136 \times .75 = 15852$
(3)	$15852 \times 3 = 47,556$
-2920	$47556/2920 = 16.28$
-3	$16.28 - 3 = 5.43$
+	$16.28 + 5.43 = 21.71$
(1.8)	$21.71 \times 1.8 = 39.08$
(3)	$39.08 \times 3 = 117 \text{ Officers for Patrol in 1993}$

City of Glendale
INTERDEPARTMENTAL COMMUNICATION

DATE: September 23, 1988

TO: David J. Thompson, Chief of Police

FROM: Captain Brook Mc Mahon, Lt. Edey, Lt. Shade, and Lt. De Pompa

SUBJECT: USD Patrol Critical Staffing Needs

BACKGROUND

The traditional environment of the City of Glendale has presented the police department with a reserved and manageable workload. However, over the most recent years, the city has experienced a dynamic period of growth and change. This high volume of development has created new workload demands for the police department. Specifically, this dynamic condition has demonstrated the capability of producing spontaneous and very sharp service demands. These high service demands, or "spikes," are becoming increasingly intense, longer in duration, and more frequent in occurrence. As a result, USD Patrol has experienced a total exhausting of available resources when these conditions occur.

PROBLEM

This dynamic potential has created a significant increase in our calls for service and general workload. This increase is not only comprised of a larger quantity of calls for service, but also calls of greater complexity. In turn, this has resulted in greater demands upon our line level personnel.

This situation has become problematic based upon current staffing levels and personnel shortages. The patrol division is currently allotted 75 patrol officer positions. However vacancies, IOD assignments, and academy positions have accounted for a patrol staff vacancy factor of 20%. Of the 61 officers presently assigned to Patrol, five officers are involved in field training and are not yet capable of functioning as single officer field units. Considering these factors, we are currently experiencing a functional 25% reduction in the patrol work force.

Of equal concern is our inability to maintain authorized strengths in the ranks of our CSO Dispatcher classification. To date, we are 12% below strength. Specifically, we have three vacancies (two open positions and one probationary position employee off on extended sick leave). Additionally, another CSO dispatcher is being processed as a police officer recruit to be hired in October. This leaves us with the potential of having four vacant positions, a 28% vacancy factor. Filling these vacant positions remains a problem. Many of those who apply frequently fail the testing process, background investigation, or just lose interest in pursuing the job. For example, the last application period resulted in a list of 27 candidates, three of which we were able to acquire. A new test will be given which should result in approximately 30 candidates. However, it will still require several months of processing before we can actually hire for the vacant positions. Due to the CSO staffing demands, we are frequently forced to further deplete the already deficient patrol force by assigning officers to adequately staff the communications center.

This staffing dilemma has had, and will continue to have, a dramatic impact upon all facets of our patrol operations. Personnel are consistently being denied leave requests, individual sick leave usage often drops deployments to critical levels, and calls for service are often delayed for considerable periods of time. It has become necessary for service oriented activities to be curtailed in favor of facilitating the provision of essential services. The mode of operation within the division has become almost wholly reactive, with calls for service dictating the activities of our resources. Another factor is that our line level personnel are beginning to demonstrate objective signs of job frustration.

In addition, there is a concern that this growing workload and low staffing levels may someday jeopardize our ability to provide lifesaving responses. Public expectation that a call on the 911 system will bring about an immediate emergent response by police personnel may someday be unrealistic.

FINDINGS

Based upon the collective experience, expertise, and personal observations of patrol management and supervision, specific required staffing levels have been identified. These guidelines are currently used in determining leave approvals (as identified by an analysis of our projected deployment). The following graph represents these identified staffing levels according to day of week and 4-hour time blocks.

	S	M	T	W	T	F	S	(Operations/Field)
0300-0700	3/10	3/7	3/7	3/7	3/7	3/7	3/10	
0700-1100	3/7	3/7	3/7	3/7	3/7	3/7	3/7	*(201 M-F)
1100-1500	3/10	4/10	4/10	4/10	4/10	4/10	3/10	*(201 M-F)
1500-1900	4/14	4/14	4/14	4/14	4/14	4/14	4/14	
1900-2300	4/14	4/14	4/14	4/14	4/14	4/16	4/16	
2300-0300	3/12	3/12	3/12	3/12	3/12	4/16	4/16	

* Creation of field CSO car by O.T. hire-back; current staffing has not permitted such an assignment.

It is our finding that there is a critical need to maintain these required staffing levels. By maintaining consistency in these staffing levels, we are more likely to sufficiently meet the actual essential service demands of the city. However, sick leave and IOD situations frequently prevent this level of staffing. Additionally, a large volume of leave requests are denied, despite significant accumulations, in an attempt to maintain this staffing. For example, year to date there has been 822 shift periods. Of these, 333, or 41%, resulted in frozen deployments (no time off allowed) due to minimal staffing. For the remaining deployment period (October 1 through October 29), there are 87 shift periods. Of these 87, 56 represent frozen deployments (64%). If each shift is considered, we are faced with a 90% frozen deployment for day shift, an 83% factor for graveyard, and a 21% factor for swing shift. Of the total 885 work shift periods available for the year through the current deployment (October 29, 1988), 389 (44%) represent frozen deployments. While these totals only reflect sworn officer staffing, similar conditions exist within the Operations function. Specifically, minimal CSO staffing has most generally only allowed the staffing of three out of the four Operations consoles.

As of September 1, 1988, it was determined that 81 employees within Uniform Services Division had a combined total of 222 holidays that would not be available for carry-over into the next calendar year. It can be readily assumed that the next deployment period, which will carry us through the end of this year, will reflect the same high level of restricted deployments. This finding presents a significant concern when viewed in relationship to the accumulated holiday leave that must be used in this remaining time period.

In an attempt to manage workload demands with minimal staffing levels, several alternative options have been initiated. These options have included a restructuring of day-off assignments according to statistical studies of our workload and information identified in our annual reports. Additionally, we are using a differential response plan (which involves screening, prioritization, holding calls, recontacts with service requesters, and geographic position of units). We have also explored the possibility of shifting resources within the agency. We have found, however, that all other divisions are experiencing the same increased work with minimal staffing, even at authorized strengths. The bureaus are too critical in function or productive to consider movement to the patrol function. This finding also applies to the Special Enforcement Detail, Traffic Bureau, and Drunk Driving Enforcement Team, each of which already provides a great deal of support to the patrol function. The reduction of staffing within any other functional bureau or detail would simply result in a reduction of other essential services to the community. The summary finding of these alternative options is that those now in place are insufficient, and looking to other areas for permanent staffing would not be optimal at this time.

RECOMMENDATIONS

Our recommendation is to maintain these required staffing levels in a consistent manner. It is proposed that this staffing be accomplished on an overtime basis, wherein personnel are assigned work shifts above and beyond their normal tours of duty.

Such overtime assignments would most likely exist in the following options:

- 1) Beyond Tour (8-hour tour plus 4 hours overtime)
- 2) Recall Normal (4 hours of overtime plus an 8-hour tour)
- 3) Recall Normal on Days Off (8 hours overtime)

Predominantly, 4-hour time blocks should be used in order to facilitate greater convenience to the employee and less likelihood of job burn-out. Additionally, it is recommended that when possible a field CSO car be created by overtime hire-backs to staff the time period of 0700-1500 hours, Monday through Friday. The projected results of these recommendations would be as follows:

- 1) A maintained ability to provide an immediate response to life threatening situations or in-progress crimes of a serious nature.
- 2) A maintained ability to provide a timely response to crimes occurred and crime investigation situations (generally within one hour).
- 3) A maintained ability to provide a reasonable response to lower priority incidents such as parking complaints (handled within tour of duty).

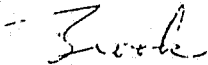
- 4) No ability to provide a guaranteed response time to abandoned autos abatement (however, these are generally handled within the same date of request).
- 5) To present at least limited opportunities for pro-active police service such as district accountability and special problem tracking.

It is recommended that this approach continue as a temporary program until authorized strength is achieved (the practice of overtime staffing would be accomplished on a diminishing scale as new personnel are allotted).

FUNDING

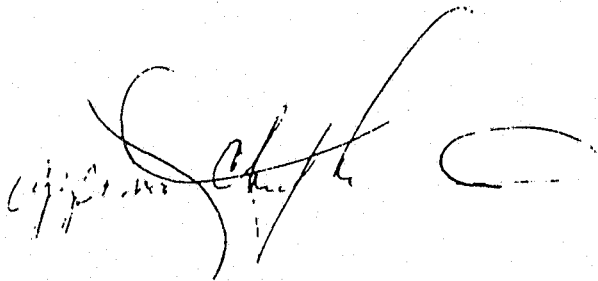
Currently, the police department has six vacant officer positions. Additionally, our department has a history of operating with officer vacancies ranging from 5-10 positions. Within the salary account, funds allocated to those positions have resulted in a 3-4% unused balance each fiscal year. Those salary funds allocated for positions that are currently vacant should sufficiently fund the overtime necessary to accomplish the proposed staffing immediately. The reliability of operating with continued position vacancies should allow funding to maintain the operation of this program until adequate levels are reached through conventional recruiting and training methods. Additionally, the funding could be effectively applied in practice to the staffing of both police officers and community service officers within the patrol function.

Respectfully submitted,



Brook J. Mc Mahon
Commander, Uniform Services Division

BJM/RE/DSS/RLD/icj



CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 3, 1989

TO David J. Thompson, Chief of Police

FROM Captain Brook McMahon, Uniform Services Divisions

SUBJECT PROFESSIONAL ASSESSMENTS - 5 YEAR STAFFING PLAN
 (ENVIRONMENT CHARACTERISTICS, WORKLOAD CHANGES,
 LEVEL OF SERVICE)

GENERAL CHARACTERISTICS OF GLENDALE

The City of Glendale has realized steady growth, both in population and area, since its establishment as a community in 1884. Incorporating as a city in 1906, then consisting of only 1,486 acres, Glendale has come to be recognized as a residential, financial, and commercial center of few equals. The city presently consists of approximately 32 square miles of geography and recent population estimates place the permanent resident count at 162,000+, which does not include the undocumented alien population of the city. The growth of Glendale has exceeded even its own optimistic projections. Glendale continues to be ranked third in population within the county, behind only the cities of Los Angeles and Long Beach, and is ranked eleventh in the state.

A suburb of Los Angeles, Glendale has historically been regarded as a bedroom community, providing the business persons of the greater Los Angeles area with clean, respectable, and convenient residential and commercial areas that boast full services and, very importantly, safety. The city's government has been so successful throughout its history that Glendale continues to be comprised of some of the most highly demanded and valuable real estate in the nation, as well as one of the most fiscally sound and well managed budget bases to be found in any municipality. Our downtown financial and retail centers are renowned and our residential neighborhoods respected for their cleanliness and aesthetics.

Maintaining the quality of life within our community is a matter taken seriously by all who reside and work within the city, and it is no simple nor inexpensive matter. The trends of society in general have acted to influence life within Glendale in what are oftentimes negative ways. Like other areas, Glendale has been subjected to the introduction of a new wave of criminal activity that is often highly organized and representative of a departure from traditional elements. This wave of activity, attracted to the city by virtue of its growth and affluence, focuses primarily upon property crimes and is very difficult to combat absent a commitment of a full complement of law enforcement resources. High levels of police visibility and proactivity are virtually the only means of detecting, thwarting, or at least displacing the element to elsewhere. We have attempted over the past several years to address this via a closer management of existing resources and directed activities, however, our resources are becoming disproportionately sparse in comparison to the size and complexities of the populations served and are simply insufficient.

The city has historically staffed its police department in a manner that was appropriate for the providing of law enforcement services to a predominately residential region. Such areas can survive very well with minimal police officer to population ratios. However, we are no longer a bedroom community. The city has grown to represent a vast and highly respected business center unto itself, and has brought into its boundaries a major influx of construction, people, and vehicular traffic, as well as a new criminal element. We now see high-rise buildings on Brand Boulevard, massive retail areas in the form of the Gallerias, and expanding hillside and canyon development consisting of high priced executive homes occupied by residents who expect high levels of service. These, combined with the traditional Glendale that still exists beneath all the new development and which maintains the same rights to and expectations of service, represents a major challenge to law enforcement in this and coming years.

The demographics of Glendale are in a constant state of flux. We are seeing new and highly diverse cultures introduced to our populace daily. The city's services and school district are facing new challenges in attempting to cope effectively with these changes and in peacefully melding these cultures together with empathy. The police officer of today is realizing the true impact of this changing environment by having to respond to calls for service that are of a nature not known in the old Glendale. Officers are having to maintain peace in the face of cultural clashes that few persons understand and which spring from a diversity of value systems, while simultaneously they are attempting to curtail the new wave of criminal activity that is brought by many of our new residents and those of surrounding areas. The insurgence of ethnic gangs is just one example of this trend. And the police are at the same time attempting to maintain high levels of service to the city by addressing the crime that seems to always exist, regardless of the culture or location.

LAW ENFORCEMENT ENVIRONMENT

Crime rates and levels of police service are topics that are of great interest to many persons residing and doing business within any community. It is also an area given serious consideration by persons and businesses considering relocation to a community. The residents and business persons of the City of Glendale have historically prided themselves in and felt a strong sense of security as a result of their being within what has historically been a well policed municipality with a commendable crime index ranking. But, with the dynamics of growth having taken hold of the city and transformed it from a small town, bedroom community into a major financial and retail center, our level of law enforcement effectiveness has been negatively impacted to the point that our index ranking has fallen measurably and the security felt by many within the area may be a false sense. We are simply ill equipped to deal effectively with the big-city environment we have come to exist within.

As is evidenced by reports generated by the city's Planning Division, the growth of the city has been accelerating in the past decade with the introduction of sizeable residential developments, some of which are isolated within canyons, and high density office space, which house literally thousands of commuting workers - the occupants of both our residential and commercial areas require police protection and expect a timely response to criminal incidents. The

commercial development has caused the greatest impact, as daytime population figures and traffic volume have become virtually immeasurable with estimates ranging from 275,000 to 375,000 dependant upon the source queried. The Glendale Galleria alone estimates daily attendance figures of 60,000, with as many as 100,000+ persons per day visiting the mall during the holiday season. Combine with this the construction of major office structures, as well as those soon to be erected, such as the Carnation and Galleria III projects, and it may readily be seen that daytime population figures can be staggering.

We have seen ourselves fall from a highly commendable ranking of #1 in the crime index rating of California cities of over 100,000 population to a less distinctive #6 in 1987. And that figure is expected to slip even further in the near future. Several additional cities have either been incorporated or have reached that 100,000 mark and will be included within the index; and those with lower index rankings, such as Santa Clarita, will act to only further displace us. It is estimated that by the end of the year 1989, absent corrective efforts, the City of Glendale may fall to #9 in the ranking.

Why is it that our crime rate is rising and our position slipping? While there are innumerable factors involved, one of the major concerns that may dramatically impact this phenomenon is that the City of Glendale is very simply under policed. We presently maintain an **authorized** level of 182 sworn personnel, which represents a ratio of 1.123 officers per 1,000 permanent population (182/62,000). The state average is 1.382 per 1,000 (222/62,000). Which translates into the fact that our police services have failed to grow with our population and, therefore, is physically incapable of maintaining the high levels of service that were so well appreciated in past decades. One simply cannot effectively and efficiently police a Cadillac city with a Pinto engine. The patrol resources are simply spread so thin as to represent minimal physical police presence and visibility and support services, such as detectives, are overwhelmed with case volumes to the point of having to sacrifice quality in the interest of quantity. it should also be noted that authorized strengths are optimum and seldom maintained due to vacancy rates and long-term employee absences.

The police problems faces in this community are very real. We do in fact have gang, auto theft, burglary, and graffiti problems that are challenging our resources and causing financial loss to our populace. We also have measurable levels of all other known crimes that only act to compound the challenges of providing law enforcement services to a city of this size. We must not lose sight of the fact that we are a suburb of crime ridden Los Angeles, which while bolstering our image in comparison to itself, represents a source of very transient criminally-oriented persons who do not hesitate to cross boundary lines, if they are even conscious of them. To combat the criminal element existing within and accessing our neighborhoods and business centers we have a need to staff adequately, not only to the established nighttime population but also to the estimated daytime population, which is highly disproportionate and representative of a great deal of our policing workload.

WORKLOAD ISSUES

COMPLEXITY

Between 1977 and 1987 reported calls for service increased by less than 9%. That figure is of concern because it does not reflect the dramatic change which was being experienced in our ability to handle the service level demand. The number did not explain why the patrol force was no longer able to provide the level of service that was delivered a decade ago. It failed to illustrate that police response to calls for service were frequently delayed nor why it is now commonplace for only one patrol unit in the city to be available for response to calls. These characteristics were not present a decade ago.

The nature of the job has changed. Increased call complexity demands more of our resources in personnel, time, and equipment. The non-criminal service related calls have been and continue to be replaced, with increasing frequency, with time intensive investigations as illustrated below:

ACTIVITY	1977	1987	INCREASE
Felony Assault Investigations	175	373	113%
Theft Investigations	3822	4822	26%
Auto Burglary Investigations	758	2027	167%
Auto Theft Investigations	671	1328	98%
Arson Investigation	67	104	55%
Accident Investigations	1328	2153	62%
Burglary Alarm Responses	3258	5694	76%

As the nature of calls for service changed so did the enforcement demands. Reports increased 29%, citation issuance rose 38%, and 32% more arrests were made in 1987 than in 1977.

Procedural changes, many legislatively mandated, have affected law enforcement demanding more of our resources. Domestic violence, custody searches, missing persons investigation and reporting, Haz-Mat, warrant requirements, crisis intervention techniques, child abuse investigations, industrial death investigations, adult abuse investigations, DUI investigations, traffic collision reporting, and narcotic influence evaluations have all be affected by changes in investigative procedures, reporting requirements, or operating policies. Each change makes the related tasks more complex requiring additional time to complete the task.

CALL FOR SERVICE AND STAFFING HISTORY

This section will provide an overview of the history for calls for service and U.S.D. staffing for the five year period (1982-87) preceding 1988. This five year history will be used in contrast to 1988 totals for the purpose of determining percent of change in the following areas:

PROFESSIONAL ASSESSMENTS - 5 YEAR STAFFING PLAN
 (ENVIRONMENT CHARACTERISTICS, WORKLOAD CHANGES, AND LEVEL OF SERVICE)
 March 3, 1989
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- USD Authorized Sworn Staffing
- USD Staffed Sworn Positions
- USD Vacancies
- Actual Patrol Officer Staffing
- Total Calls for Service
- Call for Service Workload per Patrol Officer

Calls for Service

Records generated from the Police CAD System, compiled by our Crime Analyst, and reported in our annual statistical reports indicate the following totals:

1982	46,676
1983	46,710
1984	50,424
1985	49,877
1986	51,008
1987	53,289

As 1988 records are not complete at this time, our Crime Analyst has statistically predicted the call for service total for 1988 to be 55,554. Additionally, it has been determined that a change in the processing of abandoned autos eliminated a significant number of calls for service from being recorded. This program was in operation from June 1987 until June 1988. Hand-record monthly averages from the Traffic Bureau have indicated that approximately 7,000 calls for service were not captured by the CAD System for this time period. Subsequently, both 1987 and 1988 totals should reflect an additional 3,500 calls for service each, as follows:

1987	56,789
1988	59,054

USD Staffing

Records maintained by our Crime Analyst have identified authorized, staffed, and vacancy levels for USD during this time period. To determine actual levels of Patrol Officer strength for each year, management, supervision, and other USD assignment positions were deleted from "Staffed Levels." This information is reflected in the following chart:

	1982	1983	1984	1985	1986	1987	1988
<u>USD Total</u>							
Authorized	114	114	114	114	114	114	114
Staffed	110	104	109	104	104	103	101
Vacancies	5	9	5	10	10	11	11
<u>Patrol Bureau</u>							
Patrol Officers (Includes DUI & K-9)	87	76	80	76	76	75	67
*Galleria	0	4	4	4	4	4	4
*Footbeat	0	1	1	1	1	1	1

PROFESSIONAL ASSESSMENTS - 5 YEAR STAFFING PLAN
(ENVIRONMENT CHARACTERISTICS, WORKLOAD CHANGES, AND LEVEL OF SERVICE)

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Traffic							
Motors & Traffic	8	8	9	8	8	8	11
Investigator							

- For each year, December figures were used.
- * - DUI and Canine Teams - 4 positions each authorized to USD strength in 1981.
- Galleria Detail - formed using Patrol authorized strength in 1983.
- Footbeat - formed using Patrol authorized strength in 1983.

Call for Service/Staffing Ratios

Based on the collected data, the following call for service/Patrol Officer ratios were identified and the calls for service per officer computed:

1982	46,675 CFS/87 Officers = 536 CFS per Officer
1983	46,710 CFS/76 Officers = 615 CFS per Officer
1984	50,424 CFS/80 Officers = 630 CFS per Officer
1985	49,877 CFS/76 Officers = 656 CFS per Officer
1986	51,008 CFS/76 Officers = 671 CFS per Officer
1987	56,789 CFS/76 Officers = 757 CFS per Officer
1988	59,054 CFS/67 Officers = 881 CFS per Officer

(It should be noted, Patrol Officers [including DUI and Canine] are the primary responders to calls for service. Galleria, Footbeat, and Motor Officers also respond to calls for service, however, these details are on duty only 1/3 of the work day. The calls for service which they handle represent a minimal portion of the daily total).

Change Percentages

Percentages of change were calculated for each of the following categories (1982 to 1988):

USD Authorized Strength:	114 to 114	=	-0- Change
USD Staffed Strength:	110 to 101	=	8% Decrease
Patrol Officer Staffing:	87 to 67	=	23% Decrease
Total Calls for Service:	46,676 to 50,054	=	27% Increase
Calls for Service per Officer:	536 to 853	=	64% Increase

(The rate of vacancy started at 4% in 1982 and ranged to 10% in 1987 and 1988, and averaged 8% for the entire time period).

LEVEL OF SERVICE

QUALITY

The Glendale Police Department prides itself on striving to maintain a "full service" concept as part of its police mission. This full service philosophy has enabled us to enjoy the effects of high levels of citizen satisfaction and support.

Over the past decade there has been an evolutionary decrease in our ability to provide and maintain a full service concept.

Once a rarity, delayed response to calls is now unfortunately commonplace. There are many times when only one unit is available for response to calls. Full service demands the time necessary to carry out such functions. The available time is quickly disappearing.

Services which have historically been offered and practiced have steadily declined. Residential vacation checks, extra patrol requests, citizen assistance, and other service related calls are either not provided or have been drastically reduced in frequency.

The emphasis, out of need, has shifted to more "traditional policing" duties which by their nature demand higher priority.

"Service Related" Incident Decline

ACTIVITY	1977	1987	DECREASE
Citizen Assist	19,209	5,261	73%
Assist Police	1,914	868	55%
Special Police Service	2,005	422	79%

"Traditional Policing" Incident Increases

ACTIVITY	1977	1987	INCREASE
Felony Investigations	6,495	10,782	66%
Misdemeanor Investigations	8,964	13,144	47%
Non-Criminal Investigations	48,814	78,515	61%

Out of budgetary necessity many communities have been forced to eliminate all "service related" functions and policy modifications have had to be made regarding police response to criminal investigations. It is hoped that Glendale will not follow that same course.

PERSONNEL STAFFING

Aside from sworn line staffing levels, other personnel staffing conditions exist which effect our capability to provide service. Here the level of service has been impacted by our hindered ability to provide civilian support and supervisory screening to the workload. These conditions have existed consistently

throughout 1987 and 1988, and are defined as follows:

- A near non-existent deployment of Field C.S.O. (201 cars)
- A vacancy factor of 1 to 2 CSO's per each Patrol group's Operations team
- A frequent staffing of only two supervisors on a shift.

Field C.S.O.'s

The Field C.S.O. position is designed to provide direct support in handling low priority calls for service. This, in turn, allows the sworn field officer increased availability for directed/preventive patrol or calls of a more serious nature. Additionally, lower priority calls are responded to in a more expeditious manner.

However, the consistent vacancy factor within Operations has required field trained C.S.O.'s to staff Operations positions on a continual basis. Subsequently, there rarely exists the capability of staffing the Field C.S.O. position.

Operations


The Operations team is designed to be staffed by civilians under the supervision of a Police Sergeant. This team performs the most vital function of receiving initial emergency calls for service and dispatching them to field resources. Civilianization of this function has allowed sworn staff resources to be dedicated to the actual provision of service.

Again, the consistent vacancy factor within these teams have created priority staffing demands. These demands are frequently satisfied by using sworn field officers to staff vacant positions. In turn, this depletes available field resources used to provide essential service.

Supervision

Each Patrol group is staffed with four (4) supervisory positions. By design, the supervisors assigned to the field play a critical roll in assuring the quality of provided service by monitoring the handling of incidents, providing immediate correction and development of subordinates, and reviewing completed work products in detail.

However, the availability factor of supervisors (based on leaves, training, IOD situations, administrative duties, etc.) has frequently resulted in only staffing two supervisors on a shift. Because of the need to staff the O.S. position, these situations result in the deployment of only one field supervisor. The geographic size of the city and volume of work far exceed the quality control capability of one supervisor.


Captain Brook McMahon
Uniform Services Division

A-3

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 8, 1989

TO Dave Thompson, Chief of Police

FROM Captain Brook McMahon

SUBJECT ADDITIONAL PERSONNEL

We are requesting one additional/new management position for the Uniform Services Division. This position would be for a Patrol Administrative Lieutenant. The duties would include:

- (1) Involvement with the administrative revisions/investigations for personnel within the division. These would include officer involved shootings, personnel complaints, and reviews of policies and procedures. Currently with the Police Officer's Bill of Rights, we assign a Lieutenant and Sergeant to handle those complaints handled by Patrol. These are time consuming, and may involve numerous interviews with witnesses.
- (2) Liaison with the Galleria Detail. The Galleria is becoming more active each year. 1988 had in excess of 20 million visitors. As Galleria III approaches, there is a need for management coordination. Currently a Sergeant handles the responsibility and supervision of the unit.
- (3) Compiling divisional statistics for quarterly reports. As we look at increase of calls for services with available manpower, it is necessary to do ongoing reviews.
- (4) Proper flow management. The Patrol Commanders are constantly involved with reports, reviews, and projects. With rotating shifts, it is often necessary for them to modify their work hours in order to complete their projects and make the committee meetings. Overtime has also increased. A serious effect is that they are greatly reducing their opportunity to provide their patrol group with the group coordination and leadership that is needed.
- (5) Coordinate budget preparation and requests for patrol and traffic units with the Budget Manager.
- (6) Coordinate fleet management with the garage and property management officer.
- (7) Prepare executive summaries and reports as needed.
- (8) Fill in when the Captain is gone due to vacation leave, school, illness, or other assignment. Currently a Patrol Lieutenant is taken from his group and performs as the "acting Captain". This is another time that the Patrol Lieutenant is taken away from his group.

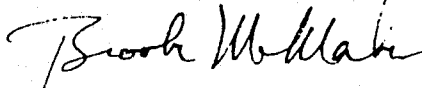
ADDITIONAL PERSONNEL

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March 8, 1989

- (9) With increase of personnel, there will be a greater need for direct supervision and management. A concern is the coordination of quarterly performance reports and training records, especially for the new officers on probation.

Respectfully submitted,



Brook J. McMahon
Commander,
Uniformed Services Division

BJM/mbs

A-4

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE December 22, 1988

TO Acting Chief Captain Glynn Martin

FROM Lieutenant Ray Edey

SUBJECT 5 Year Plan - Traffic Bureau Staffing

The following is a projection of the U.S.D., Traffic Bureau's staffing needs throughout the five year plan. Please refer to the attached documentation for a historical perspective of these personnel requests.

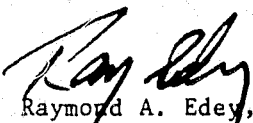
The first two years on the plan are comprised of the proposal for Traffic Bureau staffing enhancement that has already been submitted to the City Manager's office by Chief Thompson. It is felt that the positions included within that segment of the plan represent immediate needs essential to the effective operation of the bureau in coping with existing traffic issues.

The remaining three years of projected needs are based upon existing city population and commercial development plans. These essentially represent a realistic picture of the minimum levels of staffing required to accomplish measurable progress in traffic control and enforcement.

TRAFFIC BUREAU 5-YEAR PLAN

<u>Year</u>	<u>Clerical</u>	<u>CSO Parking & Traffic Control</u>	<u>Officer</u>	<u>Sgt.</u>
1989	1	3	4	1
1990	0	0	0	0
1991	0	4	0	0
1992	0	0	2	0
1993	0	2	1	0
Totals	1	9	7	1

Respectfully submitted,


Raymond A. Edey, Lt.
U.S.D., Acting Commander

RAE/icj

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE: July 29, 1988

TO: Dave Ramsay, City Manager

FROM: Dave Thompson, Chief of Police
Brook Mc Mahon, Captain

SUBJECT: Traffic Problems and Congestion in the City of Glendale

The increase in population, retail businesses and financial institutions has resulted in a commensurate increase in demands for police traffic services. The present and predicted rise in traffic volume is 3-5% per year. The volume of total reported accidents is also rising. In 1986 there were 2,919 total accidents, whereas in 1987 there were 3,027. In the first six months of 1988 there have been 1,694 total accidents, as compared with 1,437 for this period in 1987. This amounts to an 18% increase.

To impact the problems inherent with increased traffic flow, the rising accident rate, and the many other traffic related problems enumerated in this report, it will be necessary to increase the present manpower and equipment of the Traffic Bureau.

The Traffic Bureau is comprised of one lieutenant, one sergeant, ten motor officers, eight parking enforcement officers, and 15 crossing guards. The general responsibilities of the Traffic Bureau include traffic law enforcement, traffic accident investigation, parking law enforcement, abandoned vehicle storage, public education (bicycle safety and seat belt safety programs), and the safe street crossing of school students. The mission of the Traffic Bureau is to provide that level of service that insures the greatest measure of safety and expedient travel on the roadways.

The following changes in the Traffic Bureau are needed at the present time to deal with traffic problems.

MOTOR OFFICERS

The primary function of motor officers on the Glendale Police Department is the enforcement of state and local traffic laws.

A spin-off of traffic enforcement is the revenue that is acquired by the City. Eighty-four percent (84%) of the bail (fines) acquired by the court for accident producing violations (moving violations such as speed, red lights, right-of-way, etc.) is given to the City. Traffic law enforcement efforts by one motor officer results in a minimum acquisition of \$5,487 to the City of Glendale in one month, or \$65,844 a year. The cost of the motor officer is \$73,633 a year, which includes salary, benefits, hazard pay, motorcycle, and new officer equipment.

An additional responsibility of motor officers is regulation of traffic flow. Because motorcycles can move through congested areas where cars cannot, they can be used to traverse to locations where gridlock or other congestion is occurring.

Attached to this report is an analysis of comparable cities with motor officer assignments. In most cities, the motor officers handle the traffic accident investigations. In addition, some cities also utilize special accident investigation units or cars.

Presently our motor officers do not have the primary responsibility to investigate accidents. This should be changing in the near future as the calls for service continue to rise and keep the patrol units busy.

Our accident rate has been increasing. There was a total of nine fatalities in 1984, ten in 1985, five in 1986, and ten in 1987. Currently, in the first seven months of 1988, we have experienced ten fatalities. In 1987 we had a total of 2,157 non-injury accidents and 860 injury accidents. In the first six months of 1988, we have had 1,463 non-injury accidents and 508 injury accidents.

Another function of motor officers is the handling of calls for service that are not traffic related. Calls for service increased from 51,008 in 1986 to 53,289 in 1987. This amounts to a 4.5% increase. The increasing demands for police service result in times when patrol units are not available to handle emergency calls. Motor officers are then dispatched as the primary responding units.

To resolve traffic related problems, we are requesting to increase the motor officer detail by four (4) additional officers. Speed is a basic problem related to traffic enforcement. One successful approach is the use of radar. To expand and continue the necessary radar enforcement efforts in Chevy Chase Canyon, and other selected areas of the city, it will be necessary to purchase ten (10) new hand-held radars. Four of these units will be used by the additional motor officers and six will be assigned to the Patrol groups, two to each group. This will insure a concerted, continual, around-the-clock radar enforcement effort.

Support equipment that could enhance speed enforcement is a mobile traffic zone radar unit. This device is the size of a scoreboard which is placed on a roadway and displays to oncoming drivers the posted speed limit, as well as the actual speed of vehicles approaching the device. This is a very educational means of reducing speeding in a selective area. The total cost per unit is \$6,000. We are requesting two units. (Brochure information for this M.T.Z. trailer is included.)

Special events handled by our motor officers are: Days of Verdugo Parade, Montrose Christmas Parade, Armenian Church Holy Days, Annual 5k and 10k run in Verdugo Woodlands, Armenian Olympics, and numerous other special events. Motor officers also have an extensive involvement in intersection control and traffic flow in the downtown area, particularly around the Galleria I and Galleria II complexes, during the holiday season from Thanksgiving to New Years.

Because of the present minimum manpower, motor officers are deployed during two basic time periods, 6:30 am to 3:00 pm and 10:30 am to 7:00 pm. There is no motor officer deployment on Sunday. The proposed increase in the motor officer detail would result in deployment every day of the week. It would also provide for more motor officers to be on duty later in the day when traffic accidents increase in numbers and become more serious in nature. It would also allow for motor officers to be on duty on Friday and Saturday evenings until 11:00 pm.

SUPERVISION

Presently the motor sergeant spends minimal time in the field. With the traffic situation, as well as the expanded motor squad, it is important that he be in the field to supervise and support his detail.

It is recommended that we employ another sergeant to handle administrative duties, which include: scheduling, deploying, and supervising the parking enforcement officers; recruiting, selecting, deploying, and supervising the crossing guards; handling numerous telephone calls; handling numerous walk-in citizens regarding citations, vehicle impounds and traffic accident investigations; coordinating with the traffic engineer and other city officials regarding traffic problems; creating traffic related educational programs for the community and supervising and evaluating existing programs; maintaining membership and actively participating in traffic focused committees and organizations, both government and community based, as a responsibility shared with the Motor Sergeant and Traffic Bureau Commander. The involvement with citizens on the phone and in person uses an average of three hours of the Sergeant's work day. It is a major priority that the position of Administrative Traffic Sergeant be added to the Traffic Bureau. (Organizational charts for the current and proposed changes are included.)

PARKING ENFORCEMENT OFFICERS

Eight parking enforcement officers provide parking enforcement and abandoned car storage on 330 miles of Glendale streets and 28 metered parking lots and 10 unmetered parking lots. With the rise in general population, there is a concurrent escalation of parking law violations and abandoned vehicles. To successfully control this problem, it is requested that we increase the detail by three officers. The Street Section is at the present time changing the street sweeping signs so that enforcement will occur each week instead of every other week.

The change to the automated parking citation program should not have an impact on the parking checker. The financial savings on this program will be seen with the elimination of the printing of tickets and the time saved in the data processing.

A new parking enforcement officer is needed for this additional enforcement. Also, meters are presently being installed at the parking lot on Verdugo south of Mountain. This lot is used in the evening by Glendale College students and the meters will be in effect. However, with the present limited manpower, there is no one to enforce parking lot regulations in this lot at night. With more officers, we could provide enforcement until 8:00 pm. The anticipated revenue from one parking checker is \$168,300 per year. The cost of a parking checker to include wages, benefits, uniform allowance, and vehicle and equipment is \$54,670.

The abandoned vehicle problem is escalating and one parking enforcement officer can no longer successfully deal with this increased volume. One of the new officers would be deployed to assist with this problem. This will be cost effective in that Patrol Officers will no longer have to assist the Traffic Bureau in this function and, thereby, will be relieved to engage in other calls for service. The Police Division presently handles 7,000 calls for service a year in the area of abandoned, impounded, and stored vehicles. These calls for service resulted in 1987 a total of 3,496 cars being impounded, stored, or abated--2,031 of these vehicles were handled by the Traffic Bureau.

For the first six months of 1988, Patrol has towed 1,448 vehicles and 895 of these were by the traffic unit.

CROSSING GUARDS

There are presently 15 crossing guards with the responsibility of safely crossing hundreds of school children across intersections. This is a job of dedication in that their on-duty shifts involve three separate time periods (morning, noon, and afternoon) and each period amounts to only 1 to 1-1/2 hours. Additionally, the extended periods of time between on-duty periods necessitates the guards leaving and driving to work three times a day at an expense and inconvenience not realized by the average worker who drives to work only once a day. Crossing guards are also exposed to inclement weather. Lastly, in that they are contract agents, and not City employees, they do not enjoy the benefits of regularly employed City workers. Crossing guards perform this vital function for only \$5.65 an hour. A comparison study of nine other cities shows the average hourly wage to be \$5.82 an hour. Because of these problems, it has become increasingly difficult to hire new crossing guards. There are presently no potential new crossing guard prospects and none on reserve, and we presently have one position unfilled. Recruitment options that will be explored are placing job flyers at the City Personnel Division and State Employment Development Department, and advertising in local newspapers.

When school crossings have no crossing guards, motor officers and parking enforcement officers are used at a much higher rate of salary. This also pulls them away from their normal duties. Increasing the hourly rate of our crossing guards will be a definite aid in our recruitment efforts.

Last year motor officers and CSO's spent approximately 150 hours filling in as crossing guards. This has a cost factor of \$2,270 in salary cost and a loss of approximately \$12,507.50 in enforcement revenue. Total cost was approximately \$14,777.50.

One alternative would be to contract with a private service for crossing guard service. This is being looked into.

The following are changes in the manpower of the Traffic Bureau that will be needed to deal with future traffic problems.

INTERSECTION CONTROL OFFICERS

The use of motor officers to relieve gridlocked intersections will be one solution to this problem. However, as traffic increases, officers will be engaged longer periods of time. It is not cost effective to deploy motor officers in this function. A solution might be to create a new position called intersection control officers at a substantial savings.

CLERICAL SUPPORT

We are requesting to add a clerk typist to the traffic division. Currently one secretary assigned to the Uniform Services Division provides stenography services for the captain, four lieutenants, 14 sergeants, and the traffic accident investigator.

The secretary's daily activities are interrupted by handling incoming phone calls for the traffic unit, as well as performing the duties of a receptionist greeting those individuals walking in requesting traffic information, or having a complaint. On an average there are approximately 80-100 such phone calls and 10-15 visitors per day.

In addition, we have found the new personnel evaluation takes a greater amount of time to type as they are now 4-5 pages in length. Quite often, these evaluations are typed more than once, as numerous revisions are made. This secretary is typing more than 100 of these, as well as those for the community service officers.

9. Driving Under the Influence

The expansion of the motor officer detail during the evening hours may increase the number of DUI arrests through an increase in traffic stops. The police department recently submitted a proposal to the State of California, Office of Traffic Safety, for training its officers in the detection of drug use (under the influence).

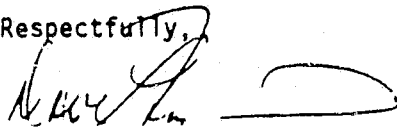
10. Hit and Run Traffic Accidents

There is a definite statistical correlation between hit and run traffic accidents and DUI arrests. As the expanded evening motor officer detail increases DUI arrests, hit and run accidents may decline.

This report documents the following requests which are: the increase of one sergeant (administrative traffic sergeant); the increase of four (4) motor officers (and four motorcycles); the increase of three parking enforcement officers (and three parking enforcement compact automobiles); one clerk-typist; two Mobile Traffic Zone Radar Devices, and ten hand-held radar units.

This review concentrates on the needs of the Traffic Bureau. It is only part of a forthcoming study of the Police Division that will encompass all areas of evaluation, including manpower and resource needs. This analysis will be completed in the early part of 1989.

Respectfully,

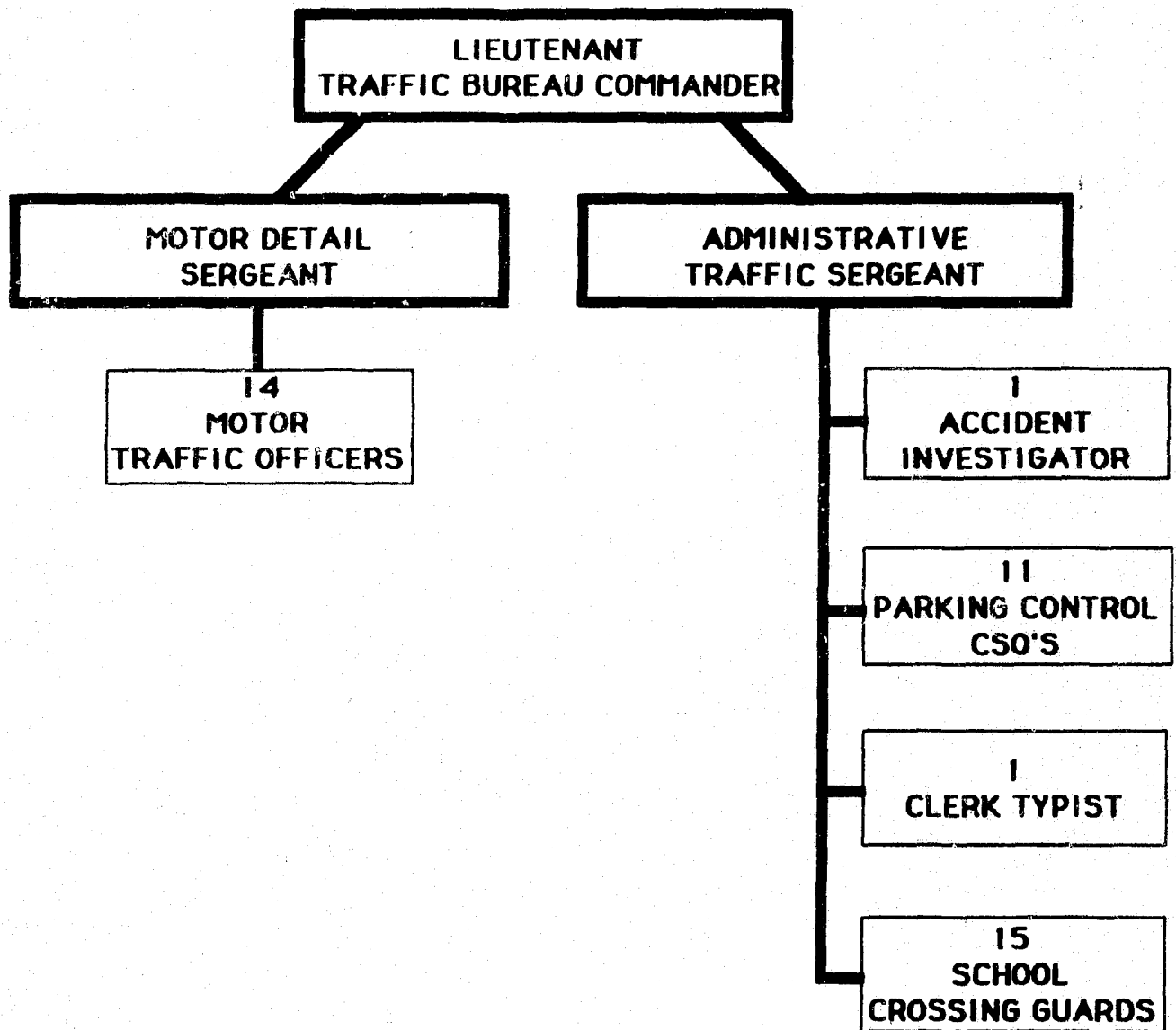


Dave Thompson
Chief of Police

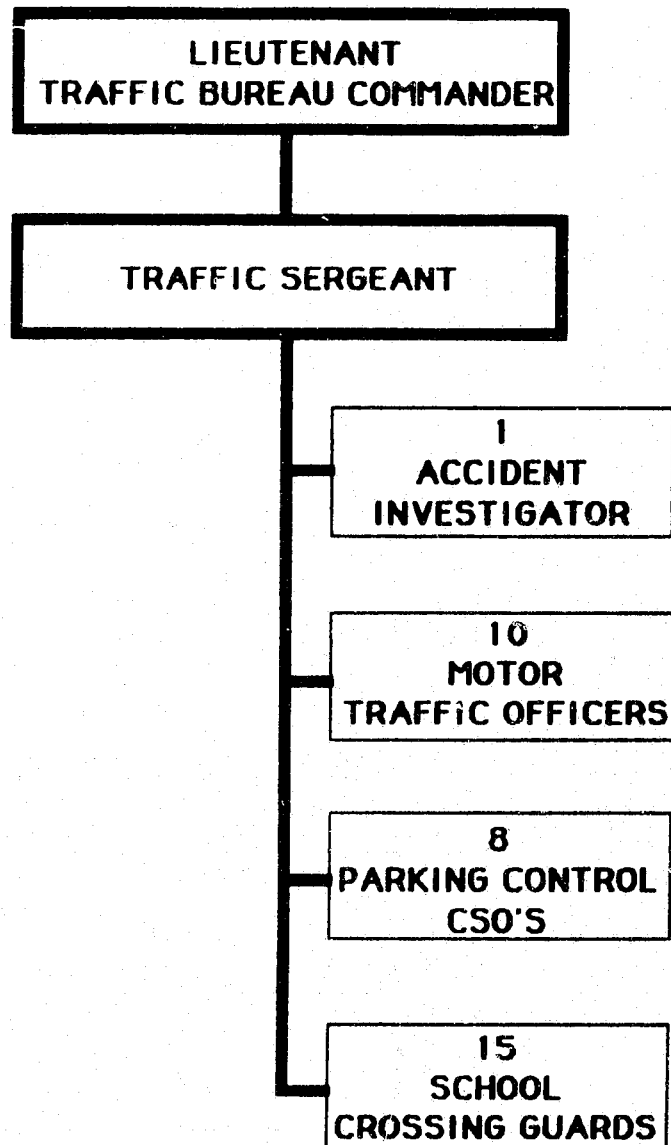
icj

Attachments: M.T.Z. Brochure
Traffic Personnel Survey
Current Organizational Chart
Proposed Organizational Chart

**Proposed Organizational Chart
for the Traffic Bureau**



**Present Staffing & Organizational Chart
for the Traffic Bureau**



	<u>POPULATION</u>	<u>SWORN OFFICERS</u>	<u>NUMBER OF MOTOR OFFICERS</u>	<u>DO MOTOR OFFICERS HANDLE T/A's</u>	<u>ARE M/O's PRIMARY HANDLERS OF T/A's</u>	<u>ACCIDENT INVESTIGATION UNITS</u>	<u>SHORT FORM FOR PDO's</u>
BURBANK	87,000	146	12 & 1 Sgt.	Yes	Yes	No	CHP555-03
SANTA MONICA	93,000	158	6 & 1 Sgt.	No	No Patrol & CSO's	No	CHP555-03
INGLEWOOD	103,000	187	9 & 2 Sgts.	Yes	Yes	No	CHP555-03
PASADENA	120,000	210	11 & 1 Sgt.	Yes	No Patrol & CSO's	No	CHP555-03
GARDEN GROVE	130,000	165	4	Yes	Yes	No	Yes/their form
TORRANCE	130,000	236	16 & 3 Sgts.	Yes	No	Yes/11 Ofcrs.	Yes/their form
SAN BERNARDINO	138,000	244	10 & 1 Sgt.	No	No Patrol & CSO's	No	CHP555-03
GLENDALE	165,000	183	10 & 1 Sgt.	Yes	No (Patrol)	No	No
HUNTINGTON BEACH	185,000	210	19 & 2 Sgts.	Yes	No	Yes/8 Ofcrs.	CHP555-03
RIVERSIDE	220,000	270	20 & 2 Sgts.	Yes	No	Yes/6 Ofcrs.	No
SANTA ANA	220,000	350	16 & 3 Sgts.	Yes	No	Yes/4 CSO's	Yes/their form
ANAHEIM	246,000	326	25 & 3 Sgts.	Yes	No	Yes/7 Ofcrs.	CHP555-03
LONG BEACH	415,000	695	14 & 2 Sgts.	Yes	Yes	No	Don't Report PDO's

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE December 21, 1988

TO Captain Mc Mahon

FROM Sgt. W. Dreyer

SUBJECT Projected Traffic Bureau Staffing Needs

The following personnel requests indicate future required minimum staffing levels based on the assumption that the initial request for personnel was entirely approved. The initial request will take two years to completely staff.

YEAR THREE

Parking Enforcement Officers (CSO's) - Increase 2

Intersection Control Officers (CSO's) - Increase 2

This increase is based on the continued completion of numerous building projects within the redevelopment area, combined with the continued residential population growth projected. In order to efficiently enforce parking regulations, and to assist in reducing traffic congestion, the increase in both of these positions is essential.

YEAR FOUR

Motorcycle Officers - Increase 2

The continued increase in traffic volumes due to completion of redevelopment projects require the use of these specialized units during heavy traffic periods to respond to accidents, emergency calls, and to assist with traffic congestion problems. These additional units will further allow better coverage on three shifts daily which was started with the initial request.

YEAR FIVE

Parking Control Officers (CSO's) - Increase 2

The completion of redevelopment projects, combined with continued increase in population, will require these personnel to continue to effectively respond to complaints and to enforce parking ordinances.

Accident Investigator - Increase 1

The continued yearly increase in traffic volumes results in an increase in reported collisions. It is projected at this time, based on forecasted growth, that an additional accident investigator will be required to effectively investigate and process reported collisions.

WBD/icj

Wm Dreyer

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE: January 30, 1989

TO: Captain Brook Mc Mahon, Commander
Uniform Services Division

FROM: Lieutenant Rodger Simon, Commander
Traffic Bureau

SUBJECT: Five Year Projection of Manpower and
Equipment Needs of the Traffic Bureau

Traffic accidents are continuing to rise, as is traffic congestion. Studies are projecting an ever increasing escalation of traffic related problems in the future as the population and concurrent vehicle registration increase. To help combat these problems it will be necessary for the Police Division to expand the Traffic Bureau. Increasing the manpower of the Motor Officer Detail can result in a halt to the ever increasing rise in traffic accidents and a means to alleviate traffic congestion problems, such as gridlock. Please see Annex #1 for a detailed analysis of the responsibilities, performance, capabilities, and future expectations of the Motor Officer Detail.

The rise in motor vehicle registration and traffic flow has increased problems related to the regulation of parked vehicles and has resulted in the need for additional parking enforcement officers. It is the primary responsibility of the parking enforcement officers to issue parking violation citations to create an orderly circulation of parked vehicles. Additionally, to remove from the city streets those vehicles that are abandoned, or left standing for long periods of time, creating a neighborhood unsightliness. Please see Annex #2 for further explanation.

Crossing guards have the very important responsibility of safely crossing thousands of school children across some of the busiest streets in our city. Although their responsibility is great; their pay is nominal, their working conditions are poor, and they work without the fringe benefits afforded to city employees because they are contract agents. Please see Annex #3 for additional details.

Intersection control officers will have to be utilized in the future to regulate the anticipated increase in traffic flow at city intersections. There are different approaches in filling this need. Please see Annex #4 for specific suggestions.

The four man Driving Under the Influence (D.U.I.) Detail has been in operation since 1982. This has been an effective means of combatting the death and injury producing results of drunken driving. Please see Annex #5 for a detailed analysis of this program.

Annex #6 is a breakdown of the cost of deploying the positions of motor officer and parking enforcement officer.

Annex #7 is a projection of the anticipated manpower needs for the Traffic Bureau in the next five year period.

RFS/icj

Attachments

MOTOR OFFICERS

The primary mission of motor officers is to enforce traffic laws. The main reason that traffic laws are enforced is to reduce traffic collisions. Traffic accidents in the city of Glendale are on a rise in 1988. From January through December, there were 2,605 reported property damage accidents, compared with 2,157 for the same period last year. There were 922 injury accidents compared to 860.

During this period, motor officers issued 9,859 citations for hazardous moving violations. This figure breaks down to 107 per month per officer, or 8.4 per day.

The accepted means to measure the effectiveness of traffic law enforcement as it relates to the reduction of traffic accidents is called the enforcement index. An enforcement index is that point at which the volume of hazardous moving citations and arrests (D.U.I. and H&R) either stops the increase or begins to reduce the number of injury traffic accidents. In other words, a certain number of citations for hazardous moving violations (speed, right of way, red lights, etc.) should be issued for every reported injury accident to effect the accident rate. Some police departments have found that an enforcement index of 20 is sufficient to effect the accident rate. Other departments have had to increase their index to over 30. The present enforcement index in Glendale is 14. It follows that the number of accidents will continue to rise unless the enforcement index is increased.

From January through December, 1988, the total number of citations for hazardous moving violations was 12,944 for the total department. In addition, there were 838 D.U.I. arrests and 25 hit and run arrests. During this period, the Motor Officer Detail, which averaged eight working officers, issued 9,859 hazardous citations, which accounts for 71% of the department total.

The Patrol Bureau cannot be relied upon to substantially increase the volume of hazardous moving citations due to increasing demands for service and varied duties. The responsibility lies with the Traffic Bureau. However, the presently constituted Motor Officer Detail is already producing at an advisably efficient rate. The only answer is to increase the number of motor officers. Enlarging the Motor Officer Detail by four (4) additional officers would provide the manpower needed to increase the volume of hazardous moving citations necessary to reach an effective enforcement index.

During this last twelve month period, if the presently allocated 10 man Motor Officer Detail had been producing at full strength, plus the productive efforts of the proposed increase of four officers, there could have been enough hazardous moving citations issued to have resulted in an enforcement index of 23. This is based on ideal conditions, i.e., no long term illnesses or injuries, no motorcycle proficiency course, and all 14 officers issuing an average of 107 hazardous citations per month. The Motor Officer Detail would have issued 17,976 citations and combined with the Patrol Bureau's 3,948, the total would have been 21,924. This is the productive effort that is needed in the future to stop the increase or reduce the number of injury traffic accidents in this city.

An additional responsibility of motor officers is on scene regulation of traffic flow. Because motorcycles can move through traffic congested areas where cars cannot, they can be used to traverse to locations where gridlock or other congestion is occurring. There is no other means for police officers to get through

heavily congested areas. Traffic flow in the city of Glendale is already heavy. Future increases will demand increased utilization of motor officers in this function. The appearance, by itself, of motor officers at gridlocked intersections has the effect of modifying the driving behavior of passing motorists. They are not only impressed to resist gridlocking, but they are also more careful in other aspects of their driving. It should be noted, however, that the time spent by motor officers in this function sidetracks them from their primary duties of traffic law enforcement (and resultant revenue) and accident investigation.

Another duty of motor officers is the on scene investigation of traffic accidents. Motor officers are often the first police units to arrive at an accident scene due to the traffic congestion that is usually present near the accident location. Motor officers are well educated in traffic accident investigation and they are mentally "in tune" to this function due to their everyday focus on traffic in general and traffic law enforcement specifically. As a result, motor officers are designated as "primary responders" to investigate traffic accidents. This has an added advantage in that patrol units are relieved to handle their ever increasing demand for services. As traffic flow increases, and traffic accidents increase, motor officer involvement in traffic accident investigation will also increase due to their comparative ease in responding to traffic accident scenes and degree of expertise. It should be noted that the Glendale Police Department affords its citizens the most complete service that is possible in the area of traffic accident investigation. Please see included General Order #688 for specific details. Motor officers are also called upon to make the extensive investigations that are necessary in major accident cases such as those involving fatalities. There was a total of nine fatalities in 1984, in 1985 there were 10, and in 1986 there were only five. In 1987 there were 10 and 1988 ended with 12.

An ancillary function of motor officers is the handling of emergency calls for service. Calls for service increased from 51,008 in 1986 to 53,289 in 1987. This amounts to a 4.5% increase. In 1988, calls for service increased another 4.3% to a total of 55,554. The ever increasing demands for police service result in times when patrol units are not available or close by to handle emergency calls. Motor officers are then dispatched as the primary responding units. Motor officers begin their career as patrol officers, and, therefore, are experienced in handling any type of call for service they are assigned. On many occasions, motor officers are the first to arrive at the location of an emergency call even though they are not the assigned primary responding unit. This is, of course, because of their ability to drive through traffic faster than a police car. As traffic flow increases, and calls for service increase, motor officer involvement in non-traffic related calls will continue to rise.

It is important to note that in the first nine months of the year, January through September, the Motor Officer Detail issued 7,585 citations for hazardous moving violations. The average was 116 per month per officer, or 9.5 per day. In the last three months of the year, motor officers were called upon to handle a large amount of calls for service that the Patrol Bureau would normally handle. Because the Patrol Bureau is under strength to handle the escalating calls for service, the motor officers increased their activity in this area by 176%. However, this resulted in their being drawn away from their primary function of traffic law enforcement and reduced the average per month per officer to 107 hazardous moving citations, or 8.4 per day.

The conclusion is twofold. First of all, to effectively reduce the accident rate, it will be necessary to increase the number of motor officers. But, secondly, to

allow them to concentrate on their primary duties of traffic law enforcement, it will be necessary to increase the Patrol Bureau manpower so that motor officers will not be frequently called upon to handle Patrol Bureau calls for service.

Motor officers are not only involved in the aforementioned functions, duties, and responsibilities, but they are also called upon to handle unique problems and events. There is a high expectation by the citizens of our community that the Traffic Bureau will professionally and expeditiously handle these special problems. An example of these problems is speed enforcement control through the use of radar. There is a continual involvement in this area in numerous locations in the city throughout the year. This process involves numerous man hours and a great deal of effort, but is absolutely necessary to reduce the accident producing consequences of vehicular speed. A good example is the concerted and continual program of speed enforcement by radar in Chevy Chase Canyon, Canada Blvd., Glenoaks Blvd., Sunshine Drive, La Crescenta Avenue, and several other locations. Another example is the use of motor officers to decrease traffic congestion and double parking at elementary schools when parents are dropping off or picking up their children. This problem has been recently escalating. They also have to focus attention at the high schools due to the dangerous driving behavior of some students before and after school hours. Additional problems are created due to the continual development of commercial and business buildings in the downtown redevelopment area. Motor officers are called upon to relieve the often inescapable resultant traffic congestion. City management "Impact of Construction" meetings assist the Police Division in projecting motor officer involvement at these building sites. The aforementioned situational problems that necessitate motor officer involvement continues to escalate, spreading out the resources of our presently limited numbered motor detail.

An example of events that involve motor officers is their participation in the handling of vehicle and crowd control at special community events. These are numerous, spread throughout the year, and in several different locations. Examples of these special events are the Days of Verdugo Parade, Montrose Christmas Parade, Armenian Church Holy Days and visits by the Armenian Pope, Annual 5k and 10k run in Verdugo Woodlands, Armenian Olympics, and numerous other special events. Motor officers also have an extensive involvement in intersection control and traffic flow in the downtown area, particularly around the Galleria I and Galleria II complexes, during the holiday season from Thanksgiving to New Years.

ANNEX #4

INTERSECTION CONTROL OFFICERS

At the present time, the use of motor officers to relieve gridlocked intersections is an effective solution to this problem. However, as traffic continues to build up, it will be necessary to position these officers at these intersections for longer and longer periods of time. It is not cost effective to deploy highly paid motor officers for long periods of time in this function. Their other duties are more important, as enumerated in the beginning of this report. Therefore, it will be necessary to employ intersection control officers. These officers would be employed in the Civil Service category of community service officer, which would allow transfer flexibility. If there are lull periods at their assigned intersections, they could be used to perform parking enforcement functions, abandoned vehicle storage, or any of a number of community service officer functions in the police building.

Intersection control could also be performed by sworn police officers. There are advantages in this idea because of the sworn officer's Peace Officer powers. When not needed for intersection control, these officers could be used to walk a footbeat in the business areas and also to assist the Galleria Detail in the Galleria shopping mall. They could perform all of the normal functions of footbeat police officers, whereas a civilian intersection control officer could not. The obvious presence of footbeat officers has the effect of suppressing criminal activity and maintaining peace and public safety. They are also in position to take immediate enforcement and arrest action. Lastly, due to the nature of their assignment, they can gain rapport with businessmen and assert a high level of public relations with citizens that is difficult for the motorized police officers to establish. The police department presently deploys one police officer for footbeat duties in Montrose and the downtown Glendale area. This venture has been extremely successful.

ANNEX #2

PARKING ENFORCEMENT OFFICERS

Eight parking enforcement officers (parking checkers) provide parking law enforcement and abandoned car storage on 330 miles of Glendale streets and 28 metered parking lots and 10 unmetered parking lots. There is a great deal of public concern in the area of vehicular parking. With the rise in general population, there is a concurrent escalation of parking law violations and abandoned vehicles. The Parking Enforcement Detail issued an all time high of 81,657 parking citations in 1988. To successfully control this ever increasing problem, it is recommended that we increase the Parking Enforcement Detail by three officers. Parking enforcement officers are community service officers, and they're employed at a considerably lower pay scale than sworn police officers. Increasing the Parking Enforcement Detail will insure a more conscientious effort in dealing with parking law violators in general. It should be taken into consideration the fact that 100% of parking fines are deposited in the City Treasury. The Street Section has changed the street sweeping signs so that enforcement will occur each week instead of every other week. This has resulted in the demand for a much accelerated productive effort on the part of our Parking Enforcement Detail. One of the new parking enforcement officers is needed for this additional enforcement responsibility.

Meters have been installed at the parking lot on Verdugo south of Mountain. This lot is used in the evening by Glendale College night students and the meters will be in effect. However, with the present limited manpower, there is no one to enforce parking lot regulations in this lot at night. One of the new officers will be deployed until 8:00 pm to handle this problem and other parking problems occurring mainly in the downtown area in the early evening. The abandoned vehicle problem is escalating so rapidly that the one Parking Enforcement Officer presently assigned this duty can no longer successfully deal with this increased volume. One of the new officers will have to be deployed to assist with this ever increasing problem. This will be very cost effective in that high paid patrol officers will no longer have to assist the Traffic Bureau in this function and, thereby, will be relieved to engage in important crime suppression and apprehension duties. The Police Division presently handles 7,000 calls for service a year in the area of abandoned, impounded, and stored vehicles. The Traffic Bureau alone impounded, stored, or abated a total of 2,054 vehicles in 1988.

CROSSING GUARDS

Since September, 1988, our crossing guards have been working at a contract rate of \$5.65 per hour. A \$0.30/hour increase was previously granted in the 1988-1989 Budget, from \$5.35 per hour, in response to a \$0.50 per hour increase request. The approved request left their salary at \$1.28 per hour below the average of four neighboring cities average of \$6.93 per hour (Burbank, Pasadena, La Canada-Flintridge, and L.A. City).

People qualified to be hired as crossing guards are extremely difficult to locate. Very few contacts are received from the public concerning interest in becoming a crossing guard. It is extremely difficult to find someone willing to work three separate shifts on a daily basis, usually some distance from where they live. Further, the increased demands on crossing guards as a result of tremendous overcrowding at area elementary schools make full-time staffing hard to maintain. Crossing guards are very much aware of the salaries paid in neighboring cities and we run the risk of being outbid for their services.

Currently, we are fortunate to have sixteen quality crossing guards on a full-time basis. However, if we hope to retain their services and quality performance, we must become competitive in base salary inducement. Other cities, having recognized this fact already are currently offering benefit packages in addition to salary in an effort to keep their crossing guards. The city of Los Angeles, for instance, recently gave all their crossing guards city employee status complete with medical and workmen's compensation benefits, liability insurance, and an M.O.U. contract which will enhance their base pay to \$7.50 per hour after two years. L.A. City had until last year been under contract to the "All City Management Co." for crossing guard services. Attached to this request is a contract proposal offered by "All City Management Co.." You can see that our proposed increase in the 1989-90 Budget request of \$68,039 is still significantly lower than the \$99,064 program that "All City" is offering. Also attached is a proposal from Coleman Security Service, Inc., another independent crossing guard service organization much like "All City." Their proposed budget for one year is \$98,375.

It is strongly recommended that we consider at least a \$1.28 per hour increase for our current crossing guards. This raise will bring their salary even with the four city average of \$6.93 mentioned above. The results would be as follows:

Current Status (1988-89)

16 crossing guards @ \$5.65 per hour x 9818 hours = \$55,472

Projected Status (1989-90)

16 crossing guards @ \$6.93 per hour x 9818 hours = \$68,039

Total Yearly Increase

+ \$12,567

The following reflects the current hourly rate now paid to crossing guards in four of our neighboring cities.

Burbank	\$7.28
Pasadena	6.15
La Canada-Flintridge	7.50
L.A. City	6.80 to 7.50

*(Four city average of \$6.93 is achieved by using L.A. City hourly rate of \$6.80 per hour)

Finally, we need to look at incurred cost for relief of crossing guard positions by C.S.O. personnel due to illnesses and lack of reserve guards. Currently, we are experiencing an approximate relief table of 35 hours per month. This projects out to roughly 315 hours of relief over a nine-month school year. Under the standard C.S.O. salary wage of \$14.05 per hour, the projected cost for reliefs is \$4,425.75.

As C.S.O. parking checkers issue roughly ten cites per hour worked, it would result in a loss of 3,150 citations due to crossing guard reliefs through the school year. With each citation generating nearly \$14 in City revenue, the aggregate loss to reliefs is approximately \$44,000.

It is easy to see the financial impact felt by inadequate staffing in this area. It is hoped that this salary increase will provide the impetus for a continuous stability and quality performance in so critical a service.

ASSESSMENT OF THE DUI DETAIL (TEAM 16)

In analyzing the productive efforts of the D.U.I. Detail, several questions need to be answered. To simplify and condense this report, each section will begin with a question followed by its answer.

Since the inception of the D.U.I. Detail, how many D.U.I. arrests have been made by the total department and how many by Team 16?

There is a problem in acquiring the needed statistics to completely answer this question. Print-out CM-35 shows the total arrests made by the entire Police Division for a given year categorized by type, including D.U.I. (Summary #1). However, computer print-out CM-06, that records the production efforts of Team 16, does not categorize arrests, but offers only totals. Summary #2, is a breakdown of those production efforts of Team 16 for the years 1982 through 1988.

How have the D.U.I. arrests changed over the years?

The years 1982 and 1983 were banner years for D.U.I. arrests in our city. In 1982 the D.U.I. Detail was formed and began an extremely active and specialized program of D.U.I. enforcement. D.U.I. arrests escalated to a department high of 1490 (Summary #1). The D.U.I. Detail made 1,020 misdemeanor arrests that year, the vast majority of which, no doubt, for D.U.I. (Summary #2). A curious thing occurred the following year, in that department total D.U.I. arrests declined only 7%, whereas Team 16 arrests dropped 15%. Calls for service rose dramatically that year which probably accounts for this drop.

In 1984 D.U.I. arrests declined considerably to a Department total of 888 and a Team 16 total of 617. 1985 witnessed a continuing drop of department total D.U.I. arrests to 784 and 465 for Team 16. In 1986, total department D.U.I. arrests dropped slightly to 771, whereas Team 16 increased to 504. In 1987, total department D.U.I. arrests increased to 898, however, Team 16 arrests declined to 451, which is slightly below the total in 1985. In 1988, total department D.U.I. arrests declined to 838, but Team 16 arrests increased to 531.

What factors influence the number of D.U.I. arrests by Team 16?

In analyzing Summary #2, there does not appear to be a correlation between calls for service (by itself) and arrests. There is a correlation between hours worked and arrests. The decline in arrests in 1987 is apparently the result of the extraordinary rise in calls for service, the highest in Team 16's history, coupled with the lowest hours worked since the Team was formed. In 1988, the number of calls declined, the number of hours worked rose, and the result was an increase in the number of arrests.

How much, and in what manner, is the D.U.I. Detail used in handling calls for service?

Patrol Commanders do not normally use D.U.I. units for routine patrol calls. However, when patrol units are tied up on calls and there are not sufficient or readily available units to handle a serious call, D.U.I. units are assigned. There was a dramatic increase in the use of D.U.I. units to answer calls for service from 1986 to 1987. In 1986 D.U.I. units responded to 474 calls, increasing to 639 calls in 1987. One possible explanation for this increase is that calls for service rose during the normal duty hours of the D.U.I. Detail.

During the time period of 1900 to 0300 hours, there was a daily average of 50.32 calls for service in 1986, increasing to 53.73 in 1987. (Statistics for the more exacting time period of 2000 to 0400 hours are not available.) It should also be considered that the nature of calls for service from 1900 to 0300 hours are usually of a more serious nature causing more officer involvement than at other time periods.

Another factor that should be taken into consideration is that between June 1, 1986, and May 1, 1987, the four man S.E.D. unit was assigned to normal patrol during the hours of 1900 and 0300. This means that patrol was beefed up for seven months of 1986, but only five months of 1987. Also, one S.E.D. officer was transferred out of the detail in April, 1987. S.E.D. involvement in patrol during this time period relieved D.U.I. units from answering a certain amount of calls for service, the degree to which is unknown. Other factors, such as daily patrol strength and deployment, and the nature of the calls for service would also have to be analyzed to make a final determination in this matter. This would entail an exhaustive study.

How many drivers arrested by the D.U.I. Detail were under the influence of alcohol or drugs, or a combination?

Summary #3 is a categorized, but incomplete, hand tallied, breakdown of the production efforts of Team 16 for 1987 through 1988. Prior logs were not stored. Computer print-outs do not break down D.U.I. arrests into alcohol or drugs. From January of 1987 through 1988, Team 16 made 982 arrests of drivers under the influence, according to computer print-out CM-06. Thirty-eight of those arrests were for being under the influence of drugs or a combination of alcohol and drugs, according to D.U.I. Team logs.

Is D.R.E. training being utilized in the D.U.I. function? How many evaluations are being made?

Summary #3 shows that from January, 1987 through 1988, the D.U.I. Detail conducted D.R.E. evaluations of 29 suspects that culminated in arrests for the D.U.I. Detail. During that same two year period, they conducted 68 D.R.E. evaluations that resulted in arrests for other officers. It should be noted that during that period, Team 16 arrested 122 suspects for drug related violations (not D.U.I. drivers). There is no doubt that D.R.E. training was brought into play in these arrests, although a thorough D.R.E. evaluation was not conducted.

Has there been an increase in accidents involving drivers under the influence of alcohol?

Summary #4 shows that from 1982 through 1987 traffic accidents involving D.U.I. drivers have not fluctuated more than 18 accidents from one year to the next. The exception is 1985 when, for some unknown reason, the DUI/TA's dropped from 214 in the prior year to 168. The statistics indicate no correlation between DUI/TA's and D.U.I. arrests. From 1982 through 1986 D.U.I. arrests have steadily declined. 1987 showed a 16% increase, and, in fact, it is the highest total year since the two banner years of 1982 and 1983. D.U.I. arrests declined slightly (6%) in 1988. However, DUI/TA's have fluctuated up and down with arrests apparently having no effect.

Has there been an increase in Hit and Run accidents?

Hit and run accidents have steadily been on the rise from a total of 359 in 1982 to 840 in 1988. Each year has shown an increase with no downward fluctuation. There is a correlation between hit and run accidents and D.U.I. arrests from 1982 through 1986. As the arrests decreased, the hit and run accidents increased. The exception is 1987 when, for no apparent reason, both categories increased. Typically, in 1988, D.U.I. arrests declined and hit and run accidents increased.

Is the D.U.I. Detail sufficiently self-sufficient or are most of their arrests subsequent to patrol officer observations?

Here again, this report is hampered by only having needed information from the last two year period. Summary #3 shows that of the D.U.I. arrests made by Team 16 during this period, 612 were by observation of the D.U.I. Detail and 238 were originally observed by patrol personnel.

Should the D.U.I. Detail continue in its present function or should these officers return to Patrol?

The attached statistical summaries show that the D.U.I. Detail (Team 16) has been productive in the past and continues to be productive. There is a need for experts in this field. Half of the vehicular deaths in our nation are still caused by the drinking driver. We should continue the D.U.I. program because it has been productive, there is a need for specialized experts in this field, and the Glendale Police Department has an obligation to continue its established emphasis in the fight to reduce the death and injuries of innocent citizens on our highways.

Summary #1

1982-1988
D.U.I. ARRESTS

TOTAL DEPARTMENT

	<u>Felony</u>	<u>Misd.</u>	<u>Total</u>
1982	11	1479	1490
1983	14	1372	1386
1984	21	867	888
1985	20	764	784
1986	21	750	771
1987	16	882	898
1988	19	819	838

Average = 904 per year or 75 per month (1982-1987)
835 per year or 69 per month (1984-1988)

Summary #2TEAM 16 PRODUCTION

	<u>Calls</u>	<u>Obs.</u>	<u>Assists</u>	<u>Hours Worked</u>	<u>Felony Arrests</u>	<u>Misd. Arrests</u>	<u>Felony Complaints</u>	<u>Misd. Complaints</u>	<u>Reports</u>
1982	172	2261	799	4235	58	1020	16	818	1031
1983	410	2917	1057	4333	66	868	20	770	1024
1984	302	2681	1087	3666	59	617	16	410	587
1985	399	2167	1140	2642	47	465	31	440	518
1986	474	1770	1431	2742	58	504	52	475	519
1987	639	1207	1189	2308	53	451	47	433	472
1988	525	2837	1926	3265	76	531	60	506	621

Summary #31987-1988
TEAM 16 PRODUCTION

	<u>D.U.I. ARRESTS</u>				<u>DRUG ARRESTS</u>		<u>D.R.E. TEAM 16 ARRESTS</u>		<u>DRUG EVALS.</u>	<u>OTHER ARRESTS</u>
	<u>Obs.</u>	<u>Not Obs.</u>	<u>Alc.</u>	<u>Drugs or Comb.</u>	<u>Obs.</u>	<u>Not Obs.</u>	<u>Obs.</u>	<u>Not Obs.</u>	<u>Assisting Others</u>	
1987										
Jan (1)	22	2	23	1	1	0	3	0	1	3
Feb (1)	20	0	20	0	0	0	0	0	0	6
Mar	(No available statistics)									
Apr (1)	21	14	35	0	0	0	0	0	0	9
May	27	12	39	0	8	0	2	0	6	23
June	35	9	43	1	3	0	1	0	1	12
July	30	14	42	2	8	2	5	0	3	21
Aug	19	6	25	0	11	0	0	0	2	23
Sep (1)	13	2	14	1	1	0	2	0	0	2
Oct	33	12	44	1	3	1	1	1	5	29
Nov	21	15	34	2	7	0	3	1	0	11
Dec	31	17	45	3	3	0	0	0	0	19
1988										
Jan	26	17	40	3	0	1	0	0	3	12
Feb	29	12	37	4	3	7	4	0	2	12
Mar	24	19	38	5	8	5	2	0	13	17
Apr	15	11	21	5	4	6	0	1	8	4
May	23	14	23	4	3	5	0	0	3	21
June	28	9	37	0	1	3	0	0	3	19
July	23	9	31	1	3	2	0	0	2	19
Aug	29	6	33	2	3	2	2	0	2	6
Sep	32	14	44	2	1	6	1	0	7	22
Oct	31	6	36	1	1	6	0	0	4	11
Nov	29	14	43	0	0	0	0	0	0	17
Dec	51	4	55	0	1	3	0	0	3	18

Summary #41982-1988
TRAFFIC ACCIDENT - ARREST COMPARISON

	<u>D.U.I. T/A's</u>	<u>Hit and Run T/A's</u>	<u>D.U.I. Arrests Total Dept.</u>	<u>Team 16 Arrests D.U.I. and Other</u>
1982	194	359	1490	1078
1983	211	373	1386	934
1984	214	431	888	676
1985	168	469	784	512
1986	184	559	771	562
1987	202	605	898	504
1988	189	840	838	607

NOTE: Statistical data for this comparison was derived from computer print-outs CM-35 and CM-06. Print-out CM-35 categorizes arrests for the entire Police Division. However, computer print-out CM-06 that records the production efforts of Team 16 does not categorize arrests, but offers only totals.

ANNEX #7

PROJECTED TRAFFIC BUREAU STAFFING NEEDS

The following personnel requests indicate future required minimum staffing levels based on the assumption that the initial request for personnel was entirely approved. The initial request will take two years to completely staff.

Year Three: Parking Enforcement Officers (CSO's) - Increase 2
Intersection Control Officers (CSO's) - Increase 2

This increase is based on the continued completion of numerous building projects within the redevelopment area, combined with the continued residential population growth projected. In order to efficiently enforce parking regulations, and to assist in reducing traffic congestion, the increase in both of these positions is essential.

Year Four: Motorcycle Officers - Increase 2

The continued increase in traffic volumes due to completion of redevelopment projects require the use of these specialized units during heavy traffic periods to respond to accidents, emergency calls, and to assist with traffic congestion problems. These additional units will further allow better coverage on three shifts daily which was started with the initial request.

Year Five: Parking Control Officers (CSO's) - Increase 2

The completion of redevelopment projects, combined with continued increase in population, will require these personnel to continue to effectively respond to complaints and to enforce parking ordinances.

Accident Investigator - Increase 1

The continued yearly increase in traffic volumes results in an increase in reported collisions. It is projected at this time, based on forecasted growth, that an additional accident investigator will be required to effectively investigate and process reported collisions.

A-5

HISTORICAL DEVELOPMENT OF THE GALLERIA;
CURRENT ACTIVITY LEVELS; IMPACT ON POLICE SERVICES

GALLERIA HISTORY

In 1976 the Glendale Galleria Mall opened its doors for business. With 938,000 square feet of the retail space and 165 stores, the Galleria was considered, even at that time, one of the largest retail complexes in Southern California.

During the Galleria's first full year of existence (1977), there were 483 total Part I crimes reported. Between 1977 and 1983, the Galleria experienced an up and down trend which ended with a total of 795 total reported Part I crimes in 1983. Considering the size of the mall, these crime figures were relatively low and encompassed mostly property crimes.

The 1983 figure of 795 reported Part I crimes was the highest in the Galleria's then eight year history. This is no surprise considering that 1983 was the first full year of operation for the new Galleria Detail and Community Service Center which began its operation in November of 1982. The presence of officers in the mall created ease for merchants to report criminal incidents, which caused an increase in reported crimes. At the initial inception of the Detail, three officers and one sergeant drew assignments at the service center. Based on a study into the background of the mall, it would appear that merchants were pleased overall with the service center concept. In 1983 a fourth officer was added to the Detail due to increased calls for service, reports, and arrests being generated as a result of the service center. Also in 1983, a Community Service Officer was assigned to the Detail to provide public relations and merchant education programs.

In October of 1983, Galleria II opened for business and thus increased the mall by 38% by adding an additional 361,000 square feet. Galleria II added 83 new stores, which was an increase of 50% over existing retail establishments. With this added area of retail shops came an increased demand for police services. In 1985, the first full year of Galleria II operation, the total reported Part I crimes jumped by 73% over the average Part I reported crimes between 1977 and 1983. Calls for service also increased in 1984 by 55% over the average calls for service level between 1980 and 1983. Since the opening of Galleria II, the mall has consistently shown over 1,000 Part I reported crimes. Even with the sharp increases in reported crime as a result of Galleria II, the figures still do not appear to be excessive if the size of the mall is taken into account.

Currently, the Galleria has grown to be the second largest retail complex in California, second only to South Coast Plaza in actual size. The Galleria is third in retail sales volume behind South Coast Plaza (Costa Mesa) and Del Amo Fashion Center (Torrance). The Galleria covers over 1-1/4 million square feet in retail area and the entire complex covers 34.5 acres of downtown commercial land.

STUDY OF ACTIVITY LEVELS

In 1983, prior to Galleria II, the mall experienced 11-1/2 million shoppers with over 4-1/2 million cars having parked in the parking structure. This meant an average of nearly 32,000 people and 12,465 cars per day. In 1984, with Galleria II in operation, visitation jumped by over 6 million people a year, and vehicle traffic increased by over 3 million. These levels have remained constant over the last three years with the Galleria currently averaging over 18.5 million people and 7.5 million cars per year. The daily visitation level is 50-55,000 people and 20,600 cars. With these vehicle traffic and population levels, the Galleria should be considered a sleeping giant which has potential for major impact upon police services.

Based on the enormous visitation and traffic figures for the mall, and their comparison with reported Part I crimes, it would appear that the mall is enjoying a near crime-free atmosphere, at least on the surface. In 1987, there were a total of 1,146 reported Part I crimes in the mall and a total of 1,153 police reports written. Of the total reported crime figure, 1,041 involved incidents of theft or retail burglary. The average reported property loss over the last three years had been 1.2 million dollars per year with reported stolen property recoveries averaging just over 223,500. When considering the size and activity levels of the Galleria, the reported figures appear extremely low, and, in our opinion, were not indicative of true criminal activity that would normally be associated with a volume level of 18 million people. Concerned with what we may be missing and unaware of, a study was initiated in an effort to gain a more accurate picture as to Galleria crime levels. The study involved both enforcement activity and research into the five major department stores in the mall.

In gathering data from the five major stores (Broadway, J.C. Penney, Buffums, Mervyns, and Nordstroms), we were able to obtain the necessary information with the agreement that individual store loss figures not be mentioned nor made public. By adding individual store figures together, it has been determined that the five major stores alone lose a total of 4.5 million dollars a year in stolen merchandise. This is due to both internal theft (embezzlement) and external theft (shoplift/burglary). Retailers use certain guidelines in determining what percentage of loss is due to specific types of theft - internal or external. Using these guidelines, it is conservatively estimated that 45% of retail theft is due to external (non-employee) activity. The five major stores lose at least two million of their total 4.5 million to external theft. This two million dollar external theft figure is 114% higher than the total reported 1987 loss figure for the entire mall, yet it represents a loss figure for only the five major stores. There are still another 243 stores in the mall that must be considered. The 243 smaller stores in the mall lose an estimated 2.5 million dollars each year due to all theft, one million of which is attributed to external shoplift/burglary (once again these are conservative estimates). Adding these figures to those of the major stores, we see that the mall as a whole suffers a total of seven million dollars a year due to all internal and external acts of theft. The external acts of shoplift/burglary are responsible for three million (45%) of the seven million total figure. The 1987 reported loss figure reflects only 13% of the actual total loss of seven million dollars and only 31% of the actual external figure of three million.

We have yet to discuss the percentage of loss due to internal acts of theft (employee embezzlement) which can be responsible for 50-60% of losses suffered. More loss is suffered through internal theft than by acts of shoplifting, and internal theft is more difficult to detect and control. Currently, major department stores have the responsibility of identifying and controlling the embezzlement problem. By the nature of this crime, it is nearly impossible for police personnel to prevent this type of activity without specialized units which would consume unreasonable amounts of resources. This problem should remain the responsibility of store security forces. But what about smaller establishments who do not have the ability to employ security personnel? In these smaller stores, embezzlement goes virtually unchecked. There are not easy answers to this problem.

As we can see, our reported loss figures reflect only a fraction of actual losses in the mall. It is evident that the vast majority of theft related incidents are going unnoticed and are not detected until property inventories are conducted by the stores.

Another disturbing statistic is the small percentage of recovered property when compared to actual losses rather than reported losses. Of the three million dollars lost to shoplift/burglary incidents, less than \$300,000 was recovered (1987). This reflects only a 9% recovery rate of shoplifted property. Comparing the recovery value to the total shoplift and embezzlement losses (7 million) for the mall, it reflects a mere 4% recovery rate.

With further gathering and computation of data, the study determined that the average loss per external shoplift incident is \$119.00. Dividing this figure by the total yearly loss due to external theft (3 million), we find that over 25,000 individual incidents of external theft occur each year within the mall. Total reported theft/burglary incidents for 1987 were only 1,041. This reported figure is only 4% of the actual theft activity. The 4% figure deals merely with incidents of external theft. If we include acts of internal employee embezzlement, we find a staggering 58,824 incidents of internal and external theft occurring each year. Based on total hours of mall operation each year, the above incidents of theft equate to the following:

An external shoplift/burglary incident occurs every nine minutes in the mall.

Combining external and internal incidents, there is an act of theft every four minutes.

From an analysis of the crime data discussed thus far, it is obvious that store security and police personnel are inefficient in their attempts to recognize and apprehend shoplift activities. Due to the volume of people visiting the mall and the high volume of theft activity, store security and police personnel are simply overwhelmed.

In addition to the research aspect of this study, an experimental enforcement program was also initiated. In analyzing police operations at the mall during April and May of 1988, there appeared to be no enforcement plan or direction for beat officers to follow. In an attempt to make the police function more effective, a more goal-oriented and directed approach was taken. To measure the results, an experimental operation was run in June utilizing a more aggressive overall approach. A balance of uniform and plainclothes officers were used.

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The goal was to see if the effort would yield a higher arrest and stolen property recovery rate. The effort proved successful as a total of 15 self-initiated cases and 23 arrests were made, totalling \$2,758 worth of stolen property recoveries. The Galleria Detail was responsible for an additional 34 self-initiated cases, 63 arrests, and \$21,490 in recovered stolen property. Of these cases, three involved the identification and apprehension of suspects from organized theft rings.

Part of the overall police enforcement effort is to develop a more effective working plan with store security personnel and our office. Greater rapport has been developed and joint investigative efforts are increasing. More sustained innovative police efforts are imperative if there is any hope of gaining control over the theft problem.

Although we rely heavily on store personnel to identify and apprehend theft suspects, it is an unfortunate fact that security personnel are primarily young, inexperienced, and lack training. For these reasons, corporate policy for retail establishments restrict the ability of security personnel to exercise their full authority under the Penal Code. Corporate officers fear poor decision-making by security personnel which lead to civil actions. This situation may raise a question as to the commitment level of retail companies to do their part in curtailing retail offenses. We may also ask why the police should put forth such a sustained effort if the stores are not equally as willing. In answering this question, we must realize that if our mall has a reputation as an "easy target" it can draw an undesirable criminal element to our city. Our directed enforcement play was instrumental. We have been identifying and apprehending serious law violators. Although arrested for a "mere" property crime, many of those arrested have been dangerous offenders, i.e., wanted robbery fugitives, wanted extortionists, and out-of-state fugitive parole violators, to name just a few. We must resist the thought that theft suspects are just property offenders and that incidents of theft are just random acts. Many offenders have violent backgrounds and 40% of all theft suspects arrested in our mall have some type of drug or narcotic addiction. Further, with the passage of tougher laws making residential burglary a mandatory felony with state prison time, thieves are turning to retail theft and auto burglary as alternative ways to steal for profit. The retail thief has rapidly learned that a piece of retail merchandise can be stolen and then refunded for 100% of its value - something that cannot be done with other types of stolen property. Lastly, we must be aware that if the Galleria is chosen by criminal offenders as a place where they can easily make a living, we may not only draw a negative element to our city, but they will remain here so as to live close to where they "work." In order to deter this criminal element, we must establish and maintain a reputation that can only be achieved through an innovative, efficient, and aggressive approach. Establishment of this reputation will also deter other types of activity in the mall such as street gang loitering, and other juvenile groups who find the mall an increasingly more popular place to "hang out" and cause nuisances.

This study has exposed what has been up to now a mass of hidden activity. It shows that our reported Part I crime data reflects a mere fraction (4%) of actual activity, and in no way reflects true crime trends in the mall. It is also important to note that all the data referred to in this report concern only those acts associated with straight embezzlement, shoplift, or retail burglary. The data does not deal with the frequency of acts or amount of losses associated with check and credit card crimes, fraudulent credit applications, or loss of

merchandise due to the burglaries or thefts of commercial delivery vehicles from mall loading docks.

GALLERIA EXPANSION

The Galleria was referred to earlier in this report as a sleeping giant since the volumes of visitation and activity were larger than most people realized. Yet, as large a complex as the Galleria is, it has not seen the end of its growth. There are currently negotiations in progress for expansion into Phase III. It is anticipated that the mall will grow by 61% of its current size when Phase III adds another 800,000 square feet (tentative figure). This third phase will consist of a mixture of commercial office and retail space. Approximately one half of Phase III will be committed to retail shops with the possibility of three additional major department stores. The Phase III retail area will be larger than Phase II. In 1984, Phase II meant an additional six million visitors per year. Using this statistical reality as a basis, we can assume that Galleria III could increase yearly visitation by another six million, increasing yearly totals to 25 million, or an average of nearly 70,000 per day (28,000 cars travelling to and from the mall between 1000 - 2230 hours). It is further anticipated that the Glendale Galleria will surpass its competitors and become the highest retail volume mall complex in the state.

Negotiations for Phase III are expected to take one year. From that time, another year will be used to prepare and draw constructions plans. It will then be two years in construction with an estimated opening date in 1992.

CITY OF GLENDALE
COMPARATIVE ANALYSIS OF PART I CRIMES
AREA G= Galleria (R.D.'s 89 & 90)

YEAR	Crimes Against Persons								Crimes Against Property								CRIME INDEX TOTAL	
	WILLFUL HOMICIDE		FORCIBLE RAPE		ROBBERY		AGGR. ASSAULT		BURGLARY		THEFT (Expt. Auto)		MOTOR VEH. THEFT		ARSON			
	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL	G	CITY TOTAL
1976	-	1	-	18	-	154	-	147	6	1,781	83	3,396	7	645	N/A	40	96	6,182
1977	-	5	1	21	4	190	4	203	43	2,020	398	3,822	33	671	N/A	67	483	6,999
1978	-	8	-	16	12	216	3	173	45	2,052	448	3,363	41	699	N/A	59	549	6,586
1979	-	8	1	18	6	244	4	201	51	2,119	642	3,689	66	815	N/A	56	770	7,150
1980	-	2	-	39	7	293	3	254	33	2,596	479	3,680	52	941	N/A	58	574	7,863
1981	-	6	-	34	4	307	2	258	34	2,478	567	3,900	43	710	N/A	80	650	7,773
1982	-	7	-	22	16	337	2	199	58	2,268	444	3,835	56	837	N/A	99	576	7,604
1983	-	8	-	19	11	256	2	210	104	2,121	609	4,008	68	826	1	98	795	7,546
1984	-	4	-	32	12	238	7	190	224	2,103	735	3,975	107	842	-	87	1,085	7,471
1985	-	4	-	17	9	263	3	195	291	1,916	655	4,088	128	922	-	152	1,086	7,557
1986	-	5	-	21	10	226	2	296	342	1,768	746	5,006	90	1,093	1	137	1,191	8,552
1987	-	6	2	28	7	227	6	373	299	1,809	742	4,822	89	1,328	1	104	1,146	8,697

Source:-CM-55 & CR-26 Printouts

CITY OF GLENDALE

MAJOR POLICE WORKLOAD ACTIVITIES

IN GALLERIA I & II (R.D. 89 & 90)

	CALLS FOR SERVICE		OBSERVAT'NS		ARRESTS		TOTAL CITATIONS		DATA PROVIDED BY G.P.D.'S GALLERIA DETAIL					SOURCE	
	DATA BY GALLERIA DETAIL	DATA BY CM-30 PRINTOUT	DATA BY GALLERIA DETAIL	DATA BY CM-30 PRINTOUT	DATA BY GALLERIA DETAIL	DATA BY CM-30 PRINTOUT	DATA BY GALLERIA DETAIL	DATA BY CM-30 PRINTOUT	ASSISTS	REPORTS	DETENT'S	SHAKES	SPECIAL DETAIL IN HRS.	PROPERTY	
														STOLEN (\$)	RECOVR'D (\$)
1980	*	1,102	*	873	*	459	*	602	*	*	*	*	*	436,261	87,102
1981	*	1,157	*	494	*	579	*	202	*	*	*	*	*	289,634	60,165
1982	137	991	154	494	49	489	--	127	103	67	3	54	34.5 Hrs	439,661	108,789
1983	1,684	1,012	967	1,143	604	639	88	128	1,153	845	93	427	314.5 Hrs	491,525	103,231
1984	1,466	1,657	1,234	1,676	772	1,046	85	127	1,181	983	112	321	366.0 Hrs	833,252	117,554
1985	1,196	1,352	857	1,162	796	880	102	150	1,395	1,081	93	245	67.5 Hrs	1,540,352	181,976
1986	1,294	1,539	460	964	985	1,276	106	157	1,299	1,195	124	188	52.0 Hrs	1,213,799	204,466
1987	1,345	1,545	461	1,008	876	1,093	136	201	1,032	1,153	127	242	257.6 Hrs	934,146	284,512

NOTA BENE: * Galleria Substation started reporting as of Nov. 1982.

● 1985 CM-30 Galleria figures for Calls for Service, Observations, and Citations were estimated.

ANALYSIS OF 1987 DATA

87% OF GALLERIA C.F.S. WERE HANDLED BY GALLERIA DETAIL
46% OF GALLERIA OBSERVATIONS WERE HANDLED BY GALLERIA DETAIL
80% OF GALLERIA ARRESTS WERE HANDLED BY GALLERIA DETAIL
68% OF GALLERIA CITATIONS WERE HANDLED BY GALLERIA DETAIL

IN ADDITION, THE DETAIL PERFORMED **1,032** ASSISTS, **242** SHAKES AND **127** DETENTIONS, WROTE **1,163** REPORTS, AND WORKED **257.0** HOURS ON SPECIAL DETAILS.

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 3, 1989

TO Chief David J. Thompson via Captain Thomas M. Rutkoske

FROM Lieutenant Roger L. Brown

SUBJECT PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU
 STAFFING NEEDS

In 1988 a total of 11,704 cases were assigned to the Detective Bureau; this figure represents 43% of the total number of reports written by department personnel. The 1988 figures represented a 22.5% increase over the 1982 workload and a 79% increase over the 1977 workload. During the past ten years the number of personnel assigned to the Detective Bureau has remained constant while the workload has increased dramatically.

Current staffing for the Bureau is 15 investigators, 2.5 CSOs, 3 sergeants, and 1 lieutenant. This is exactly the same staffing we had five years ago and only 1 investigator more than we had ten years ago. During this period the average number of cases handled per month per investigator/CSO has increased by over twenty cases. The workload increase over this ten year period is demonstrated below:

	<u>Invest's Assigned</u>	<u># CSOs Assigned</u>	<u>Total # Cases Assigned</u>	<u>Ave. Caseload Assigned</u>	<u>Part I Crimes</u>
1977	14	2	6,533	34.1	6,999
1982	15	2.5	9,548	45.5	7,604
1987	15	2.5	11,540	54.95	8,697
1988	15	2.5	11,704	55.73	8,685

The 1988 Part I Crime totals show an increase of 24% over the 1977 totals and 14.2% increase over the 1982 totals.

The increased workload over the past ten years has created new problems in managing the caseloads of the individual details and in maintaining a high quality in our investigations. In addition to the large increase in the number of cases assigned, there are other factors which have contributed to the difficulty in managing the workload of our personnel. Legislative changes such as the 1986 domestic violence laws, and the recent Youngblood decision have placed new demands on our personnel. Additionally, the presentation and prosecution of major cases has become increasingly more difficult and extremely time consuming due to demands placed upon us by the courts as well as the District Attorney's office.

PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU STAFFING NEEDS

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In order to determine an adequate staffing level to meet the current demands I considered our present staffing level from five different perspectives. These are outlined as follows:

1. Comparison of 1977 average monthly caseload per investigator/CSO to the 1988 average monthly caseload. In 1977 the average was 34.1 cases per month and the 1988 average was 55.73 cases per month.

In order to meet the 1977 workload average we would need to add thirteen (13) investigators.

2. 1987 Detective Bureau workload survey of several major California cities. (See Attachment A). From this data we considered the average number of cases per investigator per month in several California major police agencies.

Glendale is very high in the Detective Bureau caseload when comparing our average number of cases per month/per investigator with the average caseloads of the other agencies.

In attempting to come up with a average caseload for these cities I eliminated the Glendale figures and the highest and lowest figures of the other agencies. The average caseload per man/per month for the remaining ten agencies is 41.57 cases.

In order to meet this 1987 caseload average we would need to add eight (8) investigators.

3. 1987 Detective Bureau workload survey of several major California cities, (Attachment A). From this survey I looked at Detective Bureau staffing from the standpoint of the percentage of sworn members that were assigned to the investigative function within the various agencies. Of the fourteen cities shown, Glendale is lowest in the percent of sworn personnel assigned to investigations.

Again, I eliminated the Glendale figure and the figure for the highest and lowest of the other agencies and determined that the average percentage of sworn members assigned to investigations in the remaining agencies is 14.1%.

In order to meet this average percentage we would need to add ten (10) more investigators.

4. Ratio Part I Crimes per investigator (Attachment B). Using the same cities utilized for the workload survey I determined the ration of Part I Crimes (Crime Index) experienced by the agency to the number of investigators assigned to the detective function.

PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU STAFFING NEEDS

March 3, 1989

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Glendale was very high in terms of the number of Part I crimes per investigator in 1988 at 580. The average of all agencies was 362; the average of the other cities minus Glendale was 343; the average of the other agencies minus Glendale and the highest and lowest of the other agencies was 327.

To meet these averages we would need to add nine (9), ten (10), or eleven (11) officers respectively.

5. IACP Model Formula for Detective Assignments - This IACP formula for detective assignments is based on specific Part I Crimes, and excludes Juvenile Bureau, Vice/Narcotics, and Intelligence officers. The crimes they utilize in their formula are Homicide, Forcible Rape, Robbery, Burglary, and Auto Theft. They indicate that effective departments usually are staffed with detectives at a rate of approximately 1 investigator per 60 specified crimes.

Glendale's total of those specific crimes for 1988 was 3,500 (6 + 32 + 222 + 1610 + 1630). That number divided by 60 is 58.33, indicating that 58 investigative assignments could be justified in the Detective Bureau.

In order to meet this figure we would have to add forty-three (43) investigators.

Since 1977 the police department's authorized strength has increased from 222 to 260. At the same time the authorized staffing for the Detective Bureau has increased by only one and this was in 1979 when an additional investigator was added to the Robbery/Homicide Detail. As previously mentioned, the workload during this same period has increased by 79% in terms of cases assigned. The aforementioned comparisons are only of limited value considering the many differences in operating practices and service levels which exist among the various police agencies. These comparison figures do, however, clearly indicate that Glendale is well below the Detective Bureau staffing levels of other agencies.

Our current experience in the Detective Bureau is that due to the tremendous volume of cases our investigators are all backlogged in their caseloads, often do not have the time to complete the routine tasks necessary for a complete and effective investigation, and are rarely able to engage in proactive enforcement efforts which are extremely important in effectively carrying out the investigative function. We are no longer able, on a regular basis, to conduct such activities as: surveillances of known suspects, sting operations on known receivers, second hand dealer inspections and pawn slip follow-ups, follow-up investigation on Glendale stolen vehicle cases involving "in custodies" in other jurisdictions, cultivation of informants, and regular attendance or our investigators at multi-jurisdictional monthly meetings. For the most part we are able to do only that which is absolutely necessary in attempting to keep up with the daily workload. In many cases we are unable to conduct timely follow-ups of workable leads and in many others we cannot sustain efforts to serve arrest warrants in order to meet "due diligence" requirements. Additionally, we do not have sufficient manpower to become involved in any multi-jurisdictional proactive programs such as N.O.R.S.A.T.

PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU STAFFING NEEDS

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Over the past ten years the workload of the Detective Bureau has slowly increased to the point that we cannot function at an effective level with the present number of personnel. If we are to meet the demands placed upon the Detective Bureau and provide a high level of service to the community it is essential that additional personnel be assigned to the investigative function. I recommend that one (1) Sergeant, ten (10) police officers, and one and one half (1.5) Community Service Officers be added to our authorized staffing level. These positions would be utilized as follows:

Sergeant - Auto Theft/Gang Detail

At the present time the Auto Theft Detail is supervised by the "Administrative Sergeant." This supervisor must wear four hats in carrying out the duties of his position. In addition to handling the duties of the administrative sergeant, he is also responsible for the direct supervision of the Auto Theft and Bunco/Forgery Units, and more recently also has been coordinating the activities and organizing the department's Gang Detail. At the present time this Sergeant is available to supervise the activities of the Auto Theft Detail only about 50% of his work week. Since 1984, auto thefts have increased a total of 93.5% in the City of Glendale and auto related crimes are the most significant crime problem in the city in terms of affecting the crime rate. I do not believe that the activities of the Auto Theft Detail can be carried out as effectively as they might be as long as the responsibilities of this supervisor are so wide ranging. The assignment of an additional sergeant would allow for one sergeant to handle the administrative duties and the supervision of the Bunco/Forgery Detail, and one sergeant to supervise the Auto Theft and Gang Units. It is our goal to become more proactive in auto theft and gang enforcement, and the more proactive we become the more important the need for adequate supervision becomes.

2 Police Officers - Auto Theft Detail

The workload of the Auto Theft Detail has increased tremendously since 1984 and during 1988 the Detail was assigned 46% of the Detective Bureau total caseload. During the past five years the workload of this Detail has increased 49%. During 1988 auto thefts and auto burglary incidents totalled 3,698 and amounted to 42.5% of the total Part I crimes reported in the city. It is quite apparent that if we are to be successful in curtailing the increase in Glendale's crime rate we must concentrate our efforts towards combating auto related offenses. In an attempt to meet the demands of the increased workload of the Detail we reassigned one investigator from the Burglary Detail to the Auto Theft Detail in mid 1987. At the present time there are three investigators assigned to auto theft. Two additional investigators are needed to handle the increased workload and provide for some proactive enforcement efforts.

2 Police Officers - Gang Detail

Over the past several years gang activity throughout Los Angeles County has greatly increased and Glendale is no exception. Several local gangs are active in the city and gang members from other areas often frequent the city to engage in criminal activity. Gang members are responsible for a significant number of auto thefts, auto burglaries, burglaries, assaults,

PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU STAFFING NEEDS

March 3, 1989

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purse snatches, and strong armed robberies occurring within the city. We now have a need to become more effective in our gathering of gang intelligence information and in the investigation of gang related offenses. We have identified eight (8) separate gangs in the city and have knowledge that members of seventeen (17) other gangs reside within the City of Glendale. We have a current need for personnel to be assigned on a full time basis to investigate gang related activities and it is recommended that two additional investigators be assigned to a gang unit within I.S.D. This unit would be responsible for the follow-up investigations of all crime reports where gang members are suspected of being responsible. In addition, these officers would be responsible for collecting gang intelligence information and maintaining gang files. They would also be responsible for liaison with gang units of other law enforcement agencies, local schools, Parks and Recreation Division, and for coordinating our department's gang suppression efforts.

3 Police Officers - Robbery/Homicide Detail

Since 1985 the workload of this Detail has increased by 35%, from 1637 cases in 1985 to 2212 in 1988. Much of this increase has been due to the 1986 changes in the laws regarding domestic violence incidents. These changes have resulted in both an increase in the number of cases assigned and an increase in the number of "in-custody" cases. During 1988 this Detail handled a total of 472 domestic violence cases and this amounted to over 20% of the total workload for the Detail. In addition, the Detail handled a total of 437 "in-custody" cases which require immediate priority handling. All of the cases assigned to investigators of this detail are "crimes against the person": and most are violent crimes such as assaults, robberies, and murders. Due to the nature of these offenses there are almost always witnesses and/or victims who observe the crime and the perpetrator(s) and the chances of identifying, apprehending, and prosecuting the responsible party is far greater than in property crime cases. To be successful these investigations must be conducted thoroughly and as soon as possible. The present caseload of the detail does not allow for thorough or timely investigations in most cases. Many major cases handled by this Detail require several weeks of intense investigation and case preparation, and trials in major cases often take from three weeks to three months to complete. When this occurs the assigned investigator's caseload either builds up or is divided among the other investigators. Some unsolved homicides have not been looked at for years because there is no time to do so. In many cases the officers obtain warrants but have little or no time to go out and look for the suspects. To allow for more time to serve warrants, conduct surveillances, develop informants, and do timely case follow-ups, three additional investigators are needed. One investigator would be utilized exclusively to assist with the "in custody" domestic violence and other assault cases. Two investigators could then be utilized for investigation of murder and other major incidents which require a major commitment of man hours. This would allow the other investigators sufficient time to effectively handle the remainder of the detail caseload and this should result in improved clearance rates.

1 Police Officer - Burglary Detail

The normal complement of the Burglary Detail for several years has been five investigators, one Sergeant, and a half time CSO. Since July of 1987 this Detail has been working with only four investigators due to the transfer of one investigator to Auto Theft. As a result the caseloads of the four remaining investigators have increased significantly. The Detail has little time to conduct second hand dealer investigations, follow up on pawns, and work leads involving persons suspected of receiving stolen property. This additional investigator is needed to bring this Detail back to its normal workload level.

1 Police Officer - Bunco/Forgery & General

Two investigators are currently assigned to the Bunco/Forgery Detail. These officers investigate all types of financial crime including investment and real estate fraud, forgery, and conspiracy to commit these crimes. These cases are becoming more complex and most involve multiple victims, and require extensive documentation. These two investigators handle the smallest caseload in the Detective Bureau but their cases usually take several months to complete. They are not able to handle their caseload in a timely manner. Additionally, the two investigators assigned to the General Detail are handling an increasing number of very involved embezzlement cases which consume a great deal of investigative time. Consequently, other case follow-ups by this Detail get delayed until viable leads or information becomes stale. Also, cases in which a large theft loss is not sustained, and a large amount of follow up work would be required, are put aside to accommodate those cases with a larger loss. While this is not fair to the other victims, it is a necessary implementation and efficient use of time management in meeting the caseload demands. This additional investigator would be utilized to take some of the workload from the two Bunco/Forgery investigators and also from the two General Detail investigators.

1 Police Officer - N.O.R.S.A.T.

The North Regional Surveillance and Apprehension Team is a multi-jurisdictional task force which has been in operation over four years. This unit targets career criminals and is currently staffed with 26 sworn personnel and two clerical personnel. The participating agencies include the Los Angeles County Sheriff's Department, Pomona Police Department, Baldwin Park Police Department, Azusa Police Department, El Monte Police Department, Arcadia Police Department, and Pasadena Police Department. Burbank Police Department is expected to assign an officer to this task force in the near future and the unit would like to extend their operation to the Glendale/Burbank area. This task force operates mainly on criminal intelligence information supplied by the participating agencies and targets career criminals involved in both property and violent crimes. Participation in this program would allow us access to the resources of this unit and provide us the ability to conduct intensive surveillances of known offenders. If Glendale and Burbank join in this program a team would be assigned to deal exclusively with the problems in the Burbank/Glendale/Pasadena area.

PROFESSIONAL ASSESSMENT OF DETECTIVE BUREAU STAFFING NEEDS

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1.5 Community Service Officers

Currently we have 2.5 Community Service Officers assigned to the Detective Bureau. One is assigned full time to the Robbery/Homicide and General Details. A second one shares work time between Auto Theft and Bunco/Forgery Details, and one is assigned on a half-time basis to the Burglary Unit. This staffing level for Community Services Officers has remained the same for the past ten years and is not sufficient to meet the present workload demands. The demands generated by the huge caseload in Auto Theft now require the full time of the CSO assigned to Auto Theft and Bunco/Forgery. As a result the two investigators assigned to Bunco/Forgery must perform many of the duties which could be handled by a CSO and this detracts from the effectiveness of the Detail. An additional CSO is needed on a 1/2 time basis to serve the needs of the Bunco/Forgery Unit. Additionally, we will be acquiring a computer in the near future which will be utilized to enhance our gang intelligence gathering capabilities and gang suppression coordination. A CSO will be needed on a 1/2 time basis to assist in this program. The addition of 1.5 CSOs would bring us to a total complement of four CSOs and in order to better meet the needs of the individual Detail workloads it is proposed that they be assigned as follows:

- 1 CSO - Robbery/Homicide
- 1 CSO - Auto Theft
- 1 CSO - Burglary
- 1 CSO - 1/2 time gang intelligence and 1/2 time Bunco/Forgery/General

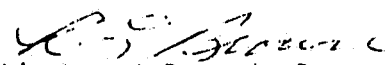
The addition of the personnel requested in this communication would put us at a level of 14% of the authorized sworn personnel of the department being assigned to the detective function and lower the ratio of Part I crimes per investigator to 347:1. This staffing level is moderate compared to many other agencies and would place Glendale Police Department at only an "average" staffing level based on our '87 and '88 workloads.

To accommodate the additional personnel, eleven (11) desks will be needed and six additional unmarked vehicles should be added to the fleet. Additional work space will be necessary. Some of this space may be gained by realignment of the present configuration and utilizing as many as four of the interview rooms.

It is recommended that future Detective Bureau staffing be maintained at a level of 14-16% of our authorized sworn personnel or that one investigator be added for each 350-400 case increase in the annual workload.

I feel that assigning the additional personnel as requested is essential in order for us to provide a high quality of service to the citizens of Glendale.

Respectfully submitted,


Lieutenant Roger L. Brown
Detective Bureau Commander

kh

DETECTIVE BUREAU WORKLOAD SURVEY (6/88)

The following is recently compiled information on the 1987 workloads for the Detective Bureaus in several major California cities. These figures do not include the number of cases worked by, or the number of investigators assigned to, Juvenile or Vice/Narcotics Units. The numbers in parenthesis next to the cities reflect the 1987 crime index ranking for California cities with a population over 100,000. The number in parenthesis adjacent to the number of detectives is the percentage of detectives to number sworn.

<u>LA COUNTY</u>	<u>POPULATION*</u>	<u>#SWORN**</u>	<u>#DETECTIVES</u>	<u>#ALL CASES REC'D BY DETS</u>	<u>AVE # CASES PER MO. PER INV.</u>
Los Angeles(24)	3,311,500	7,350	1,204(16.3%)	488,865	31
Long Beach (16)	406,200	662	107(16.2%)	45,900	35.75
Torrance (5)	140,200	238	23(10%)	9,909	35.9
Pasadena (10)	130,800	206	20(10%)	12,502	52
Burbank	91,000	142	13(9.1%)	N/A	N/A
Glendale (6)	156,900	182	15(8.2%)	11,540	64
<u>OTHER MAJOR CITIES</u>					
San Jose(4)	719,500	1010	157(15.5%)	76,041	40.36
Jakland (32)	356,200	638	116(18%)	59,098	42.45
Sacramento (28)	327,200	568	118(21%)	61,793	43.64
San Diego (22)	1,022,400	1721	146(8.5%)	88,227	50.35
San Francisco(18)	742,700	1973	179(9.1%)	112,337	52.3
Anaheim (12)	242,200	325	44(13.5%)	35,667	67.5
Huntington Bch(3)	186,800	209	43(21%)	15,010	29
Riverside (23)	199,000	271	44(16.2%)	16,953	32

* Department of Finance Population Research Unit estimated population as of 1-1-87.

**#Sworn is authorized strength and not actual staffing.

RATIO PART I CRIMES PER INVESTIGATOR - 1987

	<u>'87 Crime Index</u>	<u>#Investigators</u>	<u>Ratio</u>
Los Angeles	294,083	1,204	244:1
Long Beach	31,519	107	295:1
Torrance	7,242	23	315:1
Pasadena	8,525	20	426:1
Glendale	8,697	15	580:1
San Jose	36,904	157	235:1
Oakland	44,995	116	388:1
Sacramento	34,624	118	293:1
San Diego	88,562	146	607:1
San Francisco	58,213	179	325:1
Anaheim	17,399	44	395:1
Huntington Beach	8,775	43	204:1
Riverside	17,354	44	394:1

Average all agencies - 362:1

Average minus Glendale - 343:1*

Average minus Glendale and high, low of other agencies - 327:1

*Need to add 10 investigators to meet this figure

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CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 3, 1989

TO Captain Thomas M. Rutkoske
FROM Lieutenant Wayne D. Williams

SUBJECT PROFESSIONAL ASSESSMENT OF JUVENILE BUREAU
PERSONNEL STAFFING NEEDS

Twelve years ago, in 1977, the Glendale Police Department Juvenile Bureau was staffed as follows:

Bureau Commander.....	(1)	Police Lieutenant
Bureau Supervisor.....	(1)	Police Sergeant
Bureau Investigators.....	(6)	Police Officers
School Resource Officers.....	(4)	Police Officers
Bureau Non-Sworn.....	(1)	Clerk Stenographer

Comparative Analysis

Juvenile Bureau records provide the following information:

Total Number of cases assigned per year 1983-1988:

<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>
2,128	2,283	2,279	2,614	2,587	2,721

Average caseload per quarter for Bureau each year, 1985-1988:

<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>
532	570.75	569.75	653.50	646.75	680.25

Average number of cases assigned each investigator annually:

<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>
425.6	456.6	459.8	522.8	517.8	604.7

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PERSONNEL STAFFING NEEDS
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Average caseload per month per investigator:

<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>
35.5	38.05	38.32	43.57	43.15	50.39

Note: The monthly caseload average is based on a staff of five juvenile investigators except for 1988, which is based on 4.5 investigators.

Currently the Glendale Police Department Juvenile Bureau has an authorized staff of:

Bureau Commander.....(1) Police Lieutenant
Bureau Supervisor.....(1) Police Sergeant
Bureau Investigators.....(5) Police Officers
School Resource Officers.....(3) Police Officers
Bureau Non-Sworn.....(1/2) Community Service Officer
Bureau Non-Sworn.....Access to Steno Pool

Our actual staffing equals the authorized staff with one exception. We actually have four investigators; an investigator was transferred in mid-year 1988 to the Robbery/Homicide Detail in the Detective Bureau. This vacancy has not been filled.

The International Association of Chief's of Police formula for Juvenile Bureau assignments is to assign six juvenile investigators for each 100 uniform (beat) officers. Currently the Glendale Police Department is authorized to field 74 "beat" officers, which formulates to five juvenile investigators. The following is a staffing time line for uniform "beat" officers with formulated juvenile investigators projected through 1993:

1988 - 74	Beat Officers	- 5 Juvenile Investigators
1989 - 103	Beat Officers	- 6 Juvenile Investigators
1990 - 108	Beat Officers	- 6 Juvenile Investigators
1991 - 108	Beat Officers	- 6 Juvenile Investigators
1992 - 114	Beat Officers	- 7 Juvenile Investigators
1993 - 117	Beat Officers	- 7 Juvenile Investigators

In addition to this formula application with respect to Juvenile Bureau investigators the following is in alignment with other staffing needs for the Juvenile Bureau:

- 1989 1. Increase number of School Resource officers from three to four utilizing the fourth S.R.O. as a Drug Education Resource to the community.
2. Increase Community Service Officer from 1/2 time to full-time position. The caseload demands of records checks, transportation of juvenile petitions, subpoena logging and service, bicycle files and management, all combine to justify the need for a C.S.O. full-time at this time and for the future.

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PERSONNEL STAFFING NEEDS

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- 1990 1. Increase clerk stenographer pool from two to three. The increased number of cases assigned, project reports, search warrants, filing, counter traffic, and investigative supplemental reports combine to justify the need to increase our division's steno pool.
- 1991 1. Increase S.R.O.'s to five (two full-time D.A.R.E. officers).
- 1992 1. No change.
- 1993 1. Evaluate growth, workload, and appropriate factors for next five years.

In 1971 the Inter Agency Counseling Program was organized. Over the years this juvenile diversion program developed into a quality resource to the police department and community at large. The program was designed to provide the police department a disposition that would circumvent the necessity of placing juveniles into the Juvenile Justice System and provide professional counseling to juveniles and families in need, which would reduce recidivism in the delinquent cases and alter the direction of pre-delinquent children from becoming delinquent. The services provided by this program have benefitted hundreds of referred children and families in this community, the police department, and other service providers in the greater Glendale area.

The early years of this program disclosed 200-300 diverted cases and gradually increased to 800 diverted cases in 1988, most of these being referred by the Glendale Police Department Juvenile Bureau.

It is important to note that although hundreds of cases assigned to the Juvenile Bureau annually are diverted to the I.A.C.P., the cases are each investigated before being referred, therefore, this program does not usually free time for investigators to work other cases, assignments, or duties.

The I.A.C.P. staffing needs projected over the next five years are:

- 1989 (1) full-time program coordinator; (1) full-time secretary; (7) part-time counselors.
- 1990 Maintain staffing levels but increase the number of counseling hours per counselor.
- 1991 Increase number of counselors to (8) part-time counselors.
- 1992 No change
- 1993 Re-evaluate staffing needs and project over next five years.

Summary:

The Glendale Juvenile Bureau has experienced a 22% increase in the number of cases assigned for investigation in the last five years and the past year brought about the loss of a working investigator.

PROFESSIONAL ASSESSMENT OF JUVENILE BUREAU
PERSONNEL STAFFING NEEDS

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The average caseload of a Juvenile Bureau investigator in 1983 was 35.5 cases per month and is currently 50.4 cases per month. Taking into account the fact that an increased number of major cases with complex components are often extremely sensitive in nature and compound the case management problem, the urgency of bringing our investigator staff to an acceptable level is clearly apparent.

Other significant factors that contribute to staffing needs:

1. Mandatory reporting laws relative to child abuse, requirements of time lines for filing criminal complaints with the District Attorney's office and juvenile petitions with probation, or in the cases of protective custody, with the Department of Children Services.
2. Increased demands by community for public appearances, education, special events, etc. Juvenile Bureau personnel logged 119 public speaking assignments in 1988 to adult and juvenile audiences on a variety of subject matter, i.e. - gangs, substance abuse, safety, etc.
3. Special programs encouraging our participation to support safe schools, drug prevention, gangs, graffiti eradication,, truancy, etc.

The Inter Agency Counseling Program has experienced a corresponding growth demand for provided service to the caseload increase of the Juvenile Bureau and subsequently has had to make adjustments to meet the demands of needed services.

Conclusion:

Management of the identified problems becomes increasingly difficult as the resources diminish or are exhausted.

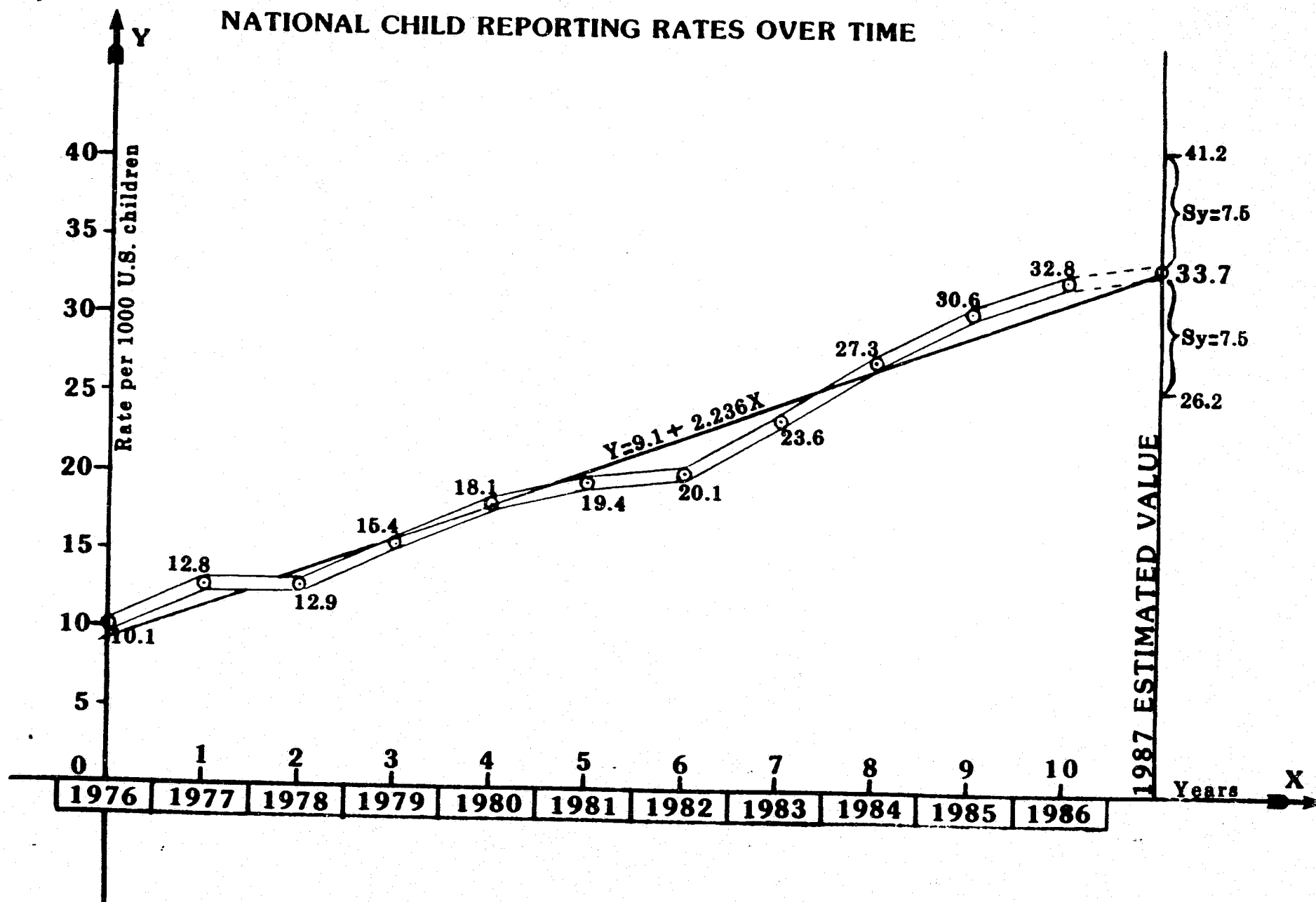
In order to continue to provide our community with a level of quality service and maintain effective and efficient job performance in the workplace we must increase the current staffing level and plan ahead for future increases commensurate with growth, workload, trends, demands, and responsibilities associated with our work unit.

To expect or demand personnel to carry heavy workloads with consistently high-quality performance over long periods without reasonable relief invites "burnout" and a predictable reduction in quality job performance and interest. Adequate staffing provides the single most important ingredient available to develop and maintain an efficient and effective work unit.

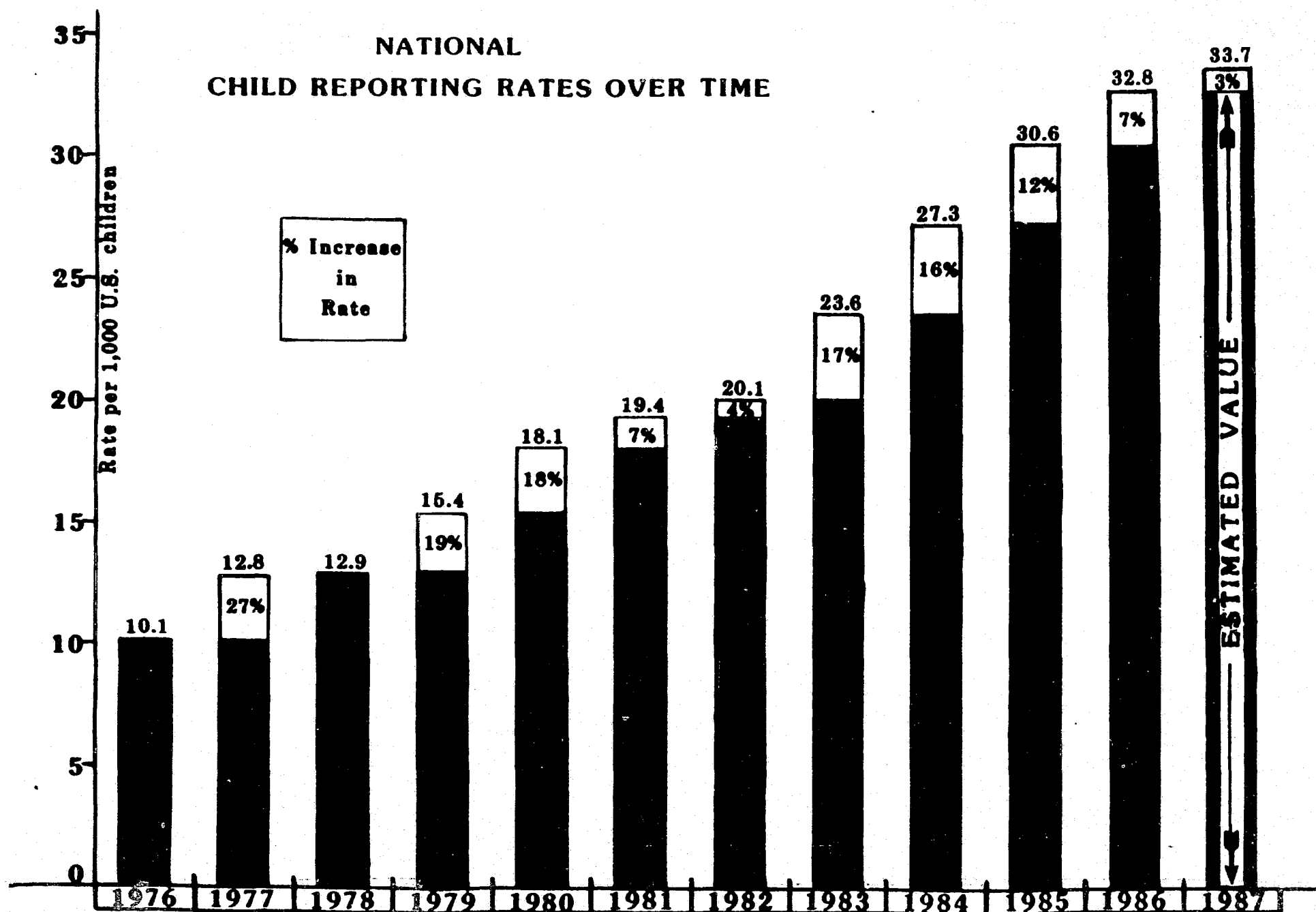
Wayne D. Williams
Juvenile Bureau
Commander

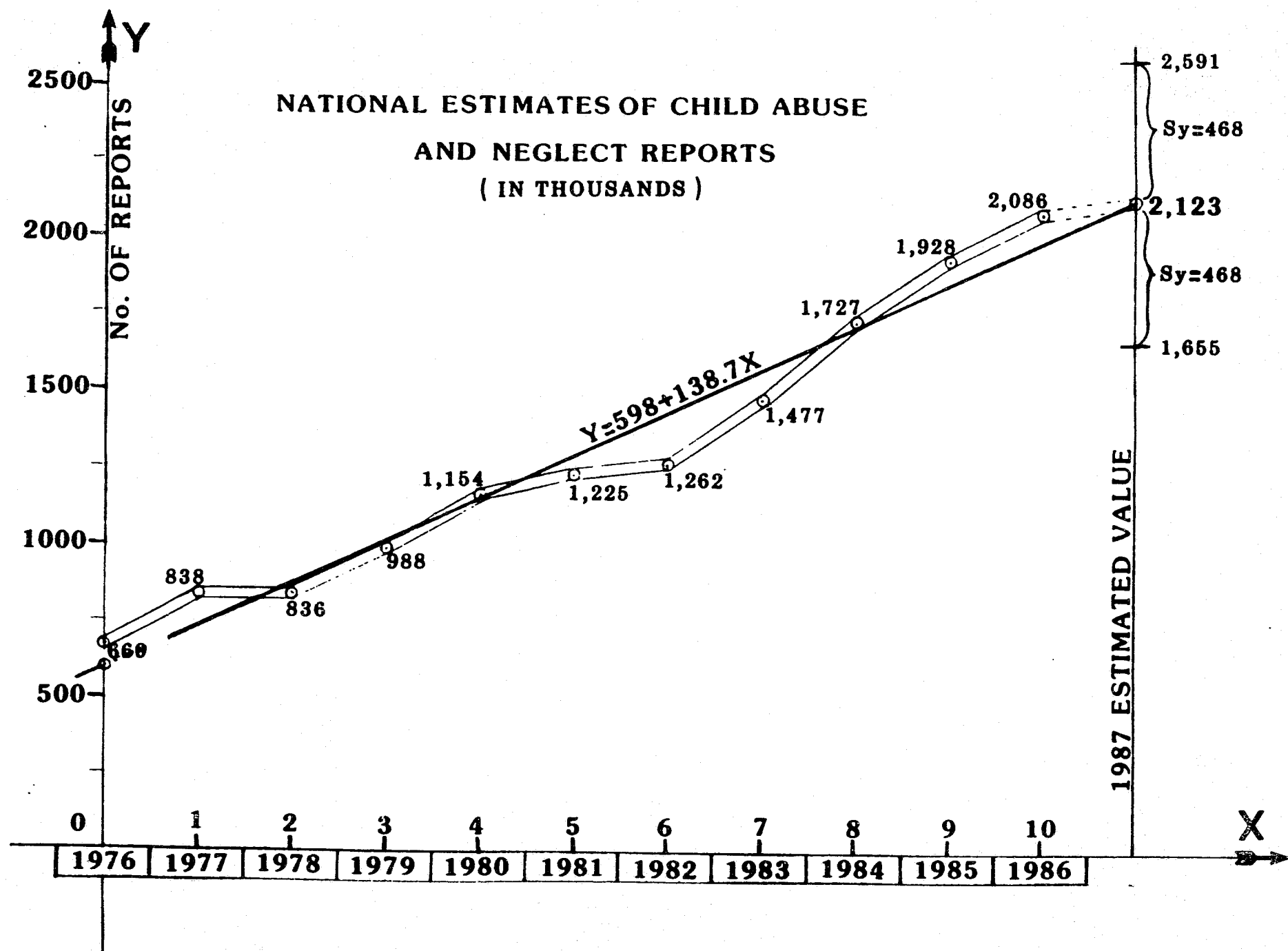
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NATIONAL CHILD REPORTING RATES OVER TIME

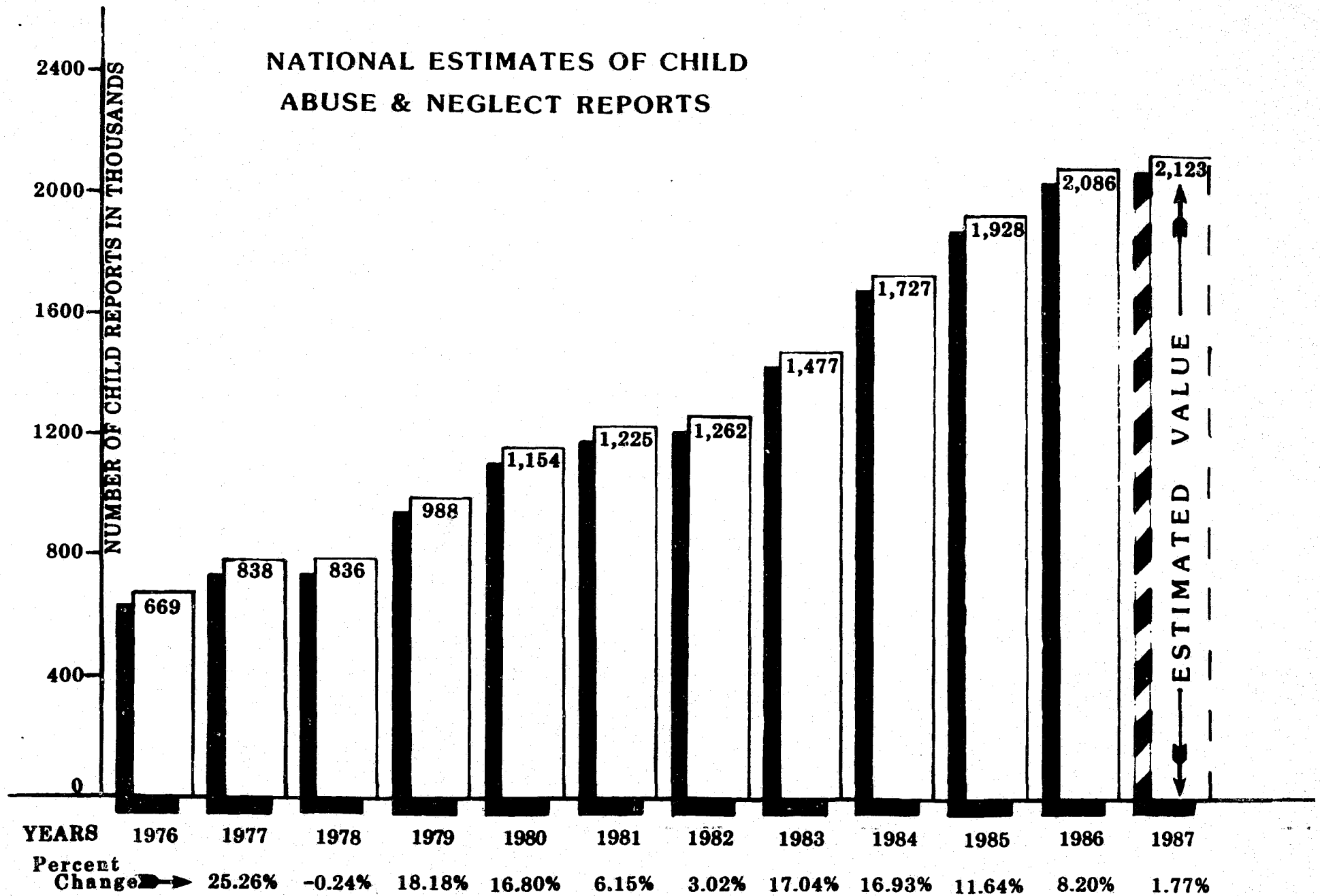


NATIONAL CHILD REPORTING RATES OVER TIME





NATIONAL ESTIMATES OF CHILD ABUSE & NEGLECT REPORTS



A-8

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

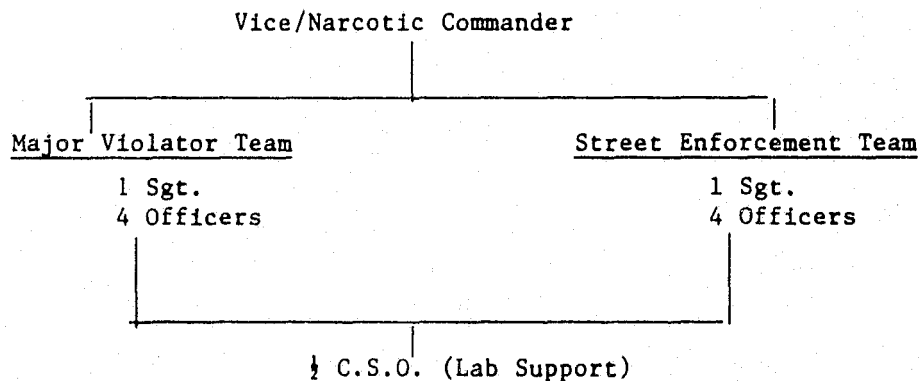
DATE October 20, 1988

TO Captain Thomas M. Rutkoske
FROM Lieutenant Michael S. Post

SUBJECT Maximization of Vice/Narcotics Suppression Activities

The following information contains an analysis of our current efforts and my assessment, after approximately 18 months of observation, of the units capabilities and needs. While I do subscribe to the axiom that bigger is not necessarily better, it is now time to make some adjustments to the redesign of the bureau which originally created the Major Violator team. These original changes were experimental in nature and while they can be honestly termed as successes, operational experience has shown several needs for improvement.

The key to our approach to vice and narcotics enforcement has been the belief that we have two different types of activity, both of which need active and constant support. On one side we have our major violator enforcement with its regional organized crime focus. On the other we have our local street dealer/user and vice crime focus. In most cases these functions are completely bifurcated and each requires a "stand alone" capability. For this reason the unit was structured as depicted below:

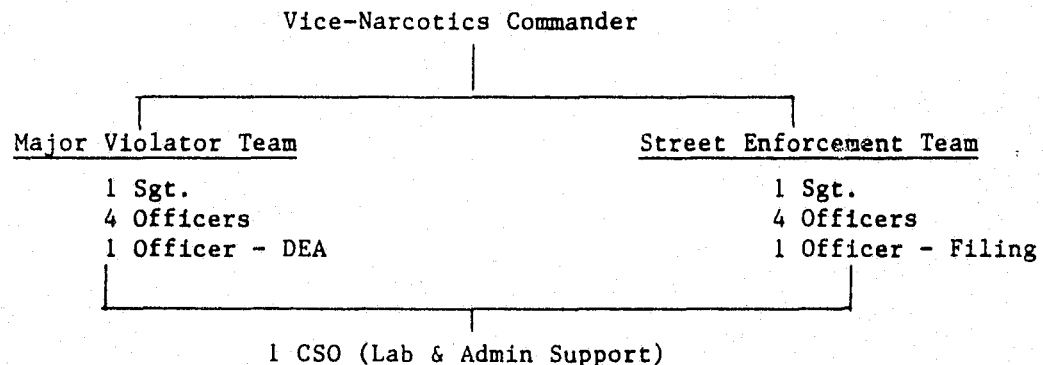


The basic configuration of the teams reflects a recognized minimum (not optimum) staffing to routinely conduct surveillance, warrant service/forced entry activities, and covert operations. Unfortunately this minimum staffing has been diluted by the changing nature of drug enforcement and the requirements imposed upon us.

One member of our major violator team has been assigned as a liaison officer with the federal government D.E.A. Los Angeles office due to the ever increasing level of joint operations, the need for the most comprehensive intelligence information, and the ability to maximize our use of federal asset forfeiture systems.

One member of our street enforcement team must be assigned to file cases and do follow-up investigations involving the arrests and information developed by our uniformed patrol officers. This officer must begin his day at 0700 hours in order to meet various legal deadlines. This results in either this officer's unavailability for street team operations or significant overtime expenditures to hold him over during the required evening activities of the street team. Due to the ever increasing complexity of the law, restrictive court rulings regarding the need for timely case filings, and the stated objective of this department to increase dramatically the level of street enforcement activity by our patrol forces (D.A.R. grant program), there can be no doubt but that this filing officers duties will continue to expand to the extent that it becomes a 40 hour a week function. Currently a minimum of 15 to 20 hours per week in overtime is being generated by the need to hold over the filing officer. Many times this amount is greater and the added factor of fatigue and burn-out are important considerations in this high risk environment.

In order to meet the demands previously discussed and be in some way able to accomodate future increases in activity due to the growth of the city and any expansion of our patrol force, the following augmentation to the bureau is requested:



Additional personnel requested:

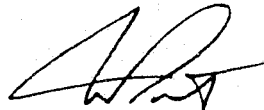
2 Police Officers
1 CSO

The additional officer position for the street enforcement team also has an additional training component that we would like to implement. This additional position would be assigned to our patrol force and would allow us to institute another program which has never been possible in the past due to manpower needs in patrol. With the additional position assigned to patrol, a loan program similar to that used by LAPD can be instituted. A patrol officer would be

loaned to Vice-Narcotics for 84 days, the length of one shift deployment. The officer would work the street team under the guidance of the bureau agent. This program would allow patrol officers additional experience and training, assist in the screening and selection of officers for transfer into the bureau, foster a closer working relationship between uniform officers and investigators, improve patrol involvement in vice and narcotic crimes, positively impact patrol moral and pride, and allow for adequate staffing of the street team.

The upgrade of the CSO position from 1/2 to one full time position will accomodate the satisfaction of a currently unfilled need for an office based person who can provide administrative and intelligence support to the teams active in the field.

Funding for these additional positions could come from forfeiture funds if need be as the current funds on deposit would accomodate the increased expenditure. In addition, the more functional and productive the teams become, increased amounts of seized funds inevitably follow as a by-product of the increased activity.



Michael S. Post
Lieutenant
Vice/Narcotics

MSP:vy

VICE/NARCOTIC BUREAU EQUIPMENT ANNEX

(Includes only those items that are impacted by personnel levels)

<u>TYPE</u>	<u>CURRENT</u>	<u>NEEDED</u>	<u>UNDER</u>	<u>MAX</u>	<u>PLAN</u>
Vehicles	8 + Rentals (<u>Down from 9</u>)	10+	Rentals	(+2)	
Vehicle Radios	8	10		(+2)	
Portable Radios	4	14		(+10)	
Raid Vests	11	13		(+2)	
Desk/Chair	12	14		(+2)	
Phones	11	14		(+3)	
Pagers	11	13		(+2)	

In addition to these items, office space needs will require relocation of the Intelligence Officer, possibly to room #257, S.E.D. Office. This location is currently under utilized, vacant most of the normal work day, and provides a great deal of privacy and confidential meeting space.

A-9

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE February 16, 1989

TO Chief David J. Thompson

FROM Captain Gerald L. Stolze

SUBJECT Administrative Services Division Staffing

The Administrative Division plays an intricate, essential role in the everyday operation of the Glendale Police Department. The Division is responsible for staff and auxiliary services which support the general functions of the Department. Staff services provided are essentially oriented to people and management and include matters of recruitment, selection, training, budget and internal affairs. Auxiliary services provided by the Administrative Division include technical and supportive assistance for line and non-line elements of the Department. That basically includes Records and Identification, Jail, Property and Evidence, and Crime Laboratory services. These services are often rendered by non-sworn personnel in an inconspicuous manner. Nevertheless these functions are extremely important and contribute greatly to the effectiveness of the entire organization. Of equal concern is that as the number of sworn and line personnel increase, so do the demands placed on support services.

The following is a brief synopsis of the professional assessment of current and future staffing needs within the Administrative Division. It is based on observations and opinions of myself and staff, along with workloads, past, present and future. It is my belief that these issues need to be addressed to maintain proper support of existing services and to increase our customer service levels.

Records and Identification Bureau:

Records - Current Staffing

Currently the Supervisor of the Records and Identification Bureau supervises thirteen Clerk Typist II's, one Police Officer, and two CSO's on a 24 hour, 7 day a week operation. Additionally, this position also maintains management responsibility for the Crime Lab and the five individuals assigned there. This represents a growing problem regarding span of control due to number of employees which is compounded by work schedules and shifts.

Workload overall has increased significantly within the Records section during the past seven years. An example of this is the actual number of police reports taken per year. Since 1981 the number of DR's issued has gradually risen to almost a 28% increase in calendar year 1988. Added into this numerical increase is a growth in the number of requests for service to the Records Clerks. In fiscal year 1980/1981 the Department had a ratio of 11 1/2

Administrative Services Division Staffing

February 16, 1989

Page 2

sworn to each Record Bureau Clerk. That ratio is currently at 14 to 1, again demonstrating an increased work demand on Record Bureau staff.

Records - Proposed Staffing

It is proposed that **one (1) Clerk III and one (1) Clerk Typist II** position be added to the Record Bureau immediately, and a second Clerk Typist II position in 1991/1992, to offset additional sworn increase. This addition would offer a Clerk III to assist in supervising evening and weekend shifts, reduce the supervisory span of control, and be responsible for preparing adult and juvenile case sealings along with Discovery Motions. This would free the CSO assigned to the Record Bureau to assist in the Property/Evidence Room and increase the hours of operation for that section, thus offering more customer service. The Clerk Typist II position would be used to handle the increased workload within the Bureau.

Crime Lab - Current Staffing

The Crime Lab is presently manned by one Senior I.D. Technician, three I.D. Technicians and 1 1/2 CSO's. As indicated earlier, the number of police reports initiated by the Police Department have increased appreciably over the past seven years. This has increased the overall workload as has new technology such as the California Automated Fingerprint System (Cal ID), lasers and video equipment. Lab Technicians now have more ability to find incriminating evidence than in the past and are being given more responsibility and utilization. Much time, money and effort can be saved in presenting criminal cases by the proper collection of physical evidence. At the present this Department is only using one third of our estimated Cal ID allotment due to staffing and workload levels.

Crime Lab - Proposed Staffing

The Crime Lab is in desperate need of expansion and reorganization. To suggest additional staffing of technicians at this time would be ludicrous. However, it is proposed that **one (1) Clerk II** position be added to the Crime Lab. This position would physically have a work station just outside the Crime Lab and be responsible for assisting with answering telephones, filing reports, office organization, and handling the front counter fingerprints. Front counter fingerprinting has increased 53% since 1984, from 2778 per year to 4274 in 1988. This responsibility, turned over to a Clerk II would allow the higher paid, more trained CSO to assist in actual lab functions.

Expansion of the Crime Lab facility is being studied for future concern. With that in mind, and the possibility of increasing overall Department sworn staffing, consideration must be given in the future to increasing the number of Identification Technicians. It is recommended that staffing within the Crime Lab be reviewed in 1991/1992 and if workload and space available warrant the feasibility and need, additional Identification Technicians be authorized.

Administrative Services Division Staffing

February 16, 1989

Page 3

Budget/Property:

Current Staffing

This Bureau is presently staffed with one Lieutenant, one Officer and one Clerk III. Its responsibilities include all budgets within the Department, payroll, property inventory and management, and the facility itself. Additional tasks are constantly assigned to this section, especially in the area of planning and research, and frequently it acts as a catch-all for administrative concerns within the organization. As other areas within the Department grow, so do the demands placed on this bureau. Increases in budgets, requisitions, service authorization, equipment repair, and facility maintenance all have an impact.

Proposed Staffing

The organization, as a whole, needs to be evaluated organizationally, as to its structure and alignment. This particular section is an example of that. In the future it should be reviewed for civilianization to add stability because of complexity of tasks. Also restructured to add formal sections of planning, research and audit. It is recommended that occur in the future, after existing growth concerns are addressed. Present needs are for **one (1) CSO** position to be added to this Bureau. This could be on a temporary trial basis until such time as the Bureau is realigned within the organization.

Civic Center Garage:

Current Staffing

At the present time the Garage is staffed with one Supervisor, three Mechanics, two Equipment Service Workers, and one Mechanic Helper. The Garage is responsible for servicing over 130 vehicles, which creates a ratio of 33 vehicles per mechanic. Most local government agencies operate in the mid to low 20's per mechanic, and Automotive Fleet Magazine recommends a ratio of 22 to 1 vehicles per mechanic. This high ratio currently in operation in Glendale draws concern for several reasons. Additional future staffing, especially the already approved Motor Officer positions, expand the ratio even more. Police vehicles, because of their specific function, are driven under adverse conditions and need special maintenance to maintain fleet safety. Per the section supervisor, Tom Boyle, the unit is at maximum workload and is having difficulty keeping up with preventative maintenance.

Proposed Staffing

It is proposed that three positions be added to the Civic Center Garage; **one (1) Equipment Supervisor, one (1) Equipment Mechanic, and one (1) Equipment Service Worker.** This addition would allow the Garage to establish a swing shift crew, headed by a working supervisor. It would allow for the increase in

Administrative Services Division Staffing

February 16, 1989

Page 4

vehicles assigned to the Garage and lower the vehicle to mechanic ratio to an acceptable level. It would also permit the Garage to do extra work which is now frequently sent out, thus reducing turn around time.

Jail:

Current Staffing

The Glendale City Jail ranks third among the cities in Los Angeles County in regards to total number of bookings per year. The Jail has averaged over 750 bookings per month for the past several years. The Jail is currently authorized and staffed with 11 CSO/Jailers and one Jail Manager. A formula set by the National Institute of Corrections Jail Center indicates that a jail of this status should be manned with a staff of at least 22 people. Jail staffing levels are particularly important to reduce the potential for future litigation against the City. Our Jail has suffered 20 attempted suicides and actual deaths since 1982. Additionally, new procedures such as the Video Arraignment Program, County FACS System, and Youngblood Court Decision have dramatically increased existing workloads.

Proposed Staffing

The proper staffing of the Jail facility, because of potential legal and safety issues, should be of high priority. The acquisition of **three (3) CSO/Jailer** positions would eliminate the additional workload which has occurred. These positions would be assigned one per shift to insure proper coverage.

Personnel & Training Bureau:

Current Staffing

No other bureau in the organization is as affected by increased staffing levels as is the Personnel & Training Bureau. Growth of the Department means additional workload in recruitment, hiring, training, and internal affairs. Minority recruitment is of highest priority and adds considerable man hours. Currently the Personnel & Training Bureau is staffed by one Lieutenant, two Sergeants, one Officer and one Clerk Typist II.

Proposed Staffing

It is proposed that **one (1) Police Officer/Agent** position be added immediately to the Personnel & Training Bureau for the primary purpose of minority recruitment and background investigations. This position is essential if the Department is going to obtain any measurable affirmative action results. It is further recommended that a Clerk-Stenographer position be added in 1990/1991 to assist in the enormous volume of staff generated by this bureau.

Administrative Services Division Staffing
February 16, 1989
Page 5

A.S.D. Proposed Increases

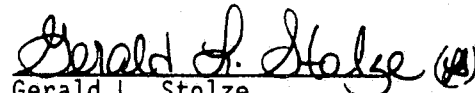
Immediate:	1 Clerk III	1 Equipment Mechanic
	1 Clerk Typist II	1 Equipment Service Worker
	1 Clerk II	3 CSO/Jailers
	1 CSO	1 Police Officer/Agent
	1 Equipment Supervisor	

A.S.D. Future Increases

1990/1991: 1 Clerk-Stenographer

1991/1992: 1 Clerk Typist II
2 Identification Technicians

Respectfully submitted,


Gerald L. Stolze

GLS:ls

A-10

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE November 28, 1988

TO Captain Gerald L. Stolze, Administrative Services Division

FROM Lieutenant Jack S. Bilheimer, Personnel & Training Bureau

SUBJECT Personnel & Training Bureau Staffing Needs

In the recent past, the Personnel and Training Bureau has experienced what seems like a frenzy of increased activity. In this communication I will attempt to briefly explain our present condition and our needs for the immediate future.

Personnel Bureau:

Replacement of Clerk Typist II with Clerk-Stenographer

Referring to the attachment, and comparing the present staffing level with the needed staffing, note the request for a Clerk-Stenographer to replace the Clerk Typist II. A Clerk Typist II position normally demands filing and light to moderate typing assignments. The present demands of extremely high amounts of staff work typing has not only over-burdened the Clerk Typist II position in relation to time, but also in skill level. It is not uncommon for it to be necessary to send certain internal investigations and staff projects to a Clerk-Stenographer out of the Bureau for typing.

The Clerk-Stenographer position carries with it the skill of shorthand, which is necessary in an internal administrative investigation which may consist of 100+ pages. By upgrading our Clerk Typist II to a Clerk-Stenographer we will be able to keep our staff work within our own bureau. The nature of an internal affairs investigation often requires lengthy confidential interviews. At times these interviews are taped and, if the allegation is serious, it may be necessary to transcribe the tape. The effort required to transcribe a long interview requires the skill of a Clerk-Stenographer. If the tape does not require transcription, the interview may be written out or dictated. With a Clerk-Stenographer in the Personnel & Training Bureau the Lieutenant or Sergeant may dictate interviews or other staff work, resulting in a substantial savings of writing time on their part.

Addition of Background Investigator/Agent (2)

Our current Agent position has the responsibility of coordinating the Reserve and Explorer Programs. His duties include attending meetings and functions, scheduling requests for services, overseeing performance evaluations, and handling citizen complaints for both programs. He also conducts background investigations on applicants for every position within the Police Department.

Personnel & Training Bureau Staffing Needs

November 28, 1988

Page 2

In this area we are currently doing more backgrounds than we have in the past. The main reason for this is that as we strive to maintain our present standards for hiring, society's standards continue to decline. This is causing our Bureau to have to look at a greater number of applicants in order to fill a position. You've probably heard that we consider approximately 100 applicants in order to hire one. This fact remains true; however, considering an applicant in the written stage of the process may take four hours while the background stage may take 80 man hours of investigation. The subtle changes in our society in relation to drug use alone has caused us to invest our time in many more applicants, as well as more investigative hours with each applicant.

The background investigation is an extremely important phase of the hiring process. Literally every aspect of the applicants' lives are investigated; present and past employers, present and past residences and neighbors, credit standing, driving record, school history, military history, police contacts, and previous job applications with other agencies. Every background investigation must be extremely thorough. In 1988 we have had approximately 1,833 police recruit applicants. Of this number we have started background packages on approximately 200 applicants.

In the past, when conducting a background investigation and learning disqualifying information about the applicant, we would immediately discontinue that background and pick up the next candidate. The result of this method has been a saving of time on the part of the background investigation. As a result of the Sillas Report and certain court decisions, we will have to continue to investigate each applicant and make a formal recommendation even after disqualifying information is discovered. This alone will more than double the work of the Background Investigator.

The Background Investigator also plays a part in recruitment of new personnel. As the number of applicants in the job market that can meet our standards decreases, the amount of recruitment effort must increase. With our current Agent position conducting backgrounds and coordinating the Reserve/Explorer Programs, this is leaving scant time for serious recruitment efforts--especially when we compete against large agencies who often commit 50+ personnel for recruitment.

The efforts of this Agent in the area of Reserve and Explorer Programs suffer when he is over burdened in the other areas. The requests for Reserves to work patrol and special details has increased over the past years. The Galleria, for example, constantly asks for Reserve forces to supplement their staffing levels. There is a need, and it is our goal, to increase the Reserve force from its current 22 to 50 personnel. This will take a concerted effort on the part of the coordinator and, at present, cannot be accomplished by our Agent. He is spread too thin by background investigations, let alone the needs of the Reserve and Explorer Programs. We are maintaining our work

Personnel & Training Bureau Staffing Needs

November 28, 1988

Page 3

levels in these areas with substantial overtime use by our personnel, as well as requesting assistance from other details and divisions. However, we are still unable to give our programs the time attention they deserve.'

The current Agent also, at times, assists the City Attorney in various investigations concerning trials or hearings. For example, he is often required to find a witness who the various other services have failed to locate.

Our request of two background investigators is both practical and reasonable. Many of the investigations take place at night, out of the city, and a partner is required. It is not uncommon to send a background investigator to another state for up to one week. With two investigators, the other important background work can go on in his absence. Our present needs show us that there is more than enough work for two full-time Agents in the Bureau.

With the two Agents taking care of the backgrounds, the Reserve/Explorer Coordinator will have the time to adequately develop these programs to their full potential. Fifty working Reserves has been a desire in the past. With a full-time Coordinator we could finally make it a reality. The Explorer Program will also realize the expansion of programs and personnel.

Training Bureau:

Addition of Police Training Officer (1) and Clerical Assistant (1)

The training function for the Police Division is currently the responsibility of one individual, the Training Sergeant, who is assigned to the Personnel & Training Bureau. This position has evolved into one of the most complex and demanding positions in the Police Division.

The complexity of this position comes from the multitude of tasks that must be performed on a regular basis to maintain a smooth operation. The tasks include, but are not limited to, the following: Identifying training needs, conducting training presentations, evaluating current training procedures, developing and designing training programs and materials, addressing liability issues, previewing new training materials, preparing new officers for academy training, identifying personnel for training, notification to supervisors/managers of personnel attending training, course and seminar reservations, student package development, budget process, tuition and reimbursement, timely personnel orders, and records management of completed training.

The Training Sergeant is also the liaison with other departments and state agencies who monitor success and completion of the training function. The Training Sergeant now becomes the check and balance to verify that all mandated and statutory training is completed in the proper time frame. The mandated and statutory training is an on-going process, with 24 hours of

Personnel & Training Bureau Staffing Needs

November 28, 1988

Page 4

certified training to be completed by each officer every two years. In addition, specialized training is being ordered yearly through the passing of new legislation. Currently, the Police Division is required to train all sworn and non-sworn personnel who query the various computer systems through four to eight hours of training. All sworn personnel are required to attend a four hour class on Missing Persons Training.

The failure to meet or maintain the above training standards would present civil liability issues which the City and personnel involved could be held accountable for.

The Training Sergeant is also the facilitator to present and coordinate training which is required, in addition to the mandated and statutory training.

The responsibility of development and control of the Training Budget is also that of the Training Sergeant.

At the completion of Fiscal Year 1987-1988, 250 employees had received external training totaling 17,015 hours. Through the Division's in-service training programs, 250 employees received training totaling 4,818 hours. The combination of both in-service and external training totaled 21,833 hours, with each employee receiving approximately 87 hours of training during Fiscal Year 1987-1988.

Presently the Personnel & Training Bureau has one Clerk Typist II assigned. This individual recently has become inundated with a volume of work which exceeds the capability of one person. This individual's priorities have been set to meet the needs of the Personnel functions, i.e. internal investigation typing, background recommendation typing, and background mailings. This volume of work is having a direct effect on the Training function and causing the Training function to suffer in the filing and logging process. Currently the filing and logging process of the Training records management is two months behind. This backlog of information has become a major obstacle which is affecting the entire organization. Additionally, with the amount of training which is being conducted quarterly, this backlog will continue to grow.

Based on the aforementioned information and workload of the Training Sergeant and Clerk Typist II, the need exists to expand the Training Bureau by two positions; one Police Training Officer and one Clerical Assistant.

Additional Requests:

Along with the above requests, the Personnel & Training Bureau will need one additional vehicle for use in the extensive field work to be accomplished. We will also require two additional desks in order to accommodate the personnel expansion.

Personnel & Training Bureau Staffing Needs

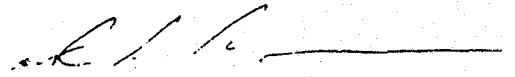
November 28, 1988

Page 5

Summary:

Though all divisions are submitting requests for additional personnel similar to this one, an important factor is that any increase of personnel will have a direct impact on the Personnel & Training Bureau. This factor has not been mentioned as justification; however, it should be considered at some point for future staffing needs.

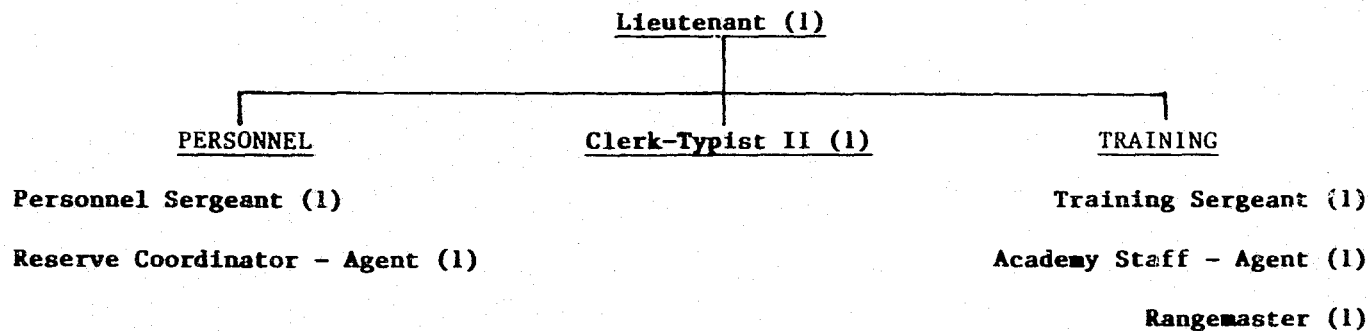
Respectfully submitted,



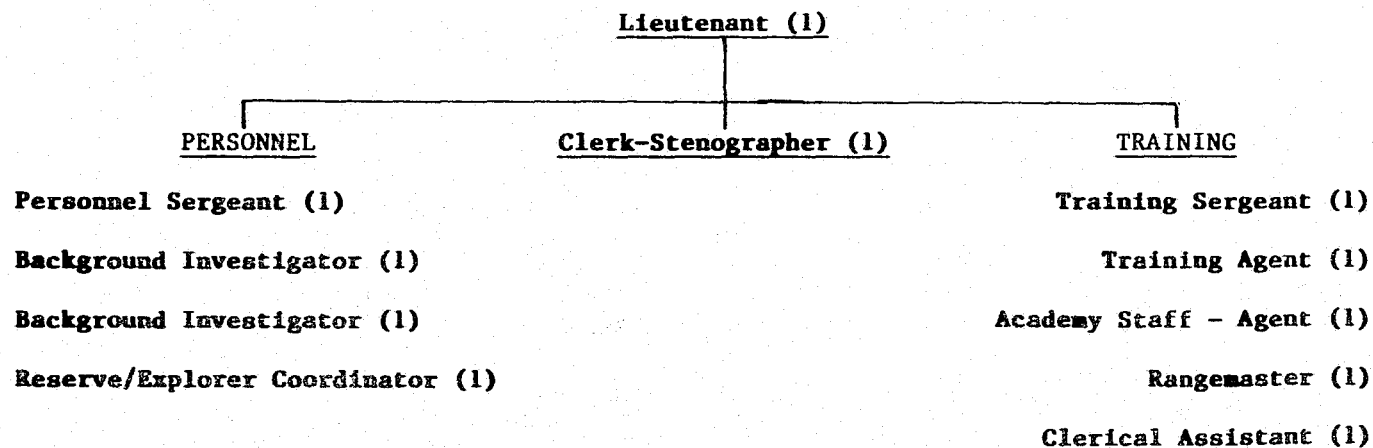
Jack S. Bilheimer, Lieutenant
Personnel & Training Bureau

JW:ls
Attachment

PERSONNEL & TRAINING BUREAU PRESENT STAFFING



PERSONNEL & TRAINING BUREAU STAFFING NEEDED FOR 1988



A-11

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE November 30, 1988

TO Captain Gerald L. Stolze

FROM Acting Jail Manager Mark Sherick

SUBJECT Glendale City Jail Staffing Needs

During the fiscal year of 1985-1986, two (2) additional CSO/Jailers were requested for the jail; however, only one (1) of the two (2) positions was approved. The Glendale City Jail ranks third among the cities in Los Angeles County in the area of bookings per year. We are surpassed only by Long Beach and Los Angeles City Jail, which are also Type I facilities. The results of the staffing analysis conducted on the Glendale City Jail facility (see attached) revealed that for a Type I facility operating twenty-four (24) hours a day, seven (7) days a week, fifty-two (52) weeks a year as we are, would require 22.88 persons to adequately staff the facility. This number includes the Supervisor and the Transportation Officer. We realize that this number is idealistic and somewhat liberal; however, the addition of six (6) jailers would increase the authorized strength to seventeen (17). This would accomplish a desired minimum staffing of four (4) Jailers per shift.

Since the installation of the Los Angeles County Fingerprint Identification Facsimile System (FACS), there has been an increased workload and responsibility placed on the Glendale City Jail staff. Jailers now have the responsibility of additional fingerprinting, operation of the Laserfax machine, and documenting the identification of prisoners. The function of identifying persons in custody was formerly a duty of the Investigative Services Division. When positive identification has been obtained by FACS the Jailers must now document all paperwork and make the necessary notifications. The advent of the FACS System has had a great impact on the Glendale Police Department. It has decreased time and work for other divisions, but has shifted the responsibility and increased the Jailers' processing time for each prisoner.

The Video Court Arraignment Program was implemented in the Glendale City Jail in April of 1986. This project has generated a substantial increase in jail activity during the court hours. Numerous other Los Angeles County agencies are conducting business within the confines of the jail facility. This increased activity has created additional responsibility for the Jailers, as well as increased security and liability hazards. The Jailers must now screen the comings and goings of officials, answer increased public inquiries, institute the duties of the Clerk of the Court in regards to court bail/fines, and accept Los Angeles County custodies into the jail.

Glendale City Jail Staffing Needs

November 30, 1988

Page 2

As of May 1988 the Youngblood/Kievits vs. Gates decision affecting the City Jails was instituted. This decision required all Type I facilities to provide all inmates the opportunity to have personal visits at the rate of two per day, with a fifteen minute time limit each between the hours of 10:00 a.m. and 3:00 p.m. The decision also requires daily newspapers and board games, daily showers and shaves, access to sanitary materials, an opportunity to brush their teeth, habitable and sanitary conditions in the jail, etc. The court found that all the jails are operated by a "paucity of jail personnel," but none the less must abide by the Penal Code Section 2601 (d).

The present staffing of jailers does not allow for the personnel necessary to satisfy compliance with the new responsibilities set forth in the Youngblood/Kievits vs. Gates decision. One additional Jailer is necessary to handle the inquiries and requests from the public wishing to visit, notifications of the proper authorities, transportation and monitoring of visits, documentation, etc. For safety purposes, two (2) jailers are needed to handle the escorting of prisoners and to supervise the maintenance of sanitation and hygiene practices of all inmates.

Also included in the Youngblood/Kievits decision is the Bail Deviation Program. This new program increases the workload of the Jailer in regards to assisting the prisoner in getting his bail reduced by telephone, by the Pretrial Services Division, per Section 810 (b) of the California Penal Code. Teletypes and documentation would cause the greatest workload increase in this area.

With the increase of one (1) Jailer in the 1985-1986 fiscal year, sick leave usage has decreased. Also, the overtime/volunteer hours are at the lowest the Glendale City Jail has seen (see attached).

Historically, one of the major operational problems facing jails in general has been the issue of proper staffing and supervision. Many of the lawsuits brought against jails relate directly to staffing issues. Additionally, we believe that the creation of the Senior Jailer (2) classification to provide the overseeing of the operation in the Supervisor's absence would greatly benefit the entire operation (see attached).

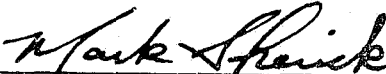
National figures indicate that between 70 to 85 percent of the jail operational costs are for the staff. It is important to staff a facility at the proper level in order to reduce the potential for future litigation against the Department. Attached is the accepted formula set forth by the National Institute of Corrections (N.I.C.) Jail Center. These figures give an accurate account of the pertaining to adequately staffing the Glendale City Jail. Sick leave and overtime hours are presently at an all time high. They can be reduced if the "shift relief factor" is considered when allocating jail staff positions.

In 1987, approximately 9,000 persons were processed through the facility at a rate of 750 per month. 1988 is progressing at the same pace, in addition

Glendale City Jail Staffing Needs
November 30, 1988
Page 3

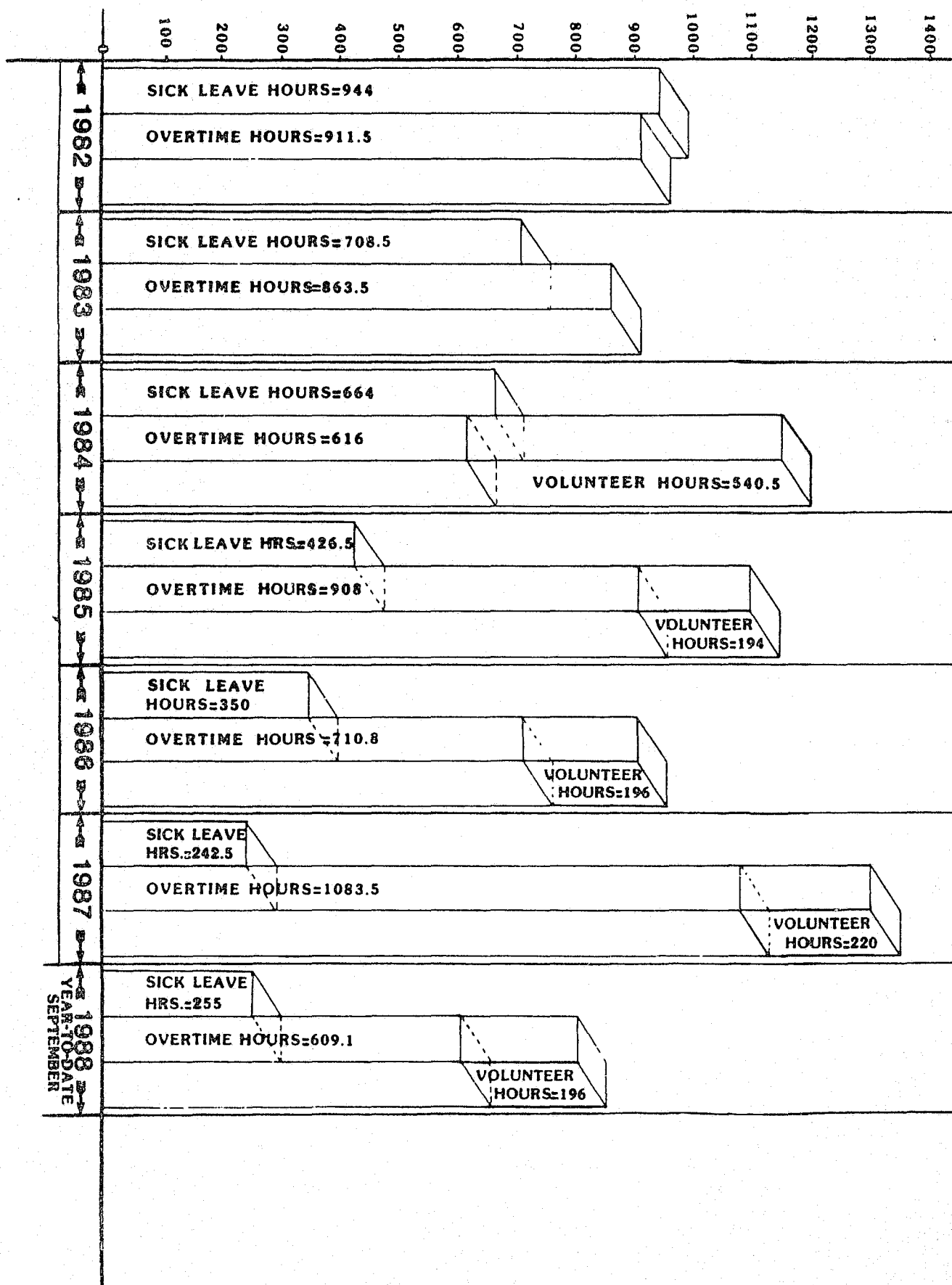
to the previously mentioned added responsibilities. With the acquisition of six new position within the facility, the operation would approach the guidelines established by the National Institute of Corrections.

Respectfully submitted,


Mark Sherick

MBC/MS:ls
Attachments (5)

SICK LEAVE, OVERTIME & VOLUNTEER TIME TEAM 73 - JAIL PERSONNEL



1988
YEAR-TO-DATE
SEPTEMBER

STAFFING ANALYSIS

Position or Post		Day	Eve.	Night	Total Positions	Relief Factor	Total Staff
SUPERVISOR	A	1	*	*	1	1.76	1.76
FEMALE JAILER	B	1	2	2	5	1.76	8.80
MALE JAILER	C	2	1	1	4	1.76	7.04
MALE JAILER O/L 1800-1900 1900-0300	D	*	1	1	2	1.76	3.52
TRANSPORTATION OFFICER	E	1	*	*	1	1.76	1.76

This column shows the post or position title for the facility. The post can require more than one person or it can be a single person.

Shown also are the divisions and services where staff could work

This column lists the reference number for comments about each position noted. The comments follow the charts.

These three columns represent the three shifts of the day and show the number of staff assigned to each post during each shift.

This column shows the total number of positions in each day for each post. This number is multiplied by the relief factor to arrive at the total staff needed for each post.

Total staff indicates the number of person needed to man each post or position around the clock, everyday, it is manned.

TOTALS		5	4	4	13	1.76	22.88
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It is important to note the totals on each shift which are available to deal with the inmate population rather than the number of total staff to inmate relationship.

SHIFT RELIEF FACTOR

STEP

1. Number of days per year that the agency is closed:
i.e., No services are offered 0 (a)
2. Number of agency work days per year equals 365 - (a) 365 (b)
3. Number of regular days off per employee per year:
(usually 52 weeks/yr. x 2 days off / week) =104. 104 (c)
4. Number of vacation days off per employee per year: 11.53 (d)
5. Number of holiday days off per employee per year. 11 (e)
6. Number of sick days off per employee per year (should be actual average
for the jail staff) 9 (f)
7. Number of other days off per employee per year (this includes time off for
injury on the job, union meetings, military leave, funeral leave, unexcused
absences, disciplinary time off, special assignments, etc.) 6 (g)
8. Number of training days per year 3 (h)
9. Total number of days off per employee per year equals (c) + (d) + (e) +
(f) + (g) + (h). 144.53 (i)
10. Number of actual work days per employee per year equals 365 -i 220.47 (j)
11. Lunches and breaks (j) x .0625 downtime factor. 13.77 (k)
12. Actual work days 1 year (j) - (k) 206.70 (l)
13. Shift relief factor = (b) ÷ (l) 1.76

Note: Another factor you may wish to include in Step 7
is the time it takes to fill a vacancy

(NIC Jail Center:12/80)

OCTOBER 1988 = 756 BOOKINGS
AS OF 30 NOVEMBER 1988 = 829 BOOKINGS

BOOKINGS & DETENTIONS

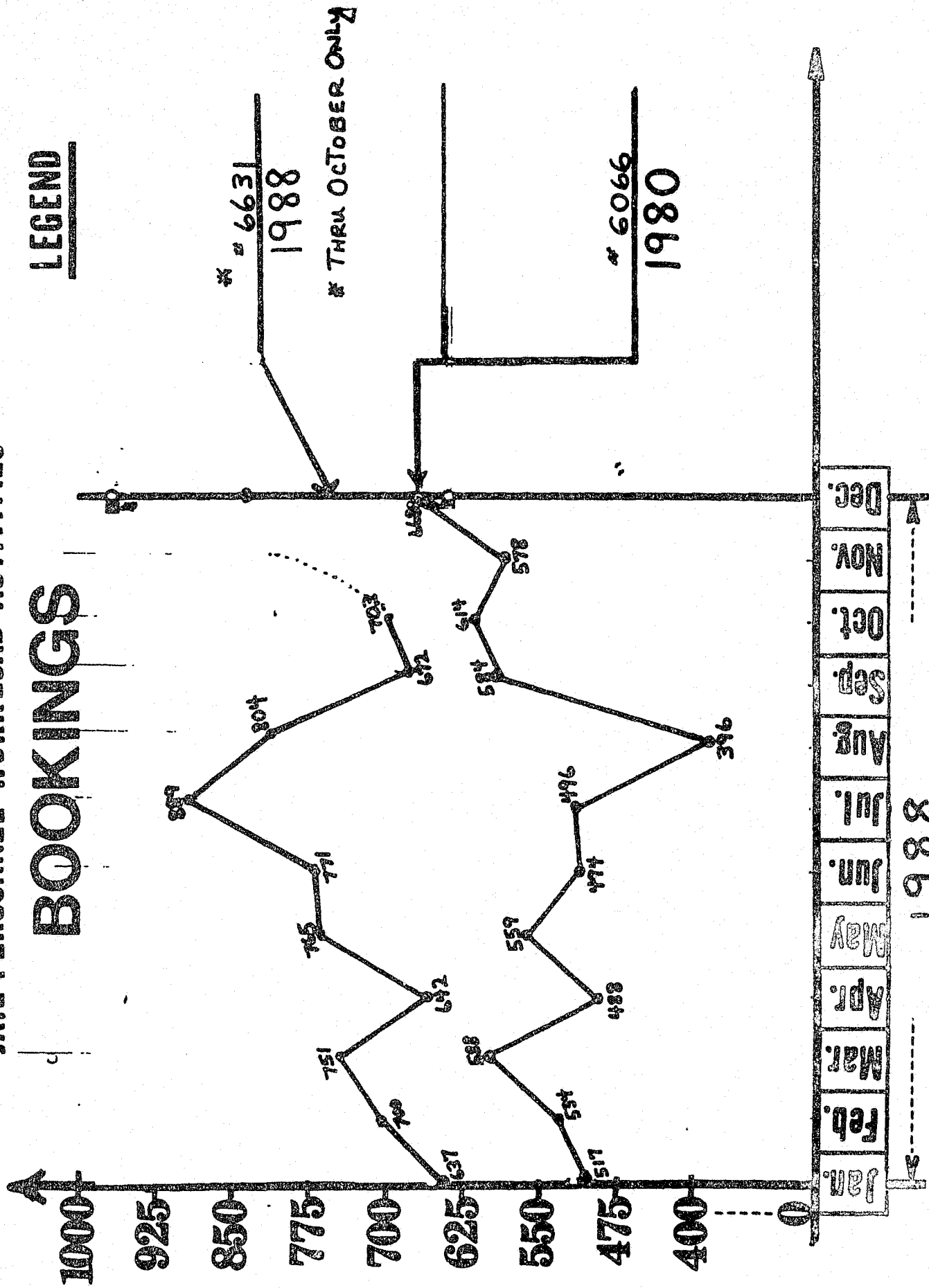
JAIL SUPERVISOR'S LOG1983.....		1984.....		1985.....		1986.....		1987.....		1988.....		
	BOOKINGS	DETENTIONS	TOTAL	BOOKINGS	DETENTIONS	TOTAL	BOOKINGS	DETENTIONS	TOTAL	BOOKINGS	DETENTIONS	TOTAL	BOOKINGS	DETENTIONS	TOTAL	BOOKINGS	DETENTIONS	TOTAL
JANUARY	929	93	1,022	772	59	831	727	39	766	707	61	768	717	59	776	682	86	637
FEBRUARY	951	98	1,049	690	66	756	616	54	670	590	66	656	642	67	709	638	62	700
MARCH	1,027	124	1,151	767	72	839	670	45	715	708	67	775	748	59	807	704	47	751
APRIL	873	95	968	738	56	794	691	36	727	689	98	787	638	52	690	612	80	642
MAY	862	71	933	738	67	805	716	51	767	687	75	762	657	41	698	716	49	765
JUNE	872	69	941	742	47	789	679	67	746	678	67	745	665	68	733	740	31	771
JULY	811	61	875	782	70	852	709	68	777	645	70	715	696	66	762	818	71	889
AUGUST	798	72	870	793	77	870	718	56	774	725	70	795	708	95	803	761	43	804
SEPTEMBER	850	45	895	734	42	776	615	59	674	644	72	716	697	79	776	647	25	672
OCTOBER	914	42	956	776	62	838	732	56	788	685	66	751	731	66	797	*	*	*
NOVEMBER	812	48	860	789	69	858	616	42	658	720	78	798	642	56	698	*	*	*
DECEMBER	835	62	897	777	76	853	633	57	690	725	67	792	653	58	711	*	*	*
JAIL SUPERVISOR'S TOTALS	10,537	880	11,417	9,098	763	9,861	8,122	630	8,752	8,203	857	9,060	8194	766	8960	*	*	*
CM-35 COMPUTER PRINTOUTS TOTALS			10,501			9,295			8,201			8,157			7871			*
COMPARISON			+916			+566			+551			+903			+1089			*

* Data not available at this time

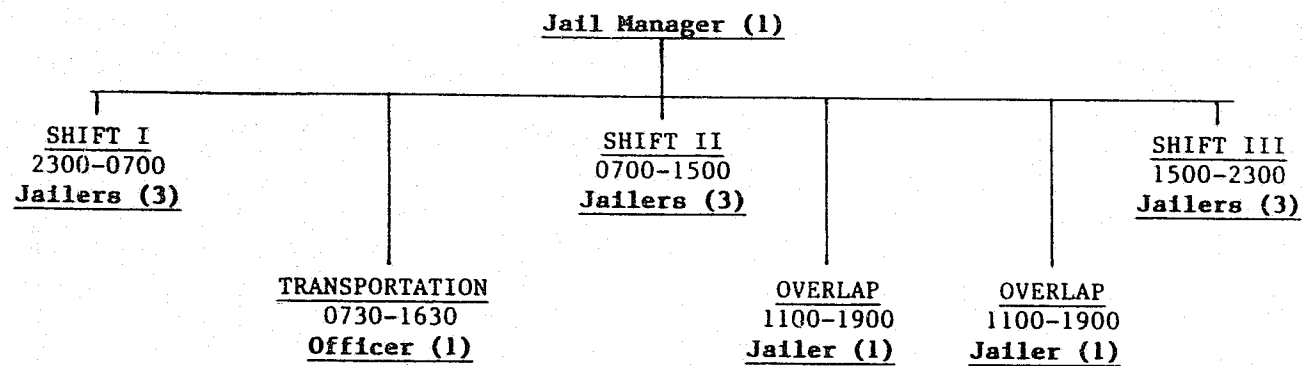
JAIL PERSONNEL WORKLOAD ACTIVITIES

BOOKINGS

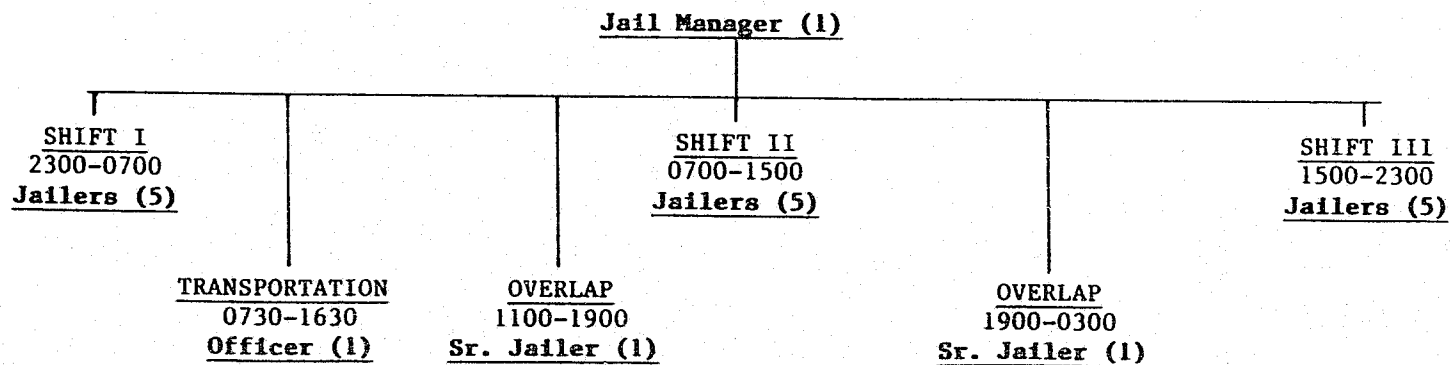
LEGEND



JAIL FACILITY PRESENT STAFFING



JAIL FACILITY STAFFING NEEDED FOR 1988



A-12

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE December 1, 1988

TO Gerald L. Stolze, Captain

FROM Mary-Ann Tomlinson, Records & Identification Supervisor

SUBJECT Support Services Division Staffing Needs

Introduction:

The following is an analysis of the current staffing levels in the Police Records Bureau and Crime Lab, and an actual staffing analysis for each unit.

Analysis:

There are currently 13 Clerk Typist II's assigned to the Records Bureau who work in three shifts; 24 hours per day, seven days per week. The authorized/budgeted number of 13 Clerk Typist II's has not changed in ten years, while in this same time period 20 Police Officer positions have been added, the City population has increased 16%, and the number of reports taken annually has gone from 22,000 in 1980 to over 27,000 in 1987--an 18% increase.

Using a shift relief factor of 1.7, an additional ten Clerk Typist II's are needed to man each position around the clock. However, by increasing the current staff by two Clerk Typist II's the workload, as it currently stands, could be handled in a very efficient manner.

One new Clerk III position is also proposed. A Clerk III would be utilized as a swing shift supervisor to add proper supervision to evening shifts. Additionally, this Clerk III position would prepare discovery motions and follow up on case sealings.

The present office space and available work stations would adequately handle these added personnel.

The Crime Lab is currently authorized one Senior Identification Technician, three Identification Technicians, and 1.5 CSO's.

During the months of May, June, and July of 1988 a Lab Technician was requested for an average of 300 field cases per month. They obtained 244 latents at crime scenes, and did 320 comparisons. In addition to field calls the Lab personnel also fingerprint approximately 1,100 people at the front counter annually, process approximately 56 Registrants, and process approximately 1,000 items of evidence which is sent directly to the Los Angeles County Sheriff's Department Crime Lab each year.

Support Services Division Staffing Needs

December 1, 1988

Page 2

A shift relief factor of 1.7 indicates that three additional Lab Technicians are needed. Due to space limitations it is not currently feasible to add additional Lab Technicians; however, as the workload continues to increase the space problems will need to be addressed and additional personnel hired.

To immediately offer some assistance to the Crime Lab, the addition of a Clerk Typist II is requested. There is ample desk space adjacent to the Lab for the Clerk's work station. This position would assist the Lab with the filing of reports, answering of phones, and various other clerical functions which currently occupy a great deal of a Lab Technician's time. This position would increase the Lab Technicians' response time to field calls, allow personnel to expend more time on the more complex lab procedures, and handle the requests of the Investigative Bureau in a more timely manner.

Currently the Crime Lab shares a CSO position with the Vice/Narcotics Bureau. The Vice/Narcotics Bureau is requesting that position be increased to a full position within that bureau. It is Records Management's proposal that this 1/2 CSO position in the Crime Lab also be extended to a full-time position to help offset additional Crime Lab workload. This would be a total increase of one position and is picked up in the Vice/Narcotics Bureau's statistical staffing needs.

Conclusion:

The workload of the Support Services Division is directly linked to the number of Police Officers and the amount of paperwork generated by them, the daytime and nighttime population of the City, and the number of requests for service received by the Department. The additional personnel would allow the Support Services Division to better serve the Department and the City of Glendale. The additional personnel requested are as follows:

2	Clerk Typist II's	Record Bureau
1	Clerk III	Record Bureau
2	Identification Technicians	Crime Lab
1	Clerk Typist II	Crime Lab
.5	CSO	Crime Lab

Respectfully submitted,

Mary-Ann Tomlinson

MAT:ls

A-13

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE November 28, 1988

TO Gerald Stolze, Captain
FROM James M. Swinford, Lieutenant

SUBJECT Budget/Property Bureau Staffing Needs, Present
and Future

Introduction

The Budget and Property Bureau is presently made up of three (3) personnel, (1) Lieutenant, (1) Police Officer, and (1) Clerk III. The bureau is charged with the primary responsibilities of compiling and administering the department's budgets, and that of property inventory/management, to include the facility. The nature of the bureau, that of being fiscally task oriented makes it the designated planning and coordinating unit for a great variety of assignments, many of which are long term and time consuming.

Present Problem

Just as the complexities of today's police work has changed the nature of the work performed by the line level work units, so too has the nature of the job changed by those who support the line. The Glendale Police Department's Administrative Officer position is charged with becoming increasingly knowledgeable in an increasing number of areas. The Administrative Officer does extensive equipment analysis and evaluation prior to purchase. The number of items available in each area and the corresponding number of vendors competing for the business has grown dramatically in recent years. The impact of increased demands on investigators to produce more in order to process each criminal case filters down onto the administrative officer's work load not only in the form of never ending demands for supplies (audio tapes, video tapes, batteries, polaroid film, etc.), but also increased demands for tape recordings in response to the growing number of discovery motions. These are extremely time consuming.

The Administrative Officer is charged with the responsibility of coordinating the status of the mobile and portable radio equipment. He maintains the police department's 24 hour taping equipment and coordinates those repairs he cannot make himself. He works closely with the radio shop personnel in the inventory control, repairs, and technical aspects of the radio equipment.

The Administrative Officer works closely with Civic Center Garage personnel in preparing fleet management recommendations to the bureau commander. He is responsible for tracking monthly mileage reports and collision activities for the ninety-two (92) vehicles assigned to the police division, making fleet rotation determinations and fleet replacement recommendations to the bureau commander.

SUBJECT: Budget/Property Bureau Staffing Needs, Present and Future
November 28, 1988
Page 2

The Administrative Officer is charged with the responsibility of maintaining an inventory record and location of all the police equipment as well as tracking the maintenance/repair records of these items in order to make knowledgeable recommendations for replacement. Very often this includes the actual pick-up and delivery of equipment from the vendor or place of repair. He is responsible for coordinating the maintenance and repair to the police facility.

The Administrative Officer must make himself available to the departments Personnel and Training Bureau to assist in internal affairs investigations by creating/duplicating confidential tapes. The current Administrative Officer, Jeff Neal, assists the Personnel and Training Bureau further by conducting applicant background investigations, and presenting first aid training courses.

Recommendation to Relieve Current Needs

There is an immediate need to add a Community Service Officer position to the Budget/Property Bureau to relieve the Administrative Officer position of a number of time consuming tasks. Most readily these would involve, but not be limited to the following:

1. Equipment Repair - The coordination of equipment repair including but not limited to identifying the place of repair, and the delivery and return of the item being repaired. Provide assistance to the Administrative Officer in analyzing and documenting, critically necessary records on which replacement recommendations are based during the budget preparation process.
2. Facility Maintenance - Determining and validating request for maintenance, then coordinating the repair with the City of Glendale Building Maintenance Department. There are many areas (rest rooms, showers, etc.) within the police department's facilities that would benefit from periodic heavy maintenance which the city crews are not able to do due to their workload. The Community Service Officer assigned to the Budget/Property Bureau would provide the required supervision of trustee labor teams assigned to complete these periodic maintenance tasks.
3. Discovery Motions - Relieve the Administrative Officer from the responsibility of the very time consuming tasks of complying with the taping requirement of discovery motions. This is a responsibility similar to that of the Community Service Officer assigned to the Record Bureau.
4. Provide Assistance to the Bureau's Clerk III - The newly assigned Community Service Officer would assist the Bureau's Clerk III by relieving that person of some time consuming responsibilities that now take her outside the police building. These include but are not limited to obtaining supplies from local vendors and city warehouses, and coordinating the work activities of the print shop.

SUBJECT: Budget/Property Bureau Staffing Needs, Present and Future
November 28, 1988
Page 3

Future Problems

Just as the complexities of today's police work has changed the nature of the work performed by the department's Administrative Officer, it has had a similar dramatic impact on, not only the type of work, but particularly the volume of work processed by the Bureau's Clerk III. The Budget/Property Bureau Clerk III has the responsibility for assisting the bureau commander in compiling and administering a large portion of the four (4) separate police budgets. These are the Police 1-440; Police Helicopter 1-441; Civic Center Garage 1-442; and Inter-Agency Counseling 1-443. The police budget (1-440) alone accounts for over 26.5% of the total City of Glendale General Fund Budget. Presently, it is comprised of over 25 separate accounts which include over 200 separate annual purchase orders, purchase orders, and service authorizations. The present payroll level of the police department, for which the Clerk III is solely responsible for on a daily basis, exceeds 260 personnel, or 18% of the city work force, and totals \$1.2 million per month. Within this payroll activity is the recording of literally hundreds of leave requests (vacation, holiday, comp time) for all the department's personnel, including all the modifications and cancellations. Additionally, the Clerk III position must prepare all the differential pay reports for those applicable employees in shift work assignments, and must prepare status reports for those employees who are on leave without pay, sick without pay, workers comp, extended non-approved absence without pay.

The Budget/Property Bureau Clerk III position is responsible for typing the final drafts of the department's budget as well as all the bureau's general typing. This includes the preparation/processing of the majority of the police department's requisitions, purchase orders, and service authorizations. She maintains the department's account records; follows-up and receives orders, processes the approvals for payments; and makes arrangements for adjusting the accounts to cover payments.

Recommendation for Future Needs

As the number of personnel in the department increases so to are the demands on the Clerk III position. There is developing a need to supplement the Clerk III position with that of a Clerk II. As the department continues to grow and the payroll function, financial function, and bureau typing becomes more voluminous, not only will it become unduly demanding to expect one person to keep up with the increased workload, but it also becomes necessary to have a well trained assistant who, in the absence of the Clerk III can continue the paper flowing through the office.

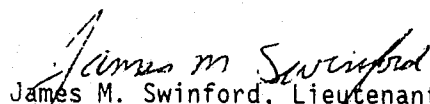
Conclusion

The Budget/Property Bureau has a demonstrated need to add a Community Service Officer position at this time to assume many of the time

SUBJECT: Budget/Property Bureau Staffing Needs, Present and Future
November 28, 1988
Page 4

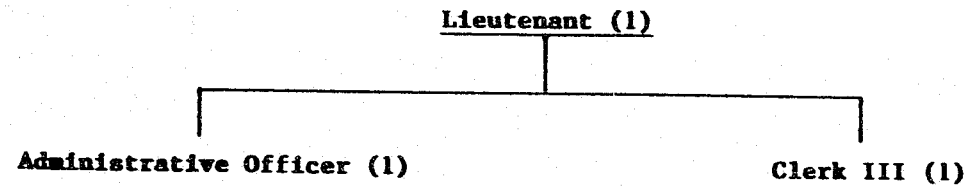
consuming duties now performed by the Administrative Officer, many of which due to prioritization of work are never gotten to. This assistance will relieve him to concentrate on the more technical aspects of his assignment enabling him to provide greater analysis of, and planning for the acquisition of available technical equipment.

The Budget/Property Bureau is rapidly approaching the point where the appointment of a Clerk II will become necessary to assist the Clerk III in the performance of her duties. As the size of the police personnel increases numerically there will be corresponding work load increases in payroll and other financial areas.

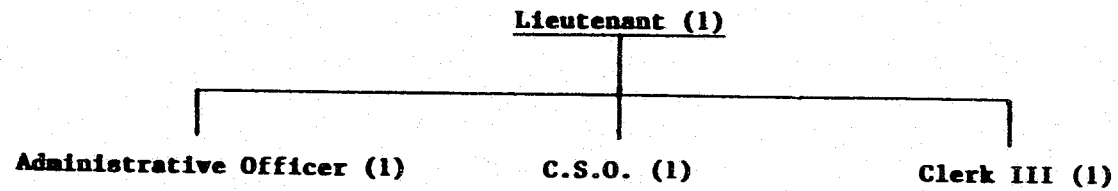

James M. Swinford, Lieutenant
Administrative Services Division

JMS/jr

BUDGET AND PROPERTY BUREAU PRESENT STAFFING



BUDGET AND PROPERTY BUREAU STAFFING NEEDED FOR 1988



A-14

FIVE YEAR PLAN
STAFFING RECOMMENDATION
ADMINISTRATIVE SERVICES DIVISION

BUDGET/PROPERTY MANAGEMENT

In recent years Police Management has become more and more dependent on this management position and continued to add additional duties to the assigned lieutenant. Originally the position had two primary purposes; administering the Department budget and purchasing activities and controlling the Department's property, to include vehicle fleets and communication equipment. Although these two functions are in and of themselves full time responsibilities, we have asked the assigned lieutenant to also handle the following extra duties:

- Maintain liaison with the City Attorney's Office.
- Perform administrative investigations.
- Perform assigned staff studies of allocation, deployment, and utilization of personnel.
- Supervise major building reconstruction projects.

It is the proposal of Police Management to convert this sworn management position to that of a non-sworn Executive Assistant, still staying in the management range. This conversion would allow the non-sworn management position to focus completely on budget control and property management as the position was originally designed. It would release the sworn Police Lieutenant for other tasks such as listed above as additional duties, and would be used in a newly created Planning and Research Section. Additionally, changing this position to a non-sworn would offer increased stability and expertise to what is becoming a highly specialized, technical field.

A-15

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE November 30, 1988

TO Captain Gerald L. Stolze
FROM Shop Superintendent Tom Boyle

SUBJECT Civic Center Garage Staffing Needs

In a recent survey published in Automotive Fleet Magazine, it was established that government fleets employ one mechanic per 22 vehicles. I surveyed five local agencies to find what their average staffing is in relation to ours, with the following results:

L.A.P.D.	25 vehicles per mechanic
Los Angeles County Sheriff's	20 vehicles per mechanic
City of Burbank	25 vehicles per mechanic
City of Torrance	25 vehicles per mechanic
U.P.S.	20 vehicles per mechanic
Civic Center Garage	33 vehicles per mechanic

In recent years vehicles have become more complex and require additional repairs. Therefore, more time is spent working on newer vehicles than the older ones.

In the year 1980 the Civic Center Garage serviced and repaired 98 vehicles. Staffing at that time was as follows:

- (1) Supervisor
- (2) Mechanics
- (2) Service Workers
- (1) Mechanic's Helper
- (6) Total Personnel in 1980**

In the year 1988 the Civic Center Garage serviced and repaired 129 vehicles. Staffing at this time is as follows:

- (1) Supervisor
- (3) Mechanics
- (2) Service Workers
- (1) Mechanic's Helper
- (7) Total Personnel in 1988**

Due to the heavy work load in the Civic Center Garage, any additional vehicles added to the fleet will require additional staffing. If we were to add an

Civic Center Garage Staffing Needs

November 30, 1988


Page 2

additional five patrol cars or motorcycles at this time, it would require one more Equipment Mechanic with extended work hours. The Department needs in the future will dictate whether or not we will need a split shift working six days a week instead of five. In order to maintain a safe economical fleet it will take three additional employees:

- (1) Equipment Supervisor
- (1) Equipment Mechanic
- (1) Service Worker

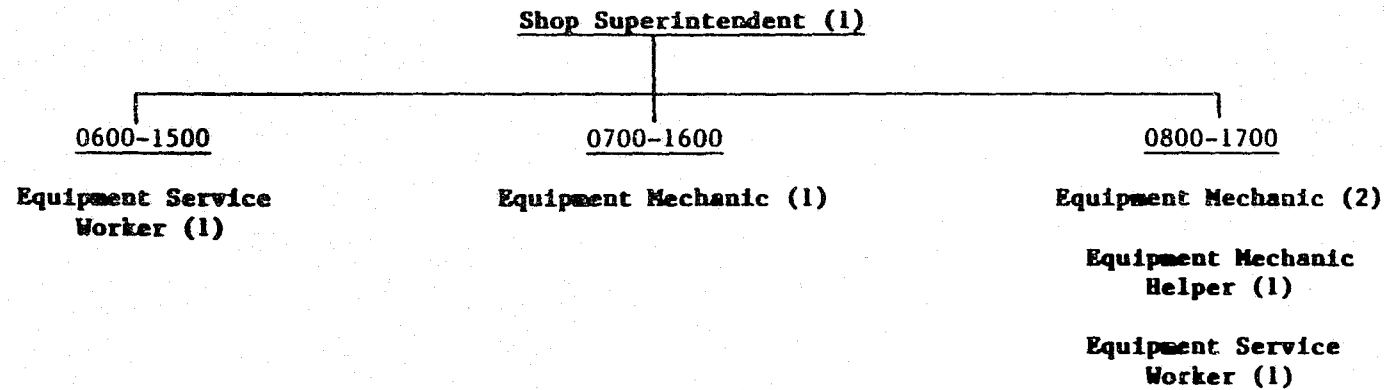
(3) Total Additional Employees Requested

Respectfully submitted,

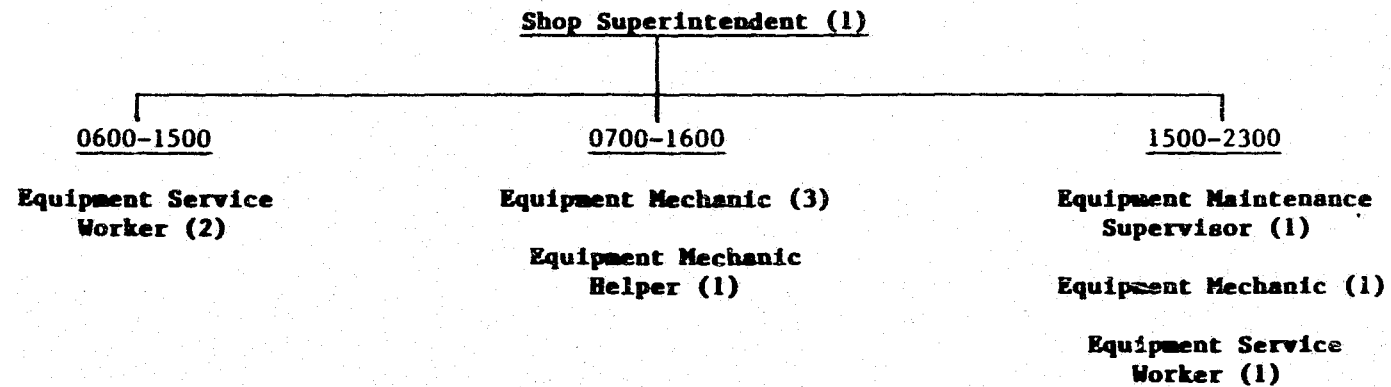

Tom Boyle

TB:ls
Attachment

CIVIC CENTER GARAGE PRESENT STAFFING



CIVIC CENTER GARAGE STAFFING NEEDED FOR 1988



A-16

FIVE YEAR PLAN
STAFFING RECOMMENDATION
TACTICAL SERVICES DIVISION

AIR SUPPORT UNIT

In August 1988, a plan was submitted to the City Manager to alter a patrol aircraft to a surveillance ship; to train the observers as pilots; and to create a third crew for the unit. The aircraft has been altered to serve as a surveillance ship and one observer has been trained with a second observer to soon begin training.

When Department staffing levels permit, we intend to request implementation of a third air crew by the addition of one police officer to the unit. This proposal was given tentative approval when the other items were approved.

This is a viable and necessary addition to the unit to meet the need for increased hours of surveillance being flown.

SPECIAL ENFORCEMENT DETAIL

S.E.D. was instituted to perform specific enforcement action on the street level of crime occurrence in the city. This unit of 1 sergeant and 4 officers has the flexibility and direction to meet the crime problems that have occurred within their assigned scope of the police service.

In addition to their "street work", S.E.D. has assisted greatly in surveilling narcotics suspects and participating in these investigations. This was not part of their original assignment and we arrived at this arrangement through the need generated by a tremendous increase in narcotic investigative activity.

As this activity decreases or additional personnel are added to the Narcotics investigation team, S.E.D. will return to their primary work. The present allotted composition of 1 sergeant and 4 officers should meet the community need for these specialized activities during the next five years.

A sudden increase in street level crime or an unanticipated change in crime patterns may require additional personnel.

CRIME PREVENTION

Some of our best efforts have been devoted to providing crime prevention activities to community members. A number of programs, tactics, presentations, and activities have been used to encourage community participation. This has allowed us to present one of the best and most comprehensive programs in existence. Most of the police departments we are familiar with, have no program or only have one person assigned to this duty: Glendale has a Sergeant and 4 C.S.O.'s.

The Neighborhood Watch Program and school programs have reached the highest number in the history of our program. This appears to be a plateau and we anticipate a change in the type of program, instead of a greater number of programs. Recent arrivals in the community are not as open to police activities as long term residents are more reluctant to participate in these programs.

Additional personnel at this point would not assure an increase in programs, Neighborhood Watch groups, or serving a greater part of the community.

COMMUNITY LIAISON

In the last year a police officer was assigned to meet with members of the racial and ethnic groups in our city to create an open avenue to police services and bridge the gap between the police and the community. Some of our community members were from backgrounds where police were viewed with suspicion or fear. Others had experienced a past history of discrimination, lack of inclusion, or other perceived indifference or wrong.

The officer assigned to provide a special service to this segment of our community has made great progress in beginning to bridge these particular viewpoints. Progress needs to continue and this position needs to become a permanent position within our department.

MANAGEMENT INFORMATION/CRIME ANALYSIS SYSTEMS

Tactical Services Division provided support for the Department's Management Information System and Computer Aided Dispatch System. These systems form a valued part of the Departments resources in meeting the National, State, and City need for information through computerized systems and telecommunications.

One person is assigned to the Crime Analysis/MIS function and is capable of performing these duties. The addition of more interactive programs and equipment will allow him to be more effective in these information support roles.

The second area of informative support is not as fortunate. The police department's Computer Aided Dispatch System is a "hodgepodge" of support personnel, training, and operational direction that needs to be corrected. A manager to coordinate, train, plan, and have day to day operational responsibility for system operations is greatly needed. The position would not supplant any other position in the Department and would greatly enhance the Department operations.

Computerized operations in the police field is increasing every year as the need to manage personnel costs becomes more acute. The future holds out the promise to computerize many functions now performed manually in our operation at a substantial cost savings.

Addition of a position is critical to the good management of these support functions to the Department and to take advantage of savings from computer applications in the Department.

A-17

POLICE COMMUNICATIONS SUPERVISOR

Staffed by: 1 Manager
 1 Assistant (existing)
 1 Computer Technician (existing)

Primary Duties

Plan and manage new areas of computerized equipment in operations and other areas of the Department.

Determine equipment needs for operations and telecommunications.

Manage repair, installation, placement, and location of telecommunications equipment.

Maintain on-site repair facilities and arrange for repair of communications equipment.

Develop training and materials on operating the Computer Aided Dispatch System and the Management Information System.

Maintain relationships with DOJ, FBI, NLETS, and other organizations supplying data to GPD.

Prepare and implement changes to CAD/MDT programs as required by State and Federal organizations.

Maintain contractual relationships with repair companies and organizations to insure prompt, accurate repair.

Maintain MIS data files and coordinate data input, corrections, and program changes with data processing.

Participate in city workshops, committees and planning groups on computer applications.

Maintain continuing interest in computer technology applications in law enforcement and implement appropriate systems.

Participate in staff projects and assist in areas of expert knowledge.

A-18

PLANNING & RESEARCH UNIT

Staffed by - 1 Lieutenant
 - 1 Adm. Assistant
 - 1 Clerk-Typist II
 - 1 Adm. Analyst (existing)

Primary Duties

Research and publish Training Bulletins, Pamphlets, and Guide.

Research and publish General Orders; Maintain data file of research on each General Order; Originate General Orders on new items of organizational importance.

Research, publish, and maintain data files for the Glendale Police Manual.

Research and prepare training material on search and seizure issues, cases, and laws.

Research legislative opinions, new laws, and make applications to the work environment.

Plan facility space needs, alterations, additions, and alternate considerations.

Plan tactical operations and maintain capability to plan on a broad array of situations.

Perform Administrative investigation and/or review of Officer Involved Shootings.

Maintain liaison with City Attorney to:

- Investigate, coordinate, and manage cases involving police personnel
- Represent management in "pulling together" case investigation, preparation, and presentation
- Exercise the requisite authority over police personnel cases to bring forth a full and complete investigation

Perform assigned Staff studies of allocation, deployment, utilization of personnel.

Perform workload and unit assessments.

A-19

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE DECEMBER 15, 1988

TO CAPTAIN GLYNN MARTIN
FROM SERGEANT RON ALLISON

SUBJECT AIR SUPPORT UNIT'S FIVE YEAR PLAN
 FOR MANPOWER, CAPITAL IMPROVEMENT
 AND AIRCRAFT

This communication is submitted with the intent of expressing ideas for future goals of the Air Support Unit. The following information deals with options and alternatives regarding our future staffing levels, capital improvements to our facility and aircraft.

MANPOWER:

At present, we are staffed by five police officers and one sergeant. We have three (3) pilots (including myself) and three (3) observers. One observer has obtained his pilots license and is currently fulfilling his insurance requirements to become a Pilot-in-Command.

In March of this year, Burbank P.D. pulled out of our joint unit, purchased turbine aircraft and began their own unit. This resulted in a loss of two (2) pilots from the unit. It was necessary to reduce our scheduled flight hours to 2000 per year, a 33% reduction.

Consideration should be given to the following areas:

1. Addition of two (2) police officers to the unit, increasing the flight hours back to 3000 and reinstating the mid-shift patrol flight.

2. Addition of One police officer, as an observer, to make up a mid-shift crew with our newly trained pilot. This will provide a surveillance crew as well as relief for days off, sick leave, etc.
3. Establish a mutual agreement with Burbank P.D. to provide coverage in each other's city on an overlapping patrol schedule, thus providing constant coverage during peak hours of service.
4. Reinstatement of the joint Glendale-Burbank Air Support Unit. This could be accomplished through use of existing aircraft, or the upgrading of Glendale aircraft to those of the type Burbank operates. (This will be discussed further under "Equipment").

By reinstating the joint unit, we would nearly double our staffing level. If Burbank provided fifty percent of the funding and an equal amount of personnel, we could provide the following:

Burbank - 1 Sergeant, 4 Officers

Glendale - 1 Sergeant, 5 Officers

This would provide 4 flight crews and enable us to schedule 80 flight hours a Month or 3840 hours per year. We could have 4 patrol flights per day, or 3 patrol flights and 1 surveillance flight, or 2 patrol flights and 2 surveillance flights. (See attachment #1)

Two Sergeants in the unit could share administrative responsibilities, as well as operational duties. They would each be responsible for their respective department's personnel evaluations, department communications and share in joint supervision. They could rotate as administrative Sergeant and Operations Sergeant.

HELIPORT:

The Air Support Unit is currently located at 1010 Flower Street on property owned by the Los Angeles Department of Water and Power. We currently possess a five lease agreement with L.A.D.W.P., which expires in April of 1990. We are operating our facility under authority of a conditional use permit issued by the City of Glendale. This permit expires August 1, 1992.

The main area of concern written into the L.A.D.W.P. lease is a 30 day "Get Out" clause. If executed, this provision in the existing lease would dramatically effect our air operations. Therefore, I am proposing that our department explore the feasibility of several alternatives to our present heliport location and facility.

1. Initiate air operations from the Burbank-Glendale-Pasadena Airport. This could be accomplished by the lease of a hangar facility with fuel being purchased from on site vendors. This would be the least desirable alternative as it would again leave us with the controlling terms of a lease agreement.
2. A second option would be the purchase of property at the airport. In approximately four years, the Lockheed Corporation will be vacating all buildings east of runway 15 and north of runway 7. This is approximately 17 acres of property. The Burbank re-development agency has expressed interest in purchasing this property. If it could be obtained from Burbank, a 4 acre site would be more than adequate for our needs.

3. A third option would be the joint purchase of Lockheed Property by the cities of Burbank and Glendale. The purchase price could be shared equally by both cities. This could be accomplished through a joint Air Support Program or a separate program operated out of the same facility.
4. The last option would be the development of a heliport within the city limits of Glendale but at a location other than the Flower Street facility. Several sites within the city limits were looked at, but only one was found to be suitable for our needs. That location is adjacent to the Scholl Canyon baseball fields. It is a graded plateau southwest of the ball fields where two water tanks are located. The Glendale Department of Water and Power is currently preparing to construct a water tank on the site. If approved, a heliport facility could be constructed in conjunction with this project. This site has many advantages. It is remote, for noise abatement purposes, and it has access to water, electric, telephone and sewers. It is land owned by the City of Glendale, and it has a paved road to the location.

If this project was planned and constructed concurrent to the D.W.P. project, it could reflect a substantial savings in construction costs and duplicate effort. (i.e. earth removal, relocation, leveling, grading, paving, etc.)

A specific report, including maps, drawings and photographs, has been prepared for the Scholl Canyon site. This will be submitted immediately as the D.W.P. project is about to go out for consideration of bids. (See attached Z-7 "Proposal for Relocation of the Glendale Police Heliport Facility, attachment #8)

AIRCRAFT:

The Police Air Support Unit is presently operating two Hughes 269/300c helicopters and one Schweizer 269/300c helicopter. The combined total flight times of our aircraft is 16928 hours.

The mission of our Air Support Unit has been ever increasing since the acquisition of our aircraft in 1979. The demands placed on our unit have surpassed our aircraft's capabilities. The needs of our department and those of the community have changed significantly since the conception of the existing program. These changes include the appearance of high rise buildings, increased traffic, and much more sophisticated criminals, especially in the area of narcotics. If we choose to meet these changing needs, and maximize the usefulness of the helicopter program, a need exists for a faster, quieter helicopter, one with sufficient endurance, range, and payload to best meet the growing needs of our community and its emergency services.

Our department has received several aircraft comparison studies over the past several years. These studies have concluded that the next step up from the aircraft we are presently operating would be a light utility gas turbine helicopter. The aircraft recommended in both surveys, as well as being the most widely used turbine aircraft in the law enforcement community today, is the "McDonnell Douglas" 500E.

It is therefore my intent to propose, for consideration in the Air Support's five year plan, the acquisition of two (2) MD 500E Gas Turbine aircraft.

Utilization of Aircraft:

By acquiring the MD 500E aircraft, our department would experience an increase in the mission capabilities in the following areas:

- a. Faster response to calls which will increase first on scene capabilities.
- b. Faster response time from the heliport, especially from cold starts.
- c. Increased availability and reliability
- d. Increased "Hot Day" performance
- e. Long range endurance for special flights
- f. Capability of training police and other personnel as additional passengers while still being able to provide normal patrol duties.
- g. Much quieter operation to reduce citizen complaints and flight crew fatigue.

- h. Better capability for police/fire response during emergency situations.

With Turbine aircraft, our unit responsibilities could increase to include mission support for the Glendale Fire Department in the following areas:

- Transportation of equipment and personnel into isolated areas.
- Aerial fire planning and photography
- Evacuation of victims from the roofs of high rise buildings
- Transportation of fire fighters and equipment to and from the roof at high rise building fires
- Water/fire retardant drop on brush fires
- Transportation of fire fighters and equipment to hot spots
- Evacuation of endangered fire fighters
- Air ambulance ability to transport sick/injured to area hospitals
- Movement of paramedics to isolated or multiple casualty incidents

Expanded Air Support operations would enhance benefits to other city departments such as:

- Planning; aerial photography and surveillance
- Public Service; transportation of crews to inaccessible areas -
- Ability to perform sling load work
- Parks and Recreation; aerial photography of existing and proposed parks

- Transportation; fast transportation to and from out of town locations in extreme emergency situations
- Water/power; inspection of overhead power lines and water reservoirs

Aircraft Performance:

The Model 500E is a light single-turbine helicopter that offers the highest speed, payload and productivity in its class. It is a four place (police configuration) turbine helicopter, with a five blade main rotor and an optional "quiet tail rotor system". It's main points of advantage include:

- Quieter, optional four bladed tail rotor makes operation at normal patrol altitudes very quiet. See attachment #2
- External load capability of 2,000 lbs will enable water drops of 200 gallons or one ton cargo lift.
- Small rotor diameter of 27' allows it to land on most streets.
- Can make slope landings up to 20 degrees.
- Ability to place stretcher in rear compartment (must be ordered with litter configuration)
- No airspeed penalty for doors off operation
- Fastest five-place light turbine at 175 mph

Aircraft Productivity:

- 5000 hour airframe - time before overhaul
- 3500 hour engine - time before overhaul
- 440 mile range at 140 mph with auxiliary
- 21 gallon fuel system

- 320 mile range at 140 mph with standard fuel system
- 3.8 hour endurance with auxiliary fuel system
- 2.8 hour endurance at 72 mph with standard fuel system

Aircraft Safety:

Major advancement in operational safety due to;

- Greater horsepower margin
- Five blade rotor system offers up to 25% more autorotation energy
- T-tail and large tail rotor for controllability
- Static mast with fail-safe rotor and rotor retention system

See attachments #3, 4 & 5 for performance specifications and design features.

Aircraft Costs:

I have been in contact with McDonnell Douglas Aircraft Corp. and been advised that the current base price of a Model 500E helicopter is \$480,000. This price will be effective until January 1, 1989 at which time a price increase will occur. To equip one helicopter with optional accessories and police equipment would bring the sales prices to approximately \$651,000. See attachment #6 for list of required accessories.

Operations Costs:

(Based on 1987 Dollar Estimates)

Per hour

Fuel, Jet A-

\$.85 per gallon @ 28 gal per hour

\$ 23.80

Lubricants-

Oil, solvents, gear oil

\$ 1.34

Total = \$ 25.14

Maintenance and Spares:

Airframe-

Scheduled maintenance labor

Rate @ \$35 per hour

(Maintenance manhour/flight hour = 0.34)

\$ 11.90

Unscheduled maintenance labor

Rate @ \$35 per hour

(Maintenance manhour/flight hour - 0.45)

\$ 15.75

Reserves for retirement items

(Limited life parts)

\$ 31.07

Reserves for airframe spares

\$ 13.88

Reserves for component overhaul

\$ 2.59

Reserves for refurbish, misc. costs

\$ 1.65

Total Airframe cost = \$ 76.84

Engine:

Schedules maintenance labor rate

@ \$35 per hour

(Maintenance manhour/flight hour = 0.13) \$ 4.55

Unscheduled maintenance labor rate

@ \$35 per hour

(Maintenance manhour/flight hour = 0.03 \$ 1.05

Reserve for engine overhaul and spares \$ 21.09

Total Engine cost = \$ 26.69

Total Direct Operating Cost Per Hour = \$ 128.67

Note: The variable costs include overall fuel and lubricants consumed while operating under the following conditions:

1. Gross weight: 10% less than maximum certified cruising speed; 10% less than maximum for that weight altitude: 1,000 feet on a standard day.
2. Engine maintenance costs provide by "Allison" Aircraft Engine Company.

Financing:

As mentioned earlier in this report, the approximate purchase price of two MD 500E helicopters, at current market value, is \$1,302,000. I would like to propose an alternative to making a large capital expenditure of this type.

Upon researching the acquisition of MD 500E's by the Los Angeles Sheriff's Department (purchased 10 aircraft) and the Burbank Police Department (purchased 2 aircraft) I found that both agencies utilized low interest municipal lease/purchase financing.

Lease purchase financing allows governmental entities to acquire essential equipment and needed facilities by leasing over a period of time while conserving working capital and avoiding long-term debt obligations.

A lease purchase is an installment sales contract that provides for the acquisition of assets through installment payments composed of principal and interest. Equity is established with each payment made, and at the end of the repayment term, ownership is transferred to the municipality at no additional cost. Throughout the repayment term, title may be vested in the name of the municipality with the lessor retaining a security interest in the asset.

Following is an example of a lease/purchase payment schedule for the purchase/payment of two MD 500E helicopters: (Effective 1-15-88)

PUBLIC LEASING CORPORATION 7.14% INTEREST RATE

Pymt Numbr	Periodic Pmt Date	Principal Amt of Pmt Due	Net Interest Amt of Pmt Due	Net Periodic Pmt Amt Due	Purchase Option Price
0	15/Jan/88	0.00	0.00	0.00	\$ 1,214,986.10
1	15/Jan/88	103,119.69	43,340.31	146,460.00	1,111,757.90
2	15/Jan/89	106,801.99	39,658.01	146,460.00	1,004,843.52
3	15/Jan/89	110,615.78	35,844.22	146,460.00	894,111.33
4	15/Jan/90	114,565.76	31,894.24	146,460.00	779,425.01
5	15/Jan/90	118,656.78	27,803.22	146,460.00	660,643.37
6	15/Jan/91	122,893.90	23,566.10	146,460.00	537,620.14
7	15/Jan/91	127,282.31	19,177.69	146,460.00	410,203.89
8	15/Jan/92	131,827.43	14,632.57	146,460.00	278,237.74
9	15/Jan/92	136,534.86	9,925.14	146,460.00	141,559.20
10	15/Jan/93	141,410.39	5,049.61	146,460.00	0.00
Totals		\$1,213,708.89	\$250,891.11	\$1,464,600.00	-----

Public Leasing Corporation's bid of 7.14% interest rate would require the city to make ten semi-annual payments of \$146,460.00 (or \$292,920.00 annually for five years) for a total of \$1,464,000. (Principal of approximately \$1,213,708.89 and interest of \$250,891.11)

The city would have the option to prepay (option to purchase in full without a premium) at any time during the five year term of the lease provided a 30 notice is given to the lessor. The purchase option may be executed after remittance of the outstanding principal, plus accrued interest.

If the city does not exercise the purchase option throughout the life of the agreement the buy-back amount (the amount the city would have to pay to acquire ownership of the helicopters) would be \$1.00 (one dollar).

The main advantage to the city associated with this financing, is related to the interest cost (the interest the city as the leasee will pay to the owner of the equipment, the lessor) which is anticipated to be lower over a 5 year term than the interest income the city will receive by investing their funds in different investment instruments.

Comparing the example bid of 7.14% interest cost to an investment yield of 8.00% (example city's interest yield as of 1-15-88) the city could be earning the difference of .86% (8.00% minus 7.14%) If we leased the aircraft (by using someone else's money) instead of paying cash (and putting our money in the bank) the difference of .86% translates into approximately \$10,438 (\$1,213,709.00 approximate cost of the helicopters times .86% of annual interest earnings to the city).

The above annual interest earnings figure could increase or decrease depending on the market rates during the five year term of the lease. If the investment rate of the city's investment portfolio increases to 9% or 10%, this would translate into approximately \$20,000, or \$30,000 respectively of annual interest earnings. If interest rates consistently remain one or two percentage point over the 7.14% interest costs through the five year lease term, the city could potentially make \$50,000 to \$100,000 interest earnings after paying the interest costs. If it drops to 7.00%, it would cost the city approximately \$1,699 a year (7.14% minus 7.00% equals .14 times \$1,213,709)

To prevent any negative impact resulting from the interest earnings falling below 7.14%, the city should obtain a prepayment clause in the lease agreement whereby the contract term will expire at our option by giving the lessor a thirty day notice of intent to purchase the aircraft. To be able to pay off the remaining outstanding balance in an expeditious way, the city should place appropriations originally authorized for the aircraft purchase into a reserve account for the purpose of repaying the principal of the lease/purchase.

It is impossible to project where interest rates will be during the five year lease agreement, however, to mitigate any potential adverse impact that an interest rate drop below the proposed interest cost of 7.14% might have, the city would be able to pay off the remaining balance provided a 30 day notice is given to the lessor.

The city is at no risk if it enters into a lease/purchase financing. There will be no additional cost to the city by financing the acquisition of the helicopters instead of paying cash for them. On the contrary, the city potentially could make between \$50,000 to \$100,000 over the interest cost (depending on the investment interest rates) by putting those funds in the bank through the life of the lease. There is no double expenditure or appropriation.

Further consideration should be given to the resale of our existing aircraft and equipment. Using the average resale prices for (2) 1979 and (1) 1986 Hughes/Schweizer 300C aircraft, including spare parts and tooling, the city could realize approximately \$300,00.

If this money were used to defray the cost of two MD 500E helicopters, it would reduce the purchase price to \$1,002,000. McDonnell/Douglas expressed interest in assisting with the resale of our existing equipment.

Another area to explore with regard to aircraft purchase would be the expenditure of narcotic seizure funds. If the city were to appropriate one half of the purchase cost and authorize the expenditure of narcotic forfeiture funds for the other half the city would only experience a capital expenditure of \$501,000.

(2) MD 500E helicopters	\$ 1,302,000.
Less resale of existing equipment	- <u>300,000.</u>
Net Purchase	\$ 1,002,000.
 City Appropriation	 \$ 501,000.
Narcotic Forfeiture	\$ 501,000.

If these funds (city and narcotic) were placed in an interest bearing account, as previously explained, it is possible that enough new narcotic forfeiture funds would come into the system over the next five year period to repay the city's original \$501,000 expenditure.

SUMMARY/RECOMMENDATIONS:

In summation, it is my recommendation that the Glendale Police Department actively work toward accomplishing the following goals over the next five year period;

- Reinstatement of the joint Glendale/Burbank Air Support Unit, to incorporate Burbank's offer to share one half of all operating cost, manpower and equipment.
- Select and construct a new heliport facility either on the site proposed in Glendale or a joint site with Burbank P.D. at the Burbank Airport.
- Purchase of two McDonnell/Douglas M.D. 500E light turbine helicopters with capital expenditures being offset by sale of existing aircraft.

Respectfully submitted,



Ron Allison, Sergeant
Police Air Support

RA:cel

PATROL SCHEDULE
(Example)

[illegible][illegible]

WEDNESDAY	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	01	
Day Shift	X	X			X	X												4 HRS
Late Days			X	X			X	X										4 HRS
Mid Days									X	X			X	X				4 HRS
Night Shift											X	X			X	X		4 HRS
																		16 HRS

[illegible]

FRIDAY	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	01	
Day Shift	X	X			X	X												4 HRS
Late Days			X	X			X	X										4 HRS
Mid Shift																		Off
Night Shift											X	X			X	X		4 HRS

12 HRS

SATURDAY	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	01	
Day Shift																		Off
Late Days			X	X			X	X										4 HRS
Mid Shift																		Off
Night Shift											X	X			X	X		4 HRS

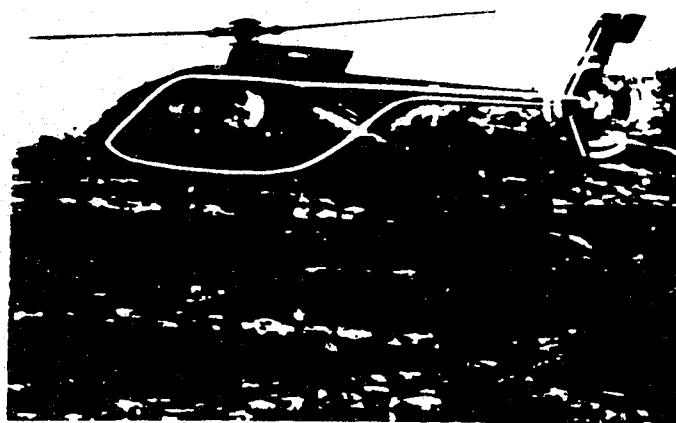
8 HRS

SUNDAY	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	01	
Day Shift																		Off
Late Days																		Off
Mid Days									X	X			X	X				4 HRS
Night Shift																		Off

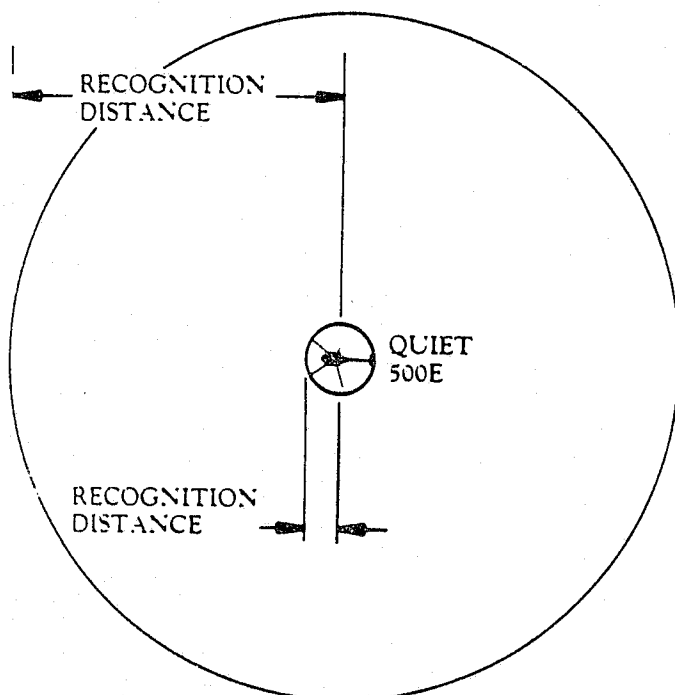
4 HRS

Total Hours per week 80

Quiet Operation



NOISE SIGNATURE COMPARISON "500E" & "QUIET 500E"



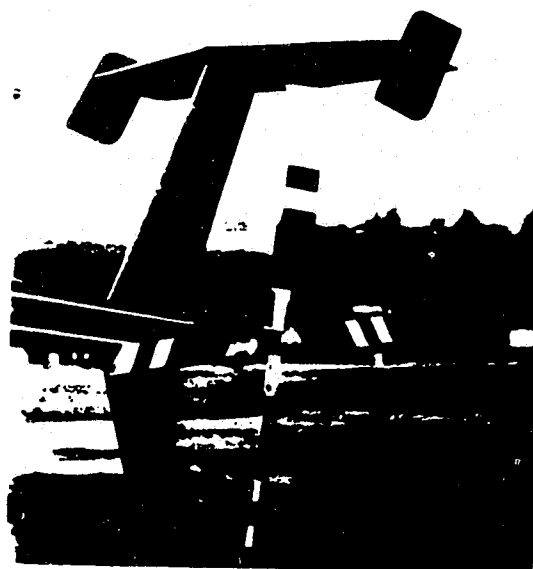
- When the distance recognition is 1/10 — only 1/10 of the people hear the noise and the duration is 1/10 the time.

McDonnell Douglas Helicopter Company is the only manufacturer in the rotorcraft industry to have developed an engineering solution to noise pollution. The 500E has a unique quieting system that achieves a sound level near the ambient traffic level. It is recognized by many communities as the quietest helicopter available.

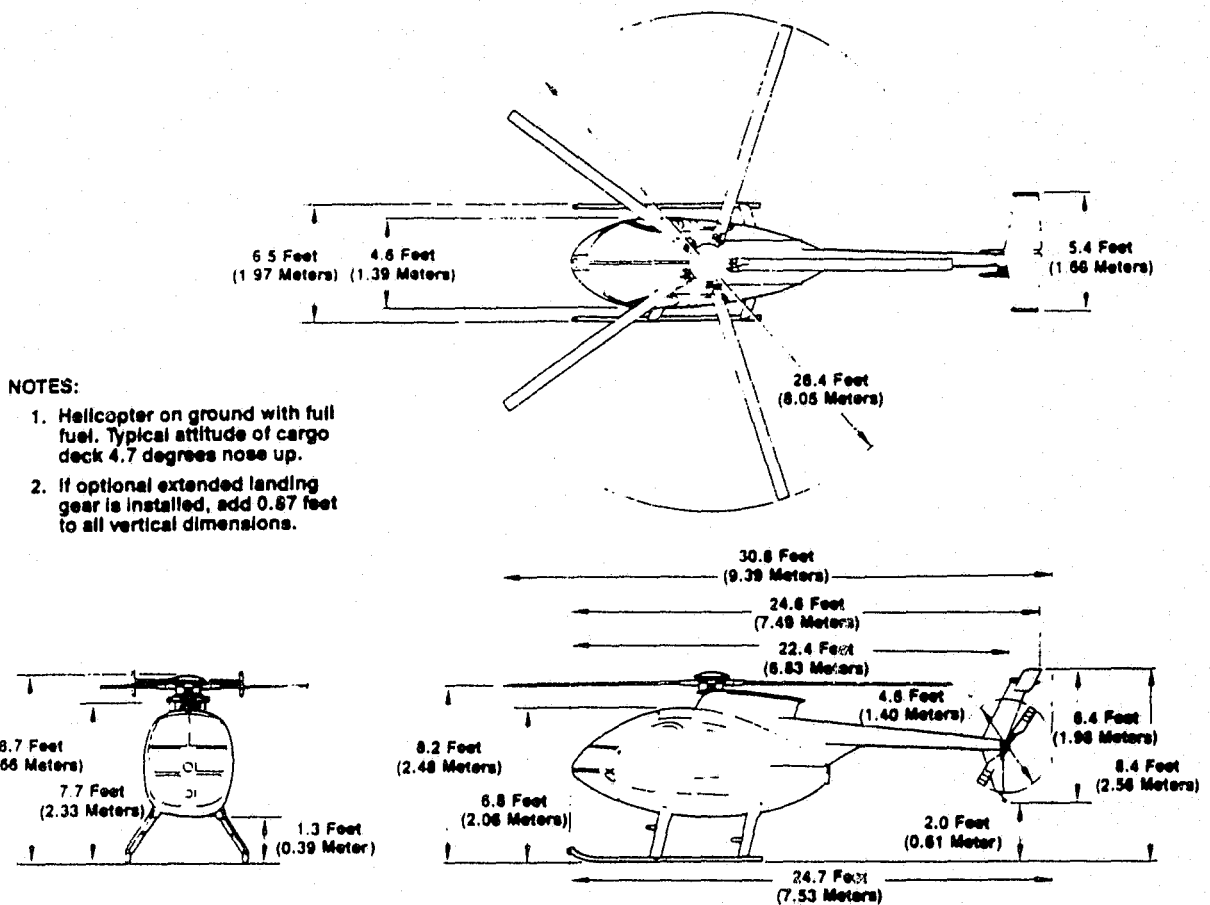
- Flies unnoticed over the city
- Ideal for city banking and law enforcement
- Urban and rural application

Helicopter sound becomes objectionable noise when it is too loud, too easily perceived, is repetitive or when there are objectionable frequencies in the sound signature.

The MDHC quiet helicopter has overcome all of these objections to the point that the recognition distance (the distance from the observer at which the sound can first be heard during a 500-foot (152m) altitude flyover) has been cut by 80%. Also the stay-time (how long the sound can be heard after it is first perceived) has been reduced by 60%.



MD 500E High Performance Helicopter



The MD 500E has been redesigned by McDonnell Douglas Helicopter Company with a new interior that makes it the quietest, most spacious and most comfortable Model 500 ever. Rear seat passengers have increased headroom and fifty percent greater visibility. Thoughtful refinements provide "first class" front and rear seating with added legroom. Pilots appreciate the new T-shaped instrument panel that provides for a full complement of state-of-the-art avionics.

With its 420 shp Allison 250-C20B turbine engine and five-bladed main rotor, the MD 500E is the best performing helicopter in its class.

The MD 500E light turbine helicopter allows profitable and easy configuration conversions from a deluxe five-place executive transport to a utility cargo carrier or a short-haul vehicle carrying a pilot and six passengers.

Typical uses include intracity and intercity transportation of key personnel; worksite mobility for technicians and craftsmen; aerial survey, patrol and photography; agricultural uses such as seeding, spraying, and fire-fighting; air rescue operations; and numerous other tasks within the construction, petroleum, and forestry industries.

Optional high-clearance skids permit operations in rough terrain, while other optional equipment such as inflatable floats, personnel hoist, ambulance kit, and external baggage pods increase the MD 500E's versatility.

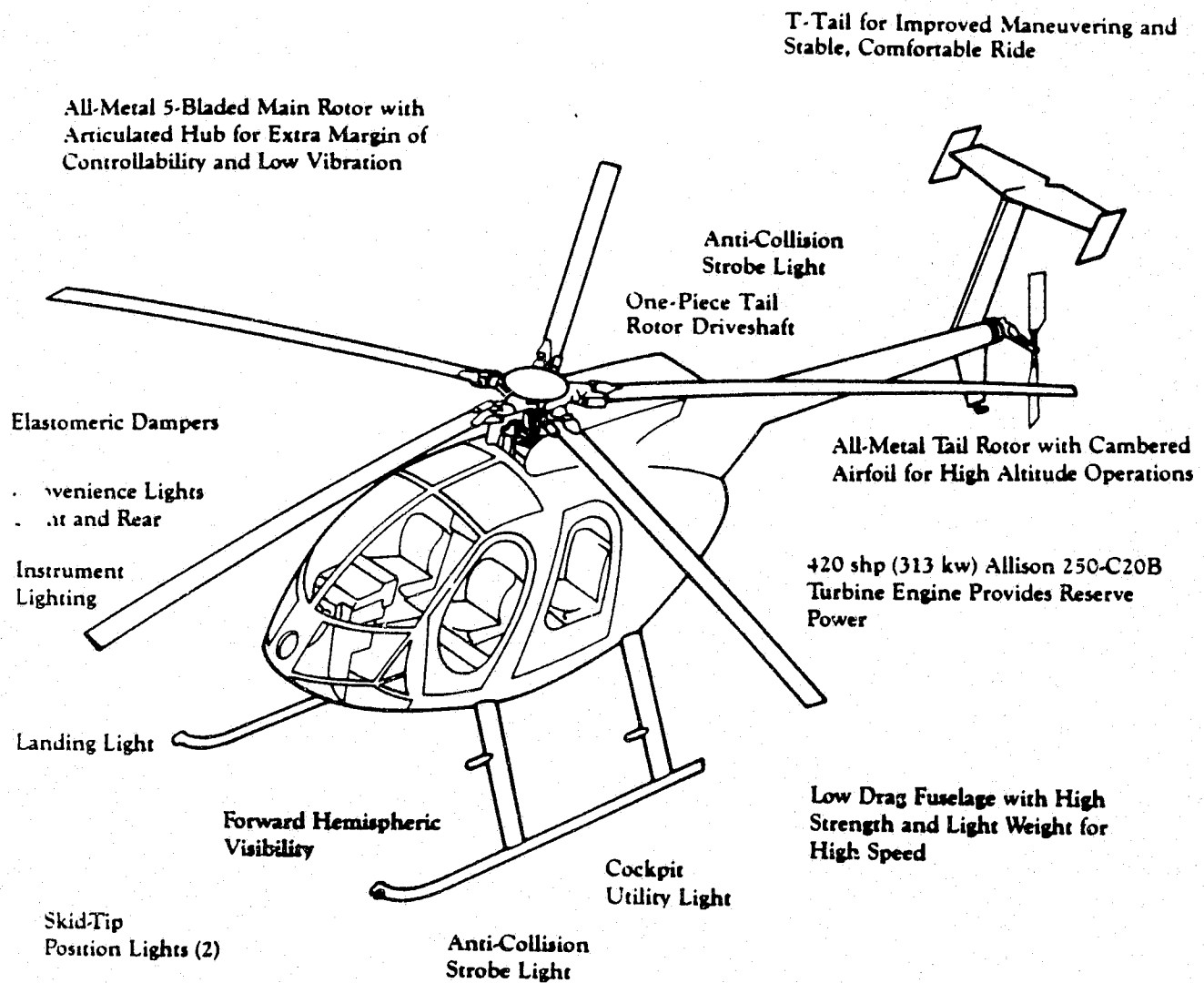
Proven reliability of the derated turbine engine, fail-safe design and a worldwide network of factory authorized service centers assure year-round dependability.

MD 500E Performance Specifications

		Gross Weight			
		2,000 lb (907 kg)		3,000 lb (1361 kg)	
		English	Metric	English	Metric
Maximum Cruise Speed:	Sea Level	169 mph	272 km/hr	160 mph	257 km/hr
	5,000 ft	169 mph	272 km/hr	155 mph	249 km/hr
Maximum Range:	Sea Level	318 miles	512 km	294 miles	473 km
	5,000 ft	367 miles	590 km	320 miles	515 km
Maximum Endurance:	Sea Level	3.3 hrs	3.3 hrs	2.8 hrs	2.8 hrs
	5,000 ft	3.6 hrs	3.6 hrs	3.1 hrs	3.1 hrs
Maximum Rate of Climb:	S.L., Std day	3,240 fpm	16.46 m/sec	1,875 fpm	9.53 m/sec
	ISA + 20°C day	3,240 fpm	16.46 m/sec	1,875 fpm	9.53 m/sec
Service Ceiling		over 20,000 ft	6096 m	14,700 ft	4481 m
Hovering Performance:					
In-ground-effect:	Std day	19,000 ft	5791 m	8,500 ft	2591 m
	ISA + 20°C day	17,000 ft	5182 m	6,000 ft	1829 m
Out-of-ground-effect:	Std day	17,000 ft	5182 m	6,000 ft	1829 m
	ISA + 20°C day	15,700 ft	4785 m	3,100 ft	945 m
V _{ne} (maximum permitted speed) 175 mph at sea level (282 km/hr) 152 kts					
MD 500E weights					
FAA Certificated Gross Weight:		Normal category		3,000 lb	(1361 kg)
		External Load operations		3,550 lb	(1610 kg)
Empty Weight:	Standard configuration			1,441 lb	(654 kg)
	Industrial configuration			1,341 lb	(608 kg)
Useful Load:	Standard configuration—Normal category			1,559 lb	(707 kg)
	—External Load operations			2,109 lb*	(956 kg)
	Industrial configuration—Normal category			1,659 lb	(754 kg)
	—External Load operations			2,209 lb*	(1002 kg)
Fuel Capacity:	64 U.S. gallons			403 lb	(183 kg)
MD 500E power plant					
Allison Model 250-C20B gas turbine, rated at 420 shp, derated for reliability and safety to:					
Take-off power				375 shp	(280 kw)
Maximum continuous power				350 shp	(261 kw)

* NOTE: Max hook capacity = 2,000 lb (907 kg)

Design Features



Equipment and Accessories

JOE Standard Equipment

Controls

Flight Controls, Pilot

Flight Instruments

Airspeed Indicator
Barometric Altimeter
Magnetic Compass
Outside Air Temperature Indicator
7-Day Clock, Sweep Second Hand

Engine & Instruments

400-hp (313 kw) Allison 250-C20B engine
Dual Tachometer (NR and N₁)
N₁ Tachometer
Engine Torquemeter
Turbine Outlet Temperature Indicator
Engine Oil Pressure Indicator
Fuel Quantity Indicator
DC Ammeter
Running Time Meter
Nickel-Cadmium Battery
External Power Receptacle
Automatic Engine Reignition Kit

Annunciator Panel (Warning Lights)

Engine Out (plus audible alarm)
Engine Chip Detector
Fuel Low
Fuel Filter Obstruction
Main Rotor Transmission Chip Detector
Main Rotor Transmission Oil Pressure
Main Rotor Transmission Oil Temperature
Tail Rotor Transmission Chip Detector
Generator Out
Main Rotor RPM
Battery Overtemp

Night Lighting

Landing Light
Sliding Position Lights
Anticollision Strobe Lights (2)
Cockpit Utility Light
Convenience Light, Aft Cabin
Instrument Lighting

Finish

Exterior Paint & Trim, Choice of
Colors, Polyurethane Paint

Miscellaneous

Keved locks, all four doors
Tinted Canopy and Window Panels
Vinyl & Fabric Seat Cushions —
(Passenger Compartment Seat
folds up against aft bulkhead;
removable)
Safety Belts (5), Inertia Type
w/ Shoulder Strap (Sam Brown type)
Interior, Trim
Deep Pile Floor Carpet
Mapcase
Ashtrays & Lighters in Crew &
Passenger Compartment
Cabin Soundproofing
Flow-through Positive Ventilation System
Cargo Tie Down Fittings
Accessory Hardpoints
Jacking Fittings
Pitot Tube Cover
Rotor Blade Tie-Down Socks
Engine Inlet & Exhaust Covers
Ground Handling Wheels
Flight Manual
Winterized Components
Fire Extinguisher
First Aid Kit
Passenger Steps

ACCESSORY LIST

QUANTITY	ITEM
2	Automatic Reignition
2	Dual Controls
2	Engine Wash Kit
2	Heating/Defogging System
2	Hard Points
2	Saft Battery
2	Cargo Hook
2	Extended Gear
2	Particle Separator with Mist Eliminator
2	Fargo Auxiliary Fuel Tank
2	Quiet Tail Rotor Kit
2	Rotor Brake
2	Wire Strike Kit
2	Altitude Gyro with Slip Indicator
2	IVSI
2	WECO 160 AMP Starter Generators MDL# 23032-051
4	King KY19670 VHF Comm Radios
2	King KT 76 A Transponder
2	Slant Panel

QUANTITY	ITEM
2	Fargo Generator Cooling Kit
2	King KEA 127 (Blind) encoding altimeter
2	Mesh seats front & rear (individual)
6	David Clark Headsets 11-10-86
	Police Avonics Package as follows and installed by Air Comm Systems, Inc.
4	ACS 775 SL Audio Mixer
4	ACS 179 Passenger ICS (Transmit to Ground)
2	ACS P/A 100 PA/Siren Single Speaker with 2 Drivers (flush mounted)
2	II Morrow Apollo 604 F B Loran C
2	Davtron Density Altitude indicator 655-2
4	King KA 39 Power Converter
4	FM Antennas
2	Foot Switch
2	Spectro Lab SX-16 Searchlight with Side Mount
2	Argus 5000 Moving Map w/Loran Interface
3	Head set switch Cords (ICS/Transmit)
2	KenLab Power Supply

The MD 500 Series Warranty

Best Program in the Industry . . . Backed by Service

McDonnell Douglas Helicopter Company warrants each new helicopter sold by it to be free from defects in material and workmanship under normal use and service. MDHC's obligation under this warranty is to the original purchaser only, and is limited to repairing or replacing at MDHC factory any part which shall, within one (1) year after delivery of such helicopter, or one thousand (1,000) hours of operation, whichever shall occur first, be returned to MDHC unless otherwise specified by MDHC, with transportation charges prepaid, and which upon MDHC's examination shall disclose to its satisfaction to have been thus defective. (Replacement parts are warranted for the remainder of the applicable one (1) year or 1,000 hours original warranty period.)

In addition, if a part of the "Drive System" is found to be defective in material and workmanship, MDHC will repair or replace the item during the first two (2) years or 2,000 hours, subject to the conditions described above. This obligation is for 100% of the cost to repair or replace an item which is returned during the first year or 1,000 hours of operation. If the part is returned during the second year, or 2,000 hours of operation, whichever shall occur first, MDHC will prorate the cost to repair or replace by giving the purchaser a credit in relation to the number of hours of service in accordance with a set schedule. Further, MDHC will pay the cost of labor (labor allowance) for removal and installation of such parts during the first two (2) years or 2,000 hours. The replacement part must be installed at an MDHC approved Service Center. The "Drive System" parts are those which drive the main rotor and tail rotor. They include the rotors but do not include the engine or flight controls. Replacement parts for the "Drive System" are warranted for the remainder of the applicable two (2) years or 2,000 hours of the original warranty period.

A written notice of a warranty claim must be given promptly to Manufacturer and, in no event, later than sixty (60) days after expiration of the warranty period.

This warranty shall not apply to any helicopter or part which shall have been repaired or altered outside MDHC's factory in any way so as, in MDHC's judgement, to affect the stability or reliability of the helicopter or part, nor which helicopter or part has been subject to misuse, corrosion or erosion, negligence, or accident.

MDHC makes no warranty whatever with respect to engines, engine accessories, batteries, radios, avionics or other trade accessories installed at purchaser's request, inasmuch as they are usually warranted separately by their respective manufacturers. However, if any such manufacturer does not have local facilities or representation for the processing of warranty claims, any warranty claim in connection with such parts may be made directly to MDHC, which, as a matter of accommodation, will process the claim on behalf of the Customer to the appropriate manufacturer.

The foregoing warranty is exclusive and is given and accepted in lieu of any and all other warranties, express or implied, including without limitation the implied warranties of merchantability and fitness for a particular purpose. The remedies of buyer shall be limited to those provided herein. In no event will manufacturer be liable for collateral or consequential damages or for any other costs. MDHC neither assumes nor authorizes anyone to assume for it any other obligation or liability in connection with the sale of its helicopter products.

**MDHC Tech Reps, Service
Centers and Operations
Worldwide . . .**

- Tech Reps
- Service Centers
- Distributor Locations



Z-7

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE

OCTOBER 27, 1988

TO CAPTAIN GLYNN MARTIN

FROM SERGEANT RON ALLISON

SUBJECT PROPOSAL FOR RELOCATION OF THE
GLENDALE POLICE HELIPORT FACILITY

In an effort to continue to explore alternatives to a heliport facility that is not leased from the City of Los Angeles, the following recommendation is presented for your consideration.

I have divided this proposal into six categories to be evaluated and discussed. They are: Land to be utilized, field or tarmack layout, structures to house aircraft and employees, utilities to be installed, permits, licenses and studies to be obtained and project costs.

LAND

We are proposing the use of the land located southwest of the Scholl Canyon baseball fields. It is a level graded plateau where two water tanks are currently erected. This property is owned by the City of Glendale, under the control of the Department of Water and Power. It is referred to as the, "Glenoaks 1290 tanks."

The Department of Water and Power are currently seeking bid requests to construct a six million gallon water tank on this site. (See attachment 1-D.W.P. Plot Plan) This project would construct a 180' diameter concrete tank approximately in the center of the existing site. The two existing water tanks will be removed after completion of the new tank.

We are proposing to utilize the unused property northeast of the new water tank. This would provide us with an area of approximately 350' x 180', which will be more than adequate for our operation.

I have attached aerial photos of the proposed site. As you can see, this site provides for easy ingress and egress for arriving and departing aircraft. Due to prevailing southerly winds in the area, all approaches would be made over the Scholl Canyon Golf Course, following Glenoaks Blvd. All departures would be in a southwesterly direction following the ridgeline between Glenoaks Canyon and Chevy Chase Canyon.

The elevation of this site is 1270' M.S.L. (above sea level). At this altitude, the site will be susceptible to inclement weather, such as low clouds and high winds during Santa Ana wind conditions, however, this only affects a minimal amount of days during the year.

The access to this site is via Glenoaks Blvd., in Scholl Canyon. This street is lightly traveled, affords curbside parking and can be secured by a gate in the evening. The site is bordered on three sides by steep canyon hillsides and heavy brush which adds to the ability to secure the facility.

HELIPORT FIELD/TARMACK

As depicted on attachment #2, we are proposing a tarmack (field of operation, runway, taxiways, etc.) layout consisting of a landing pad with recessed lighting, three parking pads and a fuel pit. The fuel pit will consist of one 10,000 gallon fuel tank and an underground pumping station. The pumping equipment will be located between pad #2 and the fuel pad which will enable refueling to aircraft on either pad.

The entire tarmack will be paved with asphalt to prevent blowing dust and to allow aircraft to be moved on the ground. All appropriate heliport markings will be painted in white or yellow paint, per Federal Aviation Administration Rules and Regulations.

The site will be secured on the east, west and north perimeters by chain link fence with rolled razor wire. We recommend the construction of a block wall along the southwest perimeter to be topped with rolled razor wire. This will provide security to the public side of the facility and serve as a sound reduction wall.

We propose to place the driveway at the extreme east end of the facility. This will be the levellest area to make entry onto the facility. Pavement markings will direct vehicular traffic to designate parking areas. The entrance will be regulated by an electric security gate similar to the type presently in use at the heliport. This will prevent vehicles from entering the facility when aircraft are maneuvering.

STRUCTURE

The building necessary to support our air support operation, should be large enough to house a minimum of four (4) aircraft. This will allow enough interior space to move aircraft around for maintenance purposes or pre-flights. Also necessary, will be space for offices, restrooms, locker room, crew quarters and maintenance work areas with storage.

We purpose the construction of a block wall building, 80' x 110' with a second story 20' 4" x 59' 4". The main floor of this building will house aircraft maintenance facilities, shop equipment, a restroom and an office. The following dimensions are suggested:

Hangar Area	- 80' 0" x 89' 6"
Maintenance Room	- 50' 4" x 20' 6"
Restroom	- 9' 4" x 6' 4"
Office	- 20' 4" x 20' 6"

The second floor would be located over the southwest portion of the building. This will be more cost effective due to first floor supporting walls. This would also be located further away from aircraft flight paths.

Access to the second floor would be via an interior stairway to the crew's quarters. The second floor would consist of the crew's quarters, mens and women's locker room and restrooms. The dimensions of these rooms are as follows:

Crew's Quarters	- 20' 4" x 35' 0"
Men's Locker Room	- 8' 4" x 15' 4"
Men's Restroom	- 10' 2" x 9' 0"
Women's Locker Room	- 7' 10" x 15' 4"
Women's Restroom	- 10' 2" x 9' 0"

Attachment #3 depicts our recommendation with regards to a floorplan of the building.

UTILITIES

The site which has been recommended, provides easy access to utilities that would be necessary to sustain an Air Support operation. We have identified the need for the following utilities and services:

Water - Water lines currently exists at the curb of this site. A fire hydrant is located at the west curb next to the proposed location of the driveway entrance. This will provide easy and cost effective connection to a nearby water source.

Note: This site is currently a designated landing zone and water source for Los Angeles County Fire Department helicopters. An Air Support facility would greatly enhance their efficiency.

Electricity - Electrical power currently exists to the north edge of the property. At that point the lines are routed from a pole to underground. This would provide an easy electrical source to the proposed facility.

Sewers - Sewer lines are already installed under Glenoaks Blvd. They are routed from the Scholl Canyon Golf Course and baseball fields to the residential area in Glenoaks Canyon. New sewer lines could be connected at the street to service the proposed heliport site.

Telephone - Telephone lines are currently installed at the pump house on the east side of the proposed site. The cost of telephone service would be minimal as existing lines are within easy access. We recommend that all telephone lines be routed underground to reduce any safety problem which may be caused by installation of telephone poles on the heliport site.

Sanitation - Trash removal would be provided by the City of Glendale Sanitation Department. Easy access to the facility will be afforded by the proposed location of the access driveway.

PERMITS, LICENSES AND REPORTS

The following information, regarding permits, licenses and reports, pertains to requirements needed to obtain the necessary permission to proceed with the proposed heliport project.

FEDERAL GOVERNMENT:

I. Notice to F.A.A. of Heliport Development

- A. Form 7480-1; Layout sketch and location map to the appropriate F.A.A. Regional or District Airports Office. Note: A section of a 7.5 Minute U.S. Geological survey quadrangle map is recommended for the location map.

STATE GOVERNMENT:

- I. State Aeronautics Commission
 - A. Guidelines for Environmental Issues
 - 1. AC 150/5020-1, noise control and compatibility planning
 - 2. AC 150/5020-2, noise assessment guidelines for new heliports
- II. Southern California Air Quality Management District
 - A. Permit to operate underground fuel storage tanks and pumping equipment

LOCAL GOVERNMENT:

- I. Environmental Impact Study
 - A. Noise
 - B. Land usage
 - C. Water
 - D. Air Quality
 - E. Drainage/Sewer usage
- II. Conditional Use Permit
 - A. Operation of a private use heliport
 - 1. Hours Of Operation
 - 2. Amounts of take offs and landings
 - 3. Flight patterns
 - 4. Types of aircraft flown

B. Facilities

1. Utilities
2. Access Roads
3. Drainage - per zoning reg/s
4. Landscaping - per zoning reg/s
5. Refueling facilities/tanks to conform to fire dept.
standards
6. Fire fighting equipment
7. Adequate off street parking
8. Paving, paint markings, parking stalls

III. Building Permits

- A. Hangar and office construction
- B. Walls and driveways
- C. Paving
- D. Fences
- E. Electrical - Hangar, Pads and perimeters
- F. Water
- G. Sewer

IV. Fire Department

- A. Codes 2, 34, 15b
 1. Operate heliport
 2. Underground fuel storage tanks
 3. Storage of flammable liquids
 4. Spraying of flammable liquids

PROJECT COSTS

The location recommended has many benefits with respect to cost reduction of the project.

1. Land - The land is currently owned by the City of Glendale.
2. Location - The proposed site lies adjacent to a developed roadway with access to the location.
3. Utilities - All necessary utilities currently exist at or nearby the perimeter of the location.
4. Construction - This project can be completed in conjunction with the department of Water and Power's water tank construction. This would reduce costs of grading, paving, fencing and driveway access.

We do not possess the expertise to estimate the total cost of constructing a heliport on the site proposed, however, if the concept of the proposal is approved actual cost estimates can be obtained for further consideration.

Areas for cost considerations are as follows:

Hangar:

- | | | |
|---------|---|---|
| Walls | - | Reinforced cement block |
| Roof | - | Flat roof covered with spray-on foam insulation |
| Floor | - | Cement floor painted white with urethane coating |
| Windows | - | As needed for illumination of hangar interior and as required by code |

- Doors - Three personnel access doors and one electric bi-fold hangar door
- Lighting - Drop down area lights sufficient to illuminate hangar interior
- Electrical- 220 volt, one phase electrical source to hangar with interiors perimeter outlets and appropriate wall switches
- Water - Overhead fire sprinkler system, eye wash station, drinking fountain, and hose faucets.
- Equipment - Overhead trolley track for electrical hoist, with all necessary wiring. Compressed air lines around interior perimeter of hangar
- Security - Motion sensor alarm system with dual technology sensors for interior area of hangar

Office:

- Walls - Interior walls of reinforced cement block
- Ceiling - Drop down acoustic panels with fluorescent light fixtures
- Floor - Wall to wall carpet
- Windows - Minimum of three aluminum frame sliding windows
- Electrical- As required by code, to include wall switches
- Telephone - One multi-line desk phone with intercom
- Doors - One exterior exit/entrance door and one access door to hangar

Maintenance Room:

- Walls - Interior walls of reinforced cement block
- Ceiling - Drop down acoustic panels with fluorescent light fixtures
- Window - One window facing interior of hangar - sliding type
- Floor - Tile or linoleum floor covering
- Electrical - Wall outlets as required by code. To include switch plates
- Telephone - Multi-line telephone with intercom capability

Ground Floor Restroom:

- Walls - Interior walls of drywall type
- Ceiling - Drop down acoustic panels with fluorescent light fixture. Combination heater/fan mounted in ceiling
- Floor - Tile or linoleum covering
- Sink/Toilet - Porcelain type to include all required plumbing and faucets
- Mirror - One wall mirror and paper towel and toilet paper dispenser

Crew Quarters:

- Staircase - Interior stairway from ground floor to second floor crew quarters to include stairway light and hand rail
- Walls - Cement block walls

- Ceiling - Drop down acoustic panels with fluorescent light fixtures
- Floor - Wall to wall commercial grade carpet
- Windows - Sliding aluminum frame windows in three exterior walls
- Electrical- Wall outlets as required by code
- Telephone - One multi-line wall phone with intercom
- Kitchen - One basin sink with faucet and required plumbing.
To include four feet of counter with cupboards underneath and above

Locker Rooms: (2)

- Walls - Interior walls of drywall type
- Ceiling - Drop down acoustic panels with fluorescent light fixtures
- Floor - Wall to wall commercial grade carpet
- Electrical- Outlets and wall switches as required by code

Restrooms: (2)

- Walls - Interior walls or drywall type
- Ceiling - Drop down acoustic panels with fluorescent light fixtures. Combination heater/fan mounted in ceiling
- Floor - Tile or linoleum covering
- Sink/Toilet - Porcelain type to include all required plumbing and faucets

- Mirrors - One wall mirror in each restroom with appropriate paper towel and toilet paper dispensers

All rooms to be heated and air conditioned via duct work and thermostats.

Tarmack:

- Paving - Asphalt paving to all usable surfaces at the proposed site
- Marking - Paint marking of all pads, taxiways, driveway and parking areas
- Lighting - Exterior hangar lights, perimeter lights, pad lights (radio controlled via microwave) and driveway lights
- Drainage - To include all appropriate drains as required by code

Fuel System:

- Tank - Installation of 10,000 gallon Owens Corning Fiberglass double walled underground fuel tank. To include underground fueling facility with product piping, electrical and concrete as required.

Hopefully, I have identified some areas of expense for purposes of discussion and consideration. Please keep in mind that other locations within the city boundaries have been looked at, but none offer the benefits, such as roads, utilities and remoteness, that this site does. This would be the most cost effective location, within the City of Glendale to construct and operate a police heliport.

Respectfully submitted,

A handwritten signature in cursive script that reads "Ron Allison".

Ron Allison, Sergeant
Air Support Unit

RMA:cel

APPENDIX B

PERSONNEL TOTALS BY YEAR AS A RESULT OF AUGMENTATION;
PLAN 1.25 OFFICERS PER 1,000 POPULATION

Ratio Sworn to non-sworn	2.28:1	2.17:1	2.03:1	1.97:1	1.85:1	1.81:1
<u>Classification</u>	<u>Present</u>	<u>89/90</u>	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>
Administrative Analyst	1	1	1	1	1	1
Administrative Assistant	0	1	1	1	2	2
Communications Supervisor	0	0	0	1	1	1
Clerk III	1	2	2	2	2	2
Clerk Steno	4	4	4	5	5	6
Clerk Typist II	16	17	18	18	20	22
C.S.O.	51	60	66	68	73	75
Executive Assistant	0	1	1	1	1	1
I.D. Technician	3	4	4	5	5	5
Jail Supervisor	1	1	1	1	1	1
Captain	4	3	3	3	3	3
Assistant Chief	0	1	1	1	1	1
Chief	1	1	1	1	1	1
Detective	3	3	3	3	3	3
Lieutenant	9	10	10	10	10	10
Officer	140	157	159	162	164	168
Sergeant	26	29	29	29	30	30
Secretary I	1	1	1	1	1	1
Senior I.D. Technician	1	1	1	1	1	1
Records Supervisor	1	1	1	1	1	1
Civic Center Garage Superintendent	1	1	1	1	1	1
Equipment Maintenance Supervisor	0	0	1	1	1	1
Equipment Mechanic	3	4	4	4	4	4
Equipment Mechanic Helper	1	1	2	2	2	2
Equipment Service Worker	2	2	2	2	2	2

PERSONNEL TOTALS BY YEAR AS RESULT OF AUGMENTATION;
PLAN 1.38 OFFICERS PER 1,000 POPULATION

Ratio Sworn to non-sworn	2.28:1	2.17:1	2.22:1	2.18:1	2.06:1	2.0:1
<u>Classification</u>	<u>Present</u>	<u>89/90</u>	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>
Administrative Analyst	1	1	1	1	1	1
Administrative Assistant	0	1	1	1	2	2
Communications Supervisor	0	0	0	1	1	1
Clerk III	1	2	2	2	2	2
Clerk Steno	4	4	4	5	5	6
Clerk Typist II	16	17	18	18	20	22
C.S.O.	51	60	66	68	73	75
Executive Assistant	0	1	1	1	1	1
I.D. Technician	3	4	4	5	5	5
Jail Supervisor	1	1	1	1	1	1
Captain	4	3	3	3	3	3
Assistant Chief	0	1	1	1	1	1
Chief	1	1	1	1	1	1
Detective	3	3	3	3	3	3
Lieutenant	9	10	10	10	10	10
Officer	140	157	175	180	184	186
Sergeant	26	29	32	32	33	34
Secretary I	1	1	1	1	1	1
Senior I.D. Technician	1	1	1	1	1	1
Records Supervisor	1	1	1	1	1	1
Civic Center Garage Superintendent	1	1	1	1	1	1
Equipment Maintenance Supervisor	0	0	1	1	1	1
Equipment Mechanic	3	4	4	4	4	4
Equipment Mechanic Helper	1	1	2	2	2	2
Equipment Service Worker	2	2	2	2	2	2

PERSONNEL TOTALS BY YEAR AS RESULT OF AUGMENTATION;
PLAN 1.45 OFFICERS PER 1,000 POPULATION

<u>Ratio Sworn to non-sworn Classification</u>	<u>2.28:1 Present</u>	<u>2.24:1 89/90</u>	<u>2.34:1 90/91</u>	<u>2.31:1 91/92</u>	<u>2.22:1 92/93</u>	<u>2.20:1 93/94</u>
Administrative Analyst	1	1	1	1	1	1
Administrative Assistant	0	1	1	1	2	2
Communications Supervisor	0	0	0	1	1	1
Clerk III	1	2	2	2	2	2
Clerk Steno	4	4	4	5	5	6
Clerk Typist II	16	17	18	18	20	22
C.S.O.	51	60	66	68	73	75
Executive Assistant	0	1	1	1	1	1
I.D. Technician	3	4	4	5	5	5
Jail Supervisor	1	1	1	1	1	1
Captain	4	3	3	3	3	3
Assistant Chief	0	1	1	1	1	1
Chief	1	1	1	1	1	1
Detective	3	3	3	3	3	3
Lieutenant	9	10	10	10	10	10
Officer	140	163	185	193	198	207
Sergeant	26	30	34	34	37	37
Secretary I	1	1	1	1	1	1
Senior I.D. Technician	1	1	1	1	1	1
Records Supervisor	1	1	1	1	1	1
Civic Center Garage Superintendent	1	1	1	1	1	1
Equipment Maintenance Supervisor	0	0	1	1	1	1
Equipment Mechanic	3	4	4	4	4	4
Equipment Mechanic Helper	1	1	2	2	2	2
Equipment Service Worker	2	2	2	2	2	2

PERSONNEL IMPLEMENTATION SCHEDULE

	1989/90	1990/91	1991/92	1992/93	1993/94
ASSISTANT CHIEF	1*				
LIEUTENANT	1				
SERGEANT	4	4	0	3	0
POLICE COMMUNICATIONS SUPV.			1		
EXECUTIVE ASSISTANT	1				
POLICE OFFICER	23	22	8	5	9
ADMINISTRATIVE ASSISTANT	1			1	
COMMUNITY SERVICE OFFICER	9	6	2	5	2
STENOGRAPHER			1		1
CLERK III	1				
CLERK TYPIST II	1	1		2	2
LAB TECHNICIAN	1		1		
EQUIPMENT MAINTENANCE SUPV.		1			
EQUIPMENT MECHANIC	1				
EQUIPMENT MECHANIC HELPER		1			
SWORN TOTAL	28	26	8	8	9
NON-SWORN TOTAL	15	9	5	8	5

TOTAL ADDITIONAL SWORN REQUESTED = 79

TOTAL ADDITIONAL NON-SWORN REQUESTED = 42

*Reflects a decrease in the number of Police Captains from 4 to 3.

OFFICE OF THE CHIEF OF POLICE

IMPLEMENTATION SCHEDULE

1989/90 1990/91 1991/92 1992/93 1993/94

ASSISTANT CHIEF	1*
LIEUTENANT	
SERGEANT	
POLICE COMMUNICATIONS SUPV.	
EXECUTIVE ASSISTANT	
POLICE OFFICER	1**
ADMINISTRATIVE ASSISTANT	1
COMMUNITY SERVICE OFFICER	
STENOGRAPHER	
CLERK III	
CLERK TYPIST II	
LAB TECHNICIAN	
EQUIPMENT MAINTENANCE SUPV.	
EQUIPMENT MECHANIC	
EQUIPMENT MECHANIC HELPER	

*Reflects a decrease in the number of Police Captains from 4 to 3.

**Reflects department Relations Officer position re-assigned from Uniform Services Division. Replacement position is included in the Uniform Services Division Request.

ADMINISTRATIVE SERVICES DIVISION

IMPLEMENTATION SCHEDULE

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF					
LIEUTENANT					
SERGEANT					
POLICE COMMUNICATIONS SUPV.					
EXECUTIVE ASSISTANT	1				
POLICE OFFICER	1				
ADMINISTRATIVE ASSISTANT					
COMMUNITY SERVICE OFFICER	3			1	
STENOGRAPHER			1		
CLERK III	1				
CLERK TYPIST II	1			1	2
LAB TECHNICIAN	1		1		
EQUIPMENT MAINTENANCE SUPV.		1			
EQUIPMENT MECHANIC	1				
EQUIPMENT MECHANIC HELPER		1			
	<hr/>				
SWORN TOTAL	1				
NON-SWORN TOTAL	8	2	2	2	2

TOTAL ADDITIONAL SWORN REQUESTED = 1

TOTAL ADDITIONAL NON-SWORN REQUESTED = 16

UNIFORM SERVICES DIVISION

IMPLEMENTATION SCHEDULE

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF					
LIEUTENANT	1				
SERGEANT	4	3		3	
POLICE COMMUNICATIONS SUPV.					
EXECUTIVE ASSISTANT					
POLICE OFFICER	22	7	7	4	9
ADMINISTRATIVE ASSISTANT					
C.S.O. - DISPATCHER	3	6			
C.S.O. - PARKING CHECKER	3			4	2
STENOGRAPHER					
CLERK III					
CLERK TYPIST II		1			
LAB TECHNICIAN					
EQUIPMENT MAINTENANCE SUPV.					
EQUIPMENT MECHANIC					
EQUIPMENT MECHANIC HELPER					
SWORN TOTAL	27	10	7	7	9
NON-SWORN TOTAL	6	7		4	2

TOTAL ADDITIONAL SWORN REQUESTED = 60

TOTAL ADDITIONAL NON-SWORN REQUESTED = 19

TACTICAL SERVICES DIVISION

IMPLEMENTATION SCHEDULE

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF					
LIEUTENANT	1*				
SERGEANT					
POLICE COMMUNICATIONS SUPV.			1		
EXECUTIVE ASSISTANT					
POLICE OFFICER		1			
ADMINISTRATIVE ASSISTANT				1	
COMMUNITY SERVICE OFFICER					
STENOGRAPHER					
CLERK III					
CLERK TYPIST II				1	
LAB TECHNICIAN					
EQUIPMENT MAINTENANCE SUPV.					
EQUIPMENT MECHANIC					
EQUIPMENT MECHANIC HELPER					
SWORN TOTAL	1	1			
NON-SWORN TOTAL			1	2	

TOTAL ADDITIONAL SWORN REQUESTED = 1*

TOTAL ADDITIONAL NON-SWORN REQUESTED = 3

*Reflects position to be transferred from Administrative Services Division with the appointment of an Executive Assistant.

INVESTIGATIVE SERVICES DIVISION

IMPLEMENTATION SCHEDULE

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF					
LIEUTENANT					
SERGEANT		1			
POLICE COMMUNICATIONS SUPV.					
EXECUTIVE ASSISTANT					
POLICE OFFICER		14	1	1	
ADMINISTRATIVE ASSISTANT					
COMMUNITY SERVICE OFFICER			2		
STENOGRAPHER					1
CLERK III					
CLERK TYPIST II					
LAB TECHNICIAN					
EQUIPMENT MAINTENANCE SUPV.					
EQUIPMENT MECHANIC					
EQUIPMENT MECHANIC HELPER					
SWORN TOTAL		15	1	1	
NON-SWORN TOTAL			2		1

TOTAL ADDITIONAL SWORN REQUESTED = 17
 TOTAL ADDITIONAL NON-SWORN REQUESTED = 3

APPENDIX C

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE March 6, 1989

TO David J. Thompson, Chief of Police

FROM James M. Swinford, Lieutenant

SUBJECT Fiscal Analysis of the Police Five Year Master Plan

The fiscal analysis of the Glendale Police Department's five year master Plan is detailed in a series of attachments. The fiscal analysis of the master plan examines the separate approaches that have been identified, through the use of established objective formulas and our own professional assessments, as methods for providing police services to the citizens of Glendale.

The approaches examined were identified as follows: Essentially Operating at Status Quo - Sworn Officer Ratio of 1.12 per 1,000 Population; Re-establishment of Essential Services - Sworn Officer Ratio of 1.25 per 1,000 Population; Establishment of Limited Proactive Services - Sworn Officer Ratio of 1.38 Officers per 1,000 Population; and Establishment of Proactive Services - Sworn Officer Ratio of 1.45 per 1,000 Population.

The first approach, operating at status quo is mentioned here for the purpose of completeness sake. It is presumed to be unacceptable and is not dealt with in any of the attachments.

The second approach, Re-establishment of Essential Services, has identified those resources necessary to return to the staffing levels of a number of years ago, in relation to population growth. The fiscal analysis of this second approach is found in Attachment 1-A and 1-B.

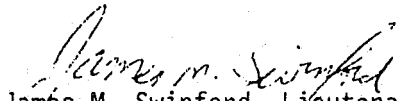
The third approach, Establishment of Limited Proactive Services, has identified those resources necessary to not only return to staffing and service levels of past years, but to take limited steps towards those activities that are professionally recognized for impacting the growth of the crime rate. The fiscal analysis of this third approach is found in Attachments 2-A and 2-B.

The fourth approach, Establishment of Proactive Services, has identified the resources necessary to permit the department to aggressively participate and commit to those activities that are professionally recognized for impacting the growth of crime rates. This approach which is preferred above all the others will assure the ability of the Police Department to maintain the City of Glendale's reputation as a safe community for both resident and business populations. The fiscal analysis of this fourth approach is found in attachments 3-A and 3-B.

SUBJECT: Fiscal Analysis of the Police Five Year Master Plan
March 6, 1989
Page 2

The fiscal analysis for each approach includes, but is not limited to, Additional Personnel Costs (Life & Misc. Insurance, Medical and Dental Insurance, Medicare, Compensation Insurance, Retirement, and Salary); Maintenance and Operation Costs (Uniform Allowances, Consumable Supplies, and Vehicle Operating Cost); Capital Expenditure - Vehicles (fully equipped patrol, detective enforcement, motorcycles, and parking enforcement); and Capital Expenditures - Equipment (portable radios, work stations, etc.). All expenditures have been calculated in 1989 dollars without allowances for inflation or salary/benefit adjustments.

Respectfully submitted,


James M. Swinford, Lieutenant
Administrative Services Division

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:
 RE-ESTABLISHMENT OF ESSENTIAL SERVICES SWORN OFFICER
 RATIO 1.25 PER 1,000 POPULATION; SALARIES AND BENEFITS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF	10,848* (1)				
LIEUTENANT	77,232 (1)				
SERGEANT	180,576 (3)			60,192 (1)	
POLICE COMM. SUPERVISOR			52,332 (1)		
EXECUTIVE ASSISTANT	53,580 (1)				
POLICE OFFICER	823,548 (17)	96,888 (2)	145,332 (3)	96,888 (2)	193,776 (4)
ADMINISTRATIVE ASSISTANT	37,728 (1)				
COMMUNITY SERVICE OFFICER	285,012 (9)	190,008 (6)	63,336 (2)	158,340 (5)	63,336 (2)
STENOGRAPHER			26,800 (1)		26,800 (1)
CLERK III	27,264 (1)				
CLERK TYPIST II	25,416 (1)	25,416 (1)		50,832 (2)	50,832 (2)
LAB TECHNICIAN	38,868 (1)		38,868 (1)		
EQUIPMENT MAINT. SUPERVISOR		51,540 (1)			
EQUIPMENT MECHANIC	37,308 (1)				
EQUIPMENT MECHANIC HELPER		29,748 (1)			

*Reflects a decrease in the number of Police Captains from 4 to 3.

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:

RE-ESTABLISHMENT OF ESSENTIAL SERVICES; SWORN OFFICER RATIO
1.25 PER 1,000 POPULATION; VEHICLE AND EQUIPMENT REQUIREMENTS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
MAINTENANCE AND OPERATIONS PERSONNEL	30,075	6,425	5,075	6,825	6,150
MAINTENANCE AND OPERATIONS VEHICLES	50,800		11,200	8,000	15,200
CAPITAL EXPENDITURES VEHICLES	265,600		52,000	76,800	90,400
CAPITAL EXPENDITURES EQUIPMENT	34,650	1,750	15,975	6,600	13,275
TOTAL	1,978,505	401,775	410,918	464,477	459,769

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:

ESTABLISHMENT OF LIMITED PROACTIVE SERVICES; SWORN OFFICER
RATIO 1.38 PER 1,000 POPULATION; SALARIES AND BENEFITS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF	10,848* (1)				
LIEUTENANT	77,232 (1)				
SERGEANT	180,576 (3)	180,576 (3)		60,192 (1)	60,192 (1)
POLICE COMM. SUPERVISOR			52,332 (1)		
EXECUTIVE ASSISTANT	53,580 (1)				
POLICE OFFICER	823,548 (17)	871,992 (18)	242,220 (5)	193,776 (4)	96,888 (2)
ADMINISTRATIVE ASSISTANT	37,728 (1)			37,728 (1)	
COMMUNITY SERVICE OFFICER	285,012 (9)	190,008 (6)	63,336 (2)	158,340 (5)	63,336 (2)
STENOGRAPHER			26,800 (1)		26,800 (1)
CLERK III	27,264 (1)				
CLERK TYPIST II	25,416 (1)	25,416 (1)		50,832 (2)	50,832 (2)
LAB TECHNICIAN	38,868 (1)		38,868 (1)		
EQUIPMENT MAINT. SUPERVISOR		51,540 (1)			
EQUIPMENT MECHANIC	37,308 (1)				
EQUIPMENT MECHANIC HELPER		29,748 (1)			

*Reflects a decrease in the number of Police Captains from 4 to 3.

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:

ESTABLISHMENT OF LIMITED PROACTIVE SERVICES; SWORN OFFICER RATIO
1.38 PER 1,000 POPULATION; VEHICLE AND EQUIPMENT REQUIREMENTS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
MAINTENANCE AND OPERATIONS PERSONNEL	30,075	25,875	7,125	9,125	5,125
MAINTENANCE AND OPERATIONS VEHICLES	50,800	44,800	11,200	19,200	9,600
CAPITAL EXPENDITURES VEHICLES	265,600	208,000	52,000	128,800	64,400
CAPITAL EXPENDITURES EQUIPMENT	34,650	25,750	14,225	14,350	10,275
TOTAL	1,978,505	1,653,705	508,106	672,343	387,528

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:
ESTABLISHMENT OF PROACTIVE SERVICES; SWORN OFFICER RATIO
1.45 PER 1,000 POPULATION; SALARIES AND BENEFITS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
ASSISTANT CHIEF	10,848* (1)				
LIEUTENANT	77,232 (1)				
SERGEANT	240,768 (4)	240,768 (4)		180,576 (3)	
POLICE COMM. SUPERVISOR			52,332 (1)		
EXECUTIVE ASSISTANT	53,580 (1)				
POLICE OFFICER	1,114,212 (23)	1,065,768 (22)	387,552 (8)	242,220 (5)	435,996 (9)
ADMINISTRATIVE ASSISTANT	37,728 (1)			37,728 (1)	
COMMUNITY SERVICE OFFICER	285,012 (9)	190,008 (6)	63,336 (2)	158,340 (5)	63,336 (2)
STENOGRAPHER			26,880 (1)		26,880 (1)
CLERK III	27,264 (1)				
CLERK TYPIST II	25,416 (1)	25,416 (1)		50,832 (2)	50,832 (2)
LAB TECHNICIAN	38,868 (1)		38,868 (1)		
EQUIPMENT MAINT. SUPERVISOR		51,540 (1)			
EQUIPMENT MECHANIC	37,308 (1)				
EQUIPMENT MECHANIC HELPER		29,748 (1)			

*Reflects a decrease in the number of Police Captains from 4 to 3.

FISCAL IMPACT OF IMPLEMENTATION SCHEDULE FOR:

ESTABLISHMENT OF PROACTIVE SERVICES; SWORN OFFICER RATIO
1.45 PER 1,000 POPULATION; VEHICLE AND EQUIPMENT REQUIREMENTS

	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
MAINTENANCE AND OPERATIONS PERSONNEL	37,250	31,250	10,450	12,200	11,275
MAINTENANCE AND OPERATIONS VEHICLES	67,600	42,400	16,800	21,200	24,400
CAPITAL EXPENDITURES VEHICLES	369,600	290,500	78,000	147,450	123,200
CAPITAL EXPENDITURES EQUIPMENT	43,650	46,175	18,975	17,350	19,275
TOTAL	2,466,336	2,013,573	693,193	867,896	755,194

APPENDIX D

III. POLICE ORGANIZATION AND STAFFING

This chapter of the report presents findings and recommendations regarding the organization and staffing of the Glendale Police Department, their rationale, the methodologies used to make these determinations and the financial implications of proposed changes.

1. THE NUMBER OF POLICE OFFICERS PER 1,000 POPULATION IS OF LITTLE VALUE IN DETERMINING STAFFING LEVELS NEEDED

To determine the adequacy of police staffing levels, many law enforcement agencies traditionally, have compared their ratio of sworn personnel per 1,000 population to other jurisdictions as well as national and regional averages. For example, in 1977 it was computed that Glendale had about 1.2 sworn officers per 1,000 population compared to 1.6 for Burbank, 1.7 for Pasadena, 2.6 for the City of Los Angeles and 2.9 for Los Angeles County. These comparisons have no meaningful validity in assessing staffing needs for many reasons, including those listed below.

(1) Actual Police Workloads Vary Greatly Among Communities

The residential population of a city or county provides little information or insight on actual police workloads. For example, the called-for services (a workload measure) per 1,000 population in Glendale was about 352 in 1977 compared to about 606 for Pasadena. Pasadena also had about 1.7 sworn officers per 1,000 population compared to about 1.2 for Glendale. Therefore, while Pasadena had 42% more police per 1,000 population than Glendale, it also had about 72% more called-for services.

(2) Service Level Expectations Differ in Jurisdictions

Police staffing is affected significantly by the service levels expected or provided in cities and counties, such as:

- . Desired response times for emergency and non-emergency calls.
- . Amount of time wanted for pro-active patrol and traffic enforcement.

- . Extent to which criminal offenses receive follow-up investigations.
- . Time allocated to in-service training.

(3) No Correlation Can Be Found Between Police Staffing Levels and Reported Crime Rates

Various research studies have tried to determine the relationship, if any, of police staffing levels to reported crime rates. No statistical correlation has been found. As police staffing goes up, stays constant or goes down, reported crime can do likewise or the opposite. It generally is recognized today that crime rates are affected by a variety of factors like socio-economic conditions, weather, community's geographical location, prosecution and judicial practices. Moreover, few jurisdictions have been able to demonstrate that continuing police manpower additions have had any major and sustained impact on crime rates for many types of offenses.

(4) Operational Practices and Programs Differ Widely Among Policing Agencies

Police staffing levels needed in a city or county also are affected by the types of programs they have and the way they operate. For example:

- . Are one-man or two-man patrol cars utilized?
- . To what extent are written reports made on called-for services received?
- . To what degree are non-sworn personnel used in posts historically occupied by police officers?
- . Are helicopters, special enforcement teams and juvenile diversion programs employed?

These and other differences in police programs and operations also make comparisons of police staffing per 1,000 population virtually useless.

There are, however, methodologies which can be utilized and factors that can be measured and considered to help the City Council, City Manager and police administrators decide on needed police staffing levels for many organizational units within a police department, particularly patrol and traffic operations. Workloads to be handled, levels of service to be

provided and supervisory plans in these units can be quantified. In some organizational units, fixed post staffing needs can be ascertained while in others, professional judgment must be exercised to determine the adequacy of staffing levels. Therefore, where possible, more valid and statistically based approaches have been used to help determine adequate staffing levels for the Glendale Police Department in fiscal year 1978-79. In particular, quantifiable methodologies have been used to assess the number of patrol officers, CSO's, traffic officers and sergeants needed. Hopefully, these methodologies, coupled with professional judgment where necessary, will be helpful to decision-makers in determining the types and numbers of staff needed by the police department in Glendale in subsequent years.

APPENDIX E

CITY OF GLENDALE
INTERDEPARTMENTAL COMMUNICATION

DATE MARCH 2, 1989

TO CHIEF THOMPSON

FROM CRIME ANALYST JACK ALTOUNIAN
 LIEUTENANT RON DE POMPA

SUBJECT MEDIAN STAFFING/POPULATION RATIOS;
 34 CALIFORNIA CITIES OVER 100,000 POPULATION

BACKGROUND

An analysis of the 34 California cities over 100,000 population was conducted for the purpose of determining median staffing/population ratios (per 1000) for full time law enforcement employees. Sworn, non-sworn, and combined authorized strength medians for the 34 cities were identified. Authorized strength figures for these categories were obtained from 1987 P.O.S.T. reports.

This analysis is offered as a comparison base for staffing requests identified through our five year planning effort. Included within the list of 34 cities is the city of Pasadena. Pasadena may offer a specific comparison that would share some of the same geographic characteristics as Glendale.

SWORN STAFF (Table 1)

The simple median of the 34 cities was determined by adding the middle two figures and dividing by two.

$$\frac{1.383 + 1.382}{2} = 1.3825 \text{ (sworn staff per 1000)}$$

The data for the 34 cities was also grouped or banded into ranges. This allowed for the determining of a grouped data median, which equalled 1.3888.

In order to obtain the truest median, both the simple median and grouped data median were averaged.

$$\frac{1.3825 + 1.3888}{2} = 1.386 \text{ (sworn staff per 1000)}$$

NON-SWORN STAFF (Table 2)

The same statistical procedures were used for non-sworn staffing data.

See next page...

Chief Thompson
Median Staffing/Population Ratios;
34 California Cities over 100,000 Population
March 2, 1989
Page 2

Simple Median	= 0.6095
Grouped Data Median	= 0.6177
Averaged Median	= 0.614 (non-sworn staff per 1000)

COMPARISONS

By combining the identified medians for both sworn and non-sworn, a total of two full time law enforcement employees exist per 1000 population (1.386 + 0.614). If Glendale were to match this median, a total of 330 full-time employees would be required for 1989:

$$2/1000 \times 165,000^* \text{ population} = 330$$

Currently our total authorized strength is 263 positions, which is 67 positions shy of the median figure.

Of the 330 positions, 229 would be sworn:

$$1.386/1000 \times 165,000 = 229$$

Currently our total authorized sworn strength is 183 positions, which is 46 shy of the median figure.

Of the 330 positions, 101 would be non-sworn:

$$0.614/1000 \times 165,000 = 101$$

Currently our total authorized non-sworn strength is 80 positions, which is 21 shy of the median figure.

Based on these median comparisons, the Glendale Police Department would require an additional 67 positions (46 sworn and 21 non-sworn) to meet this level of staffing in 1989.

Respectfully submitted,

Jack Altounian, Crime Analyst

Ron De Pompa, Lieutenant

JA:RD:cel

Attachments

*Glendale's estimated population as of 1-1-89.

FULL TIME LAW ENFORCEMENT EMPLOYEES

SWORN AUTHORIZED STRENGTH

TABLE No. 1

RANK	CALIFORNIA CITIES OVER 100,000	POPULATION ESTIMATE (1987 Crime in the USA)	SWORN (1987 P.O.S.T.)	PER 1,000 (X)
1	San Francisco	767,933	1973	2.569
2	Los Angeles	3,341,726	7350	2.200
3	Sunnyvale	114,964	208	1.809
4	Inglewood	105,142	148	1.778
5	Oakland	365,983	638	1.743
6	San Bernardino	142,124	244	1.717
7	Torrance	138,997	238	1.712
8	Sacramento	331,728	568	1.712
9	San Diego	1,040,851	1721	1.654
10	Berkley	106,742	176	1.649
11	Long Beach	406,297	662	1.629
12	Pasadena	133,183	206	1.547
13	Santa Ana	242,765	359	1.479
14	Hayward	104,086	148	1.422
15	Bakersfield	154,202	218	1.414
16	Oceanside	101,646	143	1.407
17	San Jose	730,079	1010	1.383
18	Stockton	188,067	260	1.382
19	Fresno	291,855	398	1.364
20	Fullerton	111,499	150	1.345
21	Riverside	201,723	271	1.343
22	Orange	103,286	137	1.326
23	Anaheim	246,815	325	1.317
24	Santa Rosa	100,067	131	1.309
25	Ontario	117,210	150	1.280
26	Concord	108,659	137	1.261
27	Modesto	136,300	170	1.247
28	Pomona	118,461	147	1.241
29	Garden Grove	138,259	161	1.164
30	GLENDALE	157,544	181	1.149
31	Oxnard	130,190	149	1.144
32	Chula Vista	121,844	137	1.124
33	Huntington Beach	188,261	209	1.110
34	Fremont	157,462	168	1.067
N=34				$\Sigma X = 49.997$

CALCULATIONS FOR THE AVERAGE

FOR SIMPLE DATA

$$\text{Arithmetic Mean} = \bar{x}_1 = \frac{\Sigma x}{n} = \frac{49.997}{34} = 1.4705$$

$$\text{Simple Median} = \tilde{x}_1 = \frac{17\text{th} + 18\text{th}}{2} = \frac{1.383 + 1.382}{2} = 1.3825$$

For Grouped Data

Ranges	f	u	fu
1.006-1.205	6	-1	-6
1.206-1.405	12	0	0
1.406-1.605	5	1	5
1.606-1.805	8	2	16
1.806-2.005	1	3	3
2.006-2.205	1	4	4
2.206-2.405	0	5	0
2.406-2.605	1	6	6
<hr/>			
$\Sigma f = N = 34$			$\Sigma fu = 28$

Let. --

A=Mid-point of Median Class=1.3055
 C=Size of Median Class=1.4055-1.2055=0.2
 L=Lower Class boundary of Median Class =1.2055
 $(\Sigma f)_1$ =Sum of all class lower than Median Class = 6
 f Median =Frequency of Median Class=12

Then,

$$\begin{aligned} \text{Arithmetic Mean} &= \bar{x}_2 = A + \left(\frac{\Sigma fu}{N}\right) C = 1.3055 + \left(\frac{28}{34}\right) (0.2) = 1.4702 \\ \text{Median} &= \tilde{x}_2 = L + \left[\frac{n/2 - (\Sigma f)_1}{f_{\text{median}}}\right] C = 1.2055 + \left[\frac{17-6}{12}\right] (0.2) \\ &= 1.3888 \end{aligned}$$

For the purpose of this study Median Average is selected.

$$\text{Median} = \tilde{x} = \left(\frac{\tilde{x}_1 + \tilde{x}_2}{2}\right) = \frac{1.3825 + 1.3888}{2} = 1.386$$

Per 1,000

FULL TIME LAW ENFORCEMENT EMPLOYEES

NON-SWORN AUTHORIZED STRENGTH

TABLE No.2

RANK	CALIFORNIA CITIES OVER 100,000	POPULATION ESTIMATE (1987 Crime in the USA)	NON SWORN (1987 P.O.S.T.)	PER 1,000 (Y)
1	INGLEWOOD	105,142	109	1.037
2	LONG BEACH	406,297	401	0.987
3	PASADENA	133,183	124	0.931
4	SAN FRANCISCO	767,933	701	0.913
5	SAN BERNARDINO	142,124	128	0.901
6	SANTA ANA	242,765	202	0.832
7	HAYWARD	104,086	85	0.817
8	OAKLAND	365,983	297	0.812
9	HUNTINGTON BEACH	188,261	143	0.760
10	OCEANSIDE	101,646	77	0.758
11	SACRAMENTO	331,728	243	0.733
12	LOS ANGELES	3,341,726	2,403	0.719
13	FRESNO	291,855	206	0.706
14	STOCKTON	188,067	132	0.702
15	BERKELEY	106,742	73	0.684
16	POMONA	118,461	77	0.650
17	RIVERSIDE	201,723	124	0.615
18	SAN DIEGO	1,040,851	629	0.604
19	SANTA ROSA	100,067	60	0.600
20	ANAHEIM	246,815	144	0.583
21	BAKERSFIELD	154,202	89	0.577
22	OXNARD	130,190	73	0.561
23	FREMONT	157,462	85	0.540
24	SUNNYVALE	114,964	62	0.539
25	FULLERTON	111,499	60	0.538
26	ORANGE	103,286	54	0.523
27	TORRANCE	138,997	72	0.518
28	CHULA VISTA	121,844	63	0.517
29	GLENDALE	157,544	81	0.514
30	MODESTO	136,300	69	0.506
31	CONCORD	108,659	51	0.469
32	GARDENGROVE	138,259	59	0.427
33	ONTARIO	117,210	40	0.341
34	SAN JOSE	730,079	226	0.310
N= 34				$\sum Y = 22.224$

CALCULATIONS FOR THE AVERAGE

FOR SIMPLE DATA

$$\text{Arithmetic Mean} = \bar{Y}_1 = \frac{\sum Y}{N} = \frac{22.224}{34} = 0.653$$

$$\text{Simple Median} = \tilde{Y}_1 = \frac{17\text{th} + 18\text{th}}{2} = \frac{0.604 + 0.615}{2} = 0.6095$$

FOR GROUPED DATA

	Ranges	f	u	fu
	0.300-0.399	2	-2	-4
	0.400-0.499	2	-1	-2
Median class →	0.500-0.599	11	0	0
	0.600-0.699	5	1	5
	0.700-0.799	6	2	12
	0.800-0.899	3	3	9
	0.900-0.999	4	4	16
	1.000-1.099	1	5	5
	$\sum f = N = 34$			$\sum fu = 41$

Let...

A = Mid-point of Median Class = 0.5495
 C = Size of Median Class = 0.5995 - 0.4995 = 0.
 L = Lower Class boundary of Median Class = 0.4995

$(\sum f)_1$ = Sum of all classes lower than Median class = 2+2=4

f_{Median} = frequency of Median class = 11

Then...

$$\text{Arithmetic Mean} = \bar{Y}_2 = A + \left(\frac{\sum fu}{N}\right)C = 0.5495 + \left(\frac{41}{34}\right)(0.1) = 0.6701$$

$$\text{Median} = \tilde{Y}_2 = L + \left[\frac{N/2 - (\sum f)_1}{f_{\text{Median}}}\right]C = 0.4995 + \left(\frac{17 - 4}{11}\right)(0.1) = 0.6177$$

For the purpose of this study Median Average is selected.

$$\text{Median} = \tilde{Y} = \frac{\tilde{Y}_1 + \tilde{Y}_2}{2} = \frac{0.6095 + 0.6177}{2} = 0.6136$$

$$= \frac{0.614}{\text{Per 1,000}}$$

FULL TIME LAW ENFORCEMENT EMPLOYEES

TOTAL AUTHORIZED STRENGTH

TABLE No. 3

RANK	CALIFORNIA CITIES OVER 100,000	POPULATION ESTIMATE (1987 Census) in the U.S.A.	ALL EMPLOYEES 1987	PER 1,000 (Z)	CALCULATIONS FOR THE AVERAGE																																																
1	SAN FRANCISCO	767,933	2,674	3.482	<p><u>FOR SIMPLE DATA</u></p> <p>Arithmetic Mean=$\bar{Z}_1 = \frac{\sum Z}{N} = \frac{72.221}{34} = 2.1241$</p> <p>Simple Median = $\tilde{Z}_1 = \frac{17th + 18th}{2} = \frac{2.070 + 1.991}{2} = 2.0305$</p>																																																
2	LOS ANGELES	3,341,726	9,753	2.919																																																	
3	INGLEWOOD	105,142	296	2.815																																																	
4	SAN BERNARDINO	142,124	372	2.618																																																	
5	LONG BEACH	406,297	1,063	2.616																																																	
6	OAKLAND	365,983	935	2.555	<p><u>FOR GROUPED DATA</u></p> <table><thead><tr><th>RANGES</th><th>f</th><th>u</th><th>fu</th></tr></thead><tbody><tr><td>Median Class → 1.520-1.719</td><td>7</td><td>-1</td><td>-7</td></tr><tr><td>1.720-1.919</td><td>8</td><td>0</td><td>0</td></tr><tr><td>1.920-2.119</td><td>4</td><td>1</td><td>4</td></tr><tr><td>2.120-2.319</td><td>5</td><td>2</td><td>10</td></tr><tr><td>2.320-2.519</td><td>4</td><td>3</td><td>12</td></tr><tr><td>2.520-2.719</td><td>3</td><td>4</td><td>12</td></tr><tr><td>2.720-2.919</td><td>2</td><td>5</td><td>10</td></tr><tr><td>2.920-3.119</td><td>0</td><td>6</td><td>0</td></tr><tr><td>3.120-3.319</td><td>0</td><td>7</td><td>0</td></tr><tr><td>3.320-3.519</td><td>1</td><td>8</td><td>8</td></tr><tr><td>f=N=</td><td>34</td><td>Σfu=</td><td>49</td></tr></tbody></table> <p>Let...</p> <p>A=Mid-point of Median Class = 1.8195 C=Size of Median Class = 0.2 L=Lower Class Boundary of Median Class=1.7195 (Σf)₁=Sum lower than Median Class = 7</p> <p>f_{Median} =frequency of Median Class = 8</p> <p>Then,</p> <p>Arithmetic Mean=$\bar{Z}_2 = A + \left(\frac{\sum fu}{N}\right) c = 1.8195 + \left(\frac{49}{34}\right)(0.2) = 2.1077$</p> <p>Median = $\tilde{Z}_2 = L + \left[\frac{n/2 - (\sum f)_1}{f_{\text{median}}}\right] c = 1.7195 + \left(\frac{17-7}{8}\right)(0.2) = 1.9695$</p> <p>For the purpose of this study Median Average is selected</p> <p>Median = $\tilde{Z} = \frac{\tilde{Z}_1 + \tilde{Z}_2}{2} = \frac{2.0305 + 1.9695}{2} = 2.000$</p> <p style="text-align: right;">Per 1,000</p>	RANGES	f	u	fu	Median Class → 1.520-1.719	7	-1	-7	1.720-1.919	8	0	0	1.920-2.119	4	1	4	2.120-2.319	5	2	10	2.320-2.519	4	3	12	2.520-2.719	3	4	12	2.720-2.919	2	5	10	2.920-3.119	0	6	0	3.120-3.319	0	7	0	3.320-3.519	1	8	8	f=N=	34	Σfu=	49
RANGES	f	u	fu																																																		
Median Class → 1.520-1.719	7	-1	-7																																																		
1.720-1.919	8	0	0																																																		
1.920-2.119	4	1	4																																																		
2.120-2.319	5	2	10																																																		
2.320-2.519	4	3	12																																																		
2.520-2.719	3	4	12																																																		
2.720-2.919	2	5	10																																																		
2.920-3.119	0	6	0																																																		
3.120-3.319	0	7	0																																																		
3.320-3.519	1	8	8																																																		
f=N=	34	Σfu=	49																																																		
7	PASADENA	133,183	330	2.478																																																	
8	SACRAMENTO	331,728	811	2.445																																																	
9	SUNNYVALE	114,964	270	2.348																																																	
10	BERKELEY	106,742	249	2.333																																																	
11	SANTA ANA	242,765	561	2.311																																																	
12	SAN DIEGO	1,040,851	2,350	2.258																																																	
13	HAYWARD	104,086	233	2.239																																																	
14	TORRANCE	138,997	310	2.230																																																	
15	OCEANSIDE	101,646	220	2.165																																																	
16	STOCKTON	188,067	392	2.084																																																	
17	FRESNO	291,855	604	2.070																																																	
18	BAKERSFIELD	154,202	307	1.991																																																	
19	RIVERSIDE	201,723	395	1.958																																																	
20	SANTA ROSA	100,067	191	1.909																																																	
21	ANAHEIM	246,815	469	1.900																																																	
22	POMONA	118,461	224	1.891																																																	
23	FULLERTON	111,499	210	1.883																																																	
24	HUNTINGTON BEACH	188,261	352	1.870																																																	
25	ORANGE	103,286	191	1.849																																																	
26	MODESTO	136,300	239	1.753																																																	
27	CONCORD	108,659	188	1.730																																																	
28	OXNARD	130,190	222	1.705																																																	
29	SAN JOSE	730,079	1,236	1.693																																																	
30	GLENDALE	157,544	262	1.663																																																	
31	CHULA VISTA	121,844	200	1.641																																																	
32	ONTARIO	117,210	190	1.621																																																	
33	FREMONT	157,462	253	1.607																																																	
34	GARDEN GROVE	138,259	220	1.591																																																	
N=				ΣZ=																																																	
34				=72.221																																																	

FULL TIME LAW ENFORCEMENT EMPLOYEES RATIO OF SWORN TO NON-SWORN TABLE No.4

R A N K	CALIFORNIA CITIES OVER 100,000 POPULATION	SWORN EMPLOYEES	NON- SWORN EMPLOYEES	RATIO SWORN TO NON SWORN
1	SAN JOSE	1,010	226	4.47:1
2	ONTARIO	150	40	3.75:1
3	SUNNYVALE	208	62	3.35:1
4	TORRANCE	238	72	3.31:1
5	LOS ANGELES	7,350	2,403	3.06:1
6	SAN FRANCISCO	1,973	701	2.81:1
7	SAN DIEGO	1,721	629	2.74:1
8	GARDEN GROVE	161	59	2.73:1
9	CONCORD	137	51	2.69:1
10	ORANGE	137	54	2.54:1
11	FULLERTON	150	60	2.50:1
12	MODESTO	170	69	2.46:1
13	BAKERSFIELD	218	89	2.45:1
14	BERKELEY	176	73	2.41:1
15	SACRAMENTO	568	243	2.34:1
16	ANAHEIM	325	144	2.26:1
17	GLENDALE	181	81	2.23:1
18	RIVERSIDE	271	124	2.19:1
19	SANTA ROSA	131	60	2.18:1
20	CHULA VISTA	137	63	2.17:1
21	OAKLAND	638	297	2.15:1
22	OXNARD	149	73	2.04:1
23	FREMONT	168	85	1.98:1
24	STOCKTON	260	132	1.97:1
25	FRESNO	398	206	1.93:1
26	POMONA	147	77	1.91:1
27	SAN BERNARDINO	244	128	1.91:1
28	OCEANSIDE	143	77	1.86:1
29	SANTA ANA	359	202	1.78:1
30	HAYWARD	148	85	1.74:1
31	INGLEWOOD	187	109	1.72:1
32	PASADENA	206	124	1.66:1
33	LONG BEACH	662	401	1.65:1
34	HUNTINGTON BEACH	209	143	1.46:1

1987 AUTHORIZED STRENGTH Source:-P.O.S.T.

Column No. 5 lists the ratio of sworn to non-sworn employee's in decending order. In other words it gives us the number of sworn officers for every non-sworn officers. Example, - Fullerton has 2.5 sworn officers for every non-sworn officer. Likewise San Jose employs the smallest number of civilians whereas, Huntington Beach employs the largest number of civilians.

FOR SIMPLE DATA

$$\text{Mean} = \bar{X} = \frac{\sum X}{N} = \frac{(80.4:34)}{34} = 2.36:1$$

$$\text{Median} = X = \frac{(2.23:1) + (2.19:1)}{2} = 2.21:1$$

FOR GROUPED DATA

RANGES	f	u	fu
0.00-0.99	6	-2	-12
Median 1.00-1.99	6	-1	-6
Class 2.00-2.99	17	0	0
3.00-3.99	4	1	4
4.00-4.99	1	2	2
$\sum f = N = 34$		$\sum fu = -12$	

$$\text{Mean} = A + \left(\frac{\sum fu}{N} \right) c = 2.495 + \left(\frac{-12}{34} \right) (1) = 2.1421$$

$$\therefore \text{Mean Ratio} \Rightarrow 2.14:1$$

$$\text{Median} = L + \left[\frac{N/2 - (\sum f)}{f_{\text{median}}} \right] 1 = 1.995 + \left[\frac{17-12}{17} \right] \times 1$$

$$= 2.2891$$

$$\therefore \text{Median Ratio} = 2.29:1$$

We select the Median

$$\text{Hence Median Ratio} = \frac{(2.21:1) + (2.29:1)}{2}$$

$$= 2.25:1$$

Since Glendale's ratio is very close to the calculated average ratio of 2.25:1, it is recommended to keep this status quo.



12 City Labor Market
Personnel Staffing Comparison

<u>CITY</u>	<u>NUMBER OF SWORN</u>	<u>POPULATION</u>	<u>RATIO PER 1,000 POP.</u>
Burbank	142	91,373	1.60
Huntington Beach	209	188,261	1.11
San Bernardino	224	142,124	1.71
Riverside	271	201,723	1.34
Santa Monica	152	95,525	1.59
Anaheim	325	246,815	1.32
Torrance	238	138,997	1.71
Long Beach	662	406,297	1.63
Pasadena	206	133,183	1.54
Inglewood	187	105,142	1.78
Garden Grove	161	138,259	1.16
Santa Ana	359	242,765	1.48

12 City Labor Market Comparison; Sworn Officer per
1,000 Population

1.50

APPENDIX F

Year	X	Population $Y = 2517X + 132,254$		Adjusting Factor $\frac{2517}{1 + Y \text{ Estimate}}$	Calls for Service $Z = 83X^2 - 477X + 48,881$		
		Y Actual	Y Estimate		Z Actual	Z Estimate	Z Adjusted
1977	0	133,920	132,254	1.0190	48,962	48,881	49,810
1978	1	134,200	134,771	1.0187	46,821	48,487	49,394
1979	2	138,818	137,288	1.0183	48,132	48,259	49,142
1980	3	139,060	139,805	1.0180	50,746	48,197	49,065
1981	4	141,176	142,322	1.0177	50,836	48,301	49,156
1982	5	144,478	144,839	1.0174	46,676	48,571	49,416
1983	6	147,107	147,356	1.0171	46,710	49,007	49,845
1984	7	147,887	149,873	1.0168	50,424	49,609	50,442
1985	8	151,713	152,390	1.0165	49,877	50,377	51,208
1986	9	155,257	154,907	1.0162	51,008	51,311	52,142
1987	10	157,629	157,424	1.0160	53,289	52,411	53,250
1988	11	161,900	159,941	1.0157	-----	53,677	54,520
1989	12	-----	162,458	1.0155	-----	55,109	55,963
1990	13	-----	164,975	1.0153	-----	56,707	57,575
1991	14	-----	167,492	1.0150	-----	58,471	59,348
1992	15	-----	170,009	1.0148	-----	60,401	61,283
1993	16	-----	172,526	1.0146	-----	62,497	63,409

Forecasted
Views

INCIDENTS

Total Incidents/Reports

<u>Year</u>	<u>Criminal</u>	<u>Traffic</u>	<u>Miscellaneous</u>	<u>Total</u>
1988	26,397/18,163	41,135/5526	100,000/3533	167,532/27,222
1987	27,428/18,552	44,119/4971	83,720/3164	155,267/26,687
1986	25,891/18,012	40,402/4480	86,561/3144	152,854/25,636
1985*	23,750/16,667	29,429/4993	60,901/3084	114,080/24,744
1984	24,604/16,477	45,319/5274	98,802/2758	168,725/24,509
1983	23,996/16,653	43,768/4694	101,598/2544	169,362/23,891
1982	22,530/15,218	44,458/3751	101,736/2351	168,724/21,320
1981	23,484/15,572	45,071/3213	98,449/2487	167,004/21,272
1980	23,952/15,251	42,526/4025	92,638/2607	159,116/21,883
1979	20,024/13,650	38,162/4189	82,230/2592	140,416/20,431
1978	13,382/13,357	33,230/4245	88,938/2909	135,550/20,511

*Computer Crash/Data Loss

APPENDIX G



WES STEARNS
President

c/o La Verne Police Department

2061 Third Street • La Verne • California 91750

September 30, 1988

Fellow Chiefs:

Did you know we are almost as big as LAPD? In reviewing our salary survey, I came up with some trivia that you probably do not care about, but I thought I would send it anyway.

I compared our collective agencies with LAPD and came up with the following figures:

Population Served

LAPD	3,260,000
LA Chiefs	<u>2,887,253</u>
Difference	372,747

Square Miles

LAPD	466.0
LA Chiefs	<u>464.1</u>
Difference	1.9

Sworn Officers

LAPD	7,426
LA Chiefs	<u>4,331</u>
Difference	3,095

Officers Per Thousand Population

LAPD	2.27
LA Chiefs	<u>1.50</u>

Officers Per Square Mile

LAPD	15.93
LA Chiefs	<u>9.33</u>

L.A. County Chiefs
September 30, 1988

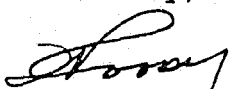
Page 2

I was not ambitious enough to compare Part I Crimes.

It appears that we are doing at least the same job as LAPD, hopefully better, with less.

In any case, as a subscriber and member of this organization, the foregoing is an example of the mediocre service that you have been receiving this year and will probably receive next year.

Sincerely,



Lloyd J. Wood
Secretary

LJW/cbf

P.S. To Rich Propster, Sergeant at Arms, Chief Censor, Editor and Critic:

All figures listed above are approximate and subject to many errors.

APPENDIX H

George D. Eastman

EDITOR

*Professor and Director
Institute of Government
Research and Service
Kent State University*

Esther M. Eastman

ASSOCIATE EDITOR

*Special Consultant
Kent State University*

Municipal Police Administration

Published for the
Institute for Training in Municipal Administration
by the
International City Management Association

experience, personality, and other factors. Each of these, and more, will influence determination of his own span of control.

If the chief understands the nature of organization and the concept of management, is emotionally stable, can delegate authority and exercise control to assure accountability, and can keep all his responsibilities and his time and competence limitations in perspective, he will tend to establish a reasonable and workable span of control.

Qualities of Immediate Subordinates. The preceding discussion has almost complete relevance to subordinate command. Subordinate commanders, however, often have less freedom in determining their own spans of control. For example, in a modest size department in which a lieutenant commands the patrol force he will have normally only a span of three—a sergeant on each shift or watch. On the other hand, in a staff bureau of a large department, the commanding officer may be required to give careful attention to the bureau structure to assure a reasonable span of control.

The Chief's Responsibilities. Factors which determine how a chief of police uses his time become important determinants of his span of control. If his responsibilities center largely on command and internal administrative matters he may desire and be able to work effectively through a wide span. However, if he must devote much time, for whatever the reasons, to external relationships, he must adopt a narrower span. Nonetheless, he should never become so involved in external matters that a single deputy is necessary to run the department.

Responsibilities of Subordinates. In most

police agencies of more than nominal size, the responsibilities of each subordinate to the chief are complex and bear but little relationship to those of other subordinates in the span of control. These complexities and differences suggest a smaller number of subordinates because of the obviously increased responsibility for and difficulty of coordination by the chief. At lower levels of responsibility, area and mobility may join with complexity as determinants. For example, a sergeant may be expected to supervise properly as many as 10 or 12 patrolmen assigned to intersection control at street crossings in close proximity; he should not be expected, however, to supervise more than five or six mobile field units covering several square miles, except under unusual circumstances.

Size of Department. The chief's span of control, and those of his subordinates, may be influenced considerably by the size of the jurisdiction and the numerical strength of its department. In a very small department, the chief's span seldom exceeds three—his shift or watch commanders. When he adds a services unit (combined staff and auxiliary) it expands to four, the addition of an investigator, reporting to him, extends it to five. Even with five, his problems of coordination are minimal, and he acts essentially as an immediate supervisor and participates in some investigations.

On the other hand, in larger departments there will be a tendency to, and pressures for, an increased span. Elements of one kind or another often are added to the department and frequently become the direct responsibility of the chief. In order to assure that his span remains within reasonable bounds, his organiza-

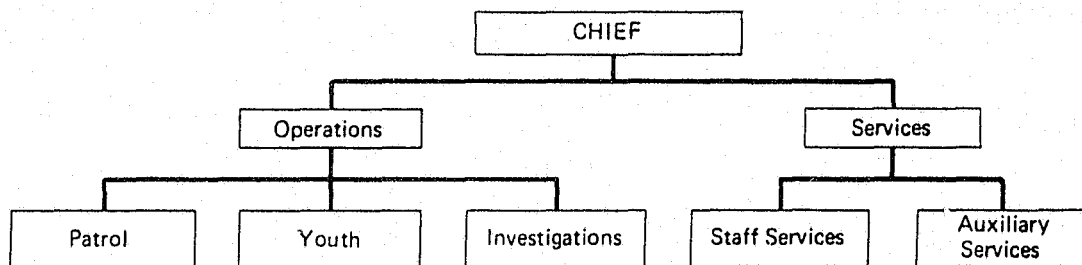


FIGURE 2. Span of control narrowed by inserting additional command level (The chief's span of control is two.)

not have a sound organization and effective management may only make a bad situation worse at a large expenditure of public funds.

The chief of police simply must accept the fact that there are no standards for staffing that can be applied to his department. He must make his own case locally based on work load, time studies, systems analysis, and collateral factors.

CIVILIAN EMPLOYEES

There is a growing trend toward utilization of civilian employees in all but the very small police departments. Some rather large departments, however, still resist the employment of civilians of any classification for various reasons and, in 1966, at least one city in the 100,000 to 250,000 population group had none. In the 250,000 to 500,000 population group, in the same year, civilian employees ranged from 6.5 per cent to nearly 21 per cent of total complements. The nonemployment of civilians apparently results largely from simple prejudice, especially against women.

In all but very small departments, employment of civilians constitutes a sound practice. Full-time civilian personnel are found largely in three classes of work—secretarial-clerical, maintenance and related services, and professional. By and large, police personnel should not be assigned to secretarial-clerical or service work unless compelling warrant is established in individual cases. Neither, and again except in special circumstances only, should they be utilized as laboratory technicians or in related types of work.

An appropriate personnel mix is difficult to determine, and generalizations serve but little purpose. Vexing employment problems are, in part, a product of today's labor market situation. Filling authorized quotas of sworn personnel is an increasingly difficult task. By and large, selection standards must be maintained or raised, and cannot be lowered without considerable cost. It follows, therefore, that whenever a position can be filled by a civilian at lesser cost at the same level of production, at the same cost and higher production, or at a higher cost and superior production, such action should be taken.

Departments are increasingly employing specially trained and educated civilians in automated data processing systems work, planning and research, training, and laboratory services. All positions should be under regular review and consideration should be given to the employment of civilians whenever circumstances suggest its practicability.

PER CAPITA COSTS

The city official who attempts to evaluate his police department against others on the basis of per capita costs, by and large, will find the effort not worthwhile. So many variables influence differences in per capita costs that interdepartmental comparisons often are relatively meaningless.

Basically, per capita cost is the product of numbers of personnel and salaries. In a city of 10,000 population, the addition of one patrolman at \$7,000 per year suggests an increase per capita of 70 cents. Often, however, fringe benefit costs are not part of the police appropriation; if they run 20 to 25 per cent of salaries, the per capita cost actually is raised another 14 to 17.5 cents. Usually not included, as well, are building costs other than maintenance.

Costs for personal services will vary greatly depending on the presence or absence of costs for nonpolice services. If one city of 100,000 population maintains fully-manned detention facilities while another does not, a comparison cannot be valid unless this difference is taken into account. Even in a situation where two cities of comparable size have arranged for detention services with the state or county, per capita costs will vary if one department is charged for such services and the other is not.

Per capita costs are influenced substantially by manning patterns, particularly in patrol and investigative elements. The particularly significant factor in this regard is the relative use of one- and two-man squads or teams.²⁰ If the patrol force uses all two-man teams when a majority of incidents require only one man, there are two obvious results, (1) one man in each squad is not "paying his way" because he is not needed, and (2) service cannot be at the level

²⁰ See also Chapter 5, "One-Man Versus Two-Man Car Patrol," pp. 85-87.

utilization may be at fault. Improved management and increased attention to traffic matters by the patrol force may be the appropriate answer.

MANPOWER

In no area of police management is the word standard more commonly used than in reference to manpower, and nowhere else so inappropriately. Average ratios of police personnel to units of population have become "standards" to police administrators who have lower ratios. Obviously, if this year all departments with below-average ratios for their population groups had their personnel complements raised to match these "standard" ratios, there would be, next year, new and higher ratios and, thus, new and higher "standards."

It is reasonable to assume that the number of police personnel in a given city is determined by (1) persuasiveness of the police chief, (2) the community level of tolerance for criminal depredations and disorder and traffic accidents and congestion, (3) understanding of the police "problem" by the municipal council, (4) the presence of park and other special kinds of police agencies, (5) the kind and extent of nonpolice functions performed by a department, and (6) willingness and ability of the city to support an adequate department.

It may be said categorically that there are (1) no standards for optimum police staffing for cities of various sizes and (2) no precise formulae available for determining personnel

needs. This is true largely because there is no standard city and perhaps no two so alike that the staffing pattern of one would precisely meet the needs of the other. Variances in the degree of industrialization, ethnic composition, and tradition are all conditioning factors, as is the extent to which a particular community faces, or may have to face, the emerging problems of civil disorder. Citizen and official interest in the police product of service, the quality of the courts and prosecuting agencies, recruiting and training practices, and conditions of employment all introduce variables. Likewise, whether the city is far distant from others or part of a vast metropolitan complex will influence greatly police needs and program. Perhaps the most critical influence on personnel needs is the quality of local police management.

That existing ratios of police employees to population cannot be used meaningfully in comparing manpower of one city with that of another is made abundantly clear in Table 3.

Note that in cities of 10,000 to 25,000 population the high figure is 45 times that of the lowest. Even in cities in the 250,000 to 500,000 group, the highest high figure is almost double that of the lowest. It is obvious that the median or even the mean average will not serve as a defensible guide to establishing local complements of police personnel.

The mere addition of personnel to a poorly managed force serves no valid purpose and should not be considered, even as an expedient. Greatly augmenting a department that does

Table 3
Number of Police Department Employees
per 1,000 Population, 1969

Population Group	No. of Cities Reporting	Low	Lower Quartile	Median	Upper Quartile	High
Over 500,000	23	1.17	1.64	1.92	2.86	3.86
250,000 to 500,000	27	1.18	1.48	1.66	1.89	3.20
100,000 to 250,000	91	0.14	1.80	1.47	1.84	3.78
50,000 to 100,000	198	0.37	1.16	1.39	1.72	3.49
25,000 to 50,000	401	0.04	1.16	1.40	1.65	5.96
10,000 to 25,000	953	0.13	1.15	1.42	1.71	5.91
All cities over 10,000	1,693	0.04	1.17	1.42	1.72	5.96

Source: THE MUNICIPAL YEAR BOOK (Chicago: The International City Management Association, 1969).

APPENDIX I

SECTION V

LAW ENFORCEMENT PERSONNEL

The Nation's law enforcement community employed an average of 2.1 full-time officers for every 1,000 inhabitants as of October 31, 1987. Considering full-time civilians, the overall law enforcement employee rate was 2.8 per 1,000 inhabitants according to 12,149 city, county, and state police agencies reporting in 1987. These agencies collectively offered law enforcement service to a population of nearly 227 million, employing 480,383 officers and 160,785 civilians.

Varying demographic and other jurisdictional characteristics greatly affect the requirements for law enforcement service from one locale to another. The needs of a community having a highly mobile or seasonal population, for example, may be very different from those of a city whose population is relatively stable. Similarly, a small community situated between two large cities may require a greater number of law enforcement personnel than a community of the same size which has no urban centers nearby.

The functions of law enforcement are also significantly diverse throughout the Nation. In certain areas, sheriffs' responsibilities are limited almost exclusively to civil functions and/or the administration of the county jail

facilities. Likewise, the responsibilities of state police and highway patrol agencies vary from one jurisdiction to another.

In view of these differing service requirements and responsibilities, care should be used when attempting any comparison of law enforcement employee rates. The rates presented in the following tables represent national averages; they should be viewed as guides or indicators, not as recommended or desirable police strengths. Adequate personnel for a specific locale can be determined only after careful study and analysis of the various conditions affecting service requirements in that jurisdiction.

The law enforcement employee average for all cities nationwide in 1987 was 2.6 per 1,000 inhabitants. By population grouping, city law enforcement employee averages ranged from 2.1 per 1,000 inhabitants in those with populations from 10,000 to 49,999 to 3.5 for those with populations of 250,000 or more. Rural and suburban counties averaged full-time law enforcement employee rates of 3.5 and 3.0 per 1,000 population, respectively.

Regionally, the highest law enforcement employee rate was in the Northeast with 2.9. Following were the South with 2.8, the Midwest with 2.5, and the West with 2.4.

Full-time Law Enforcement Employees¹, Rate per 1,000 Inhabitants, Region and Population Group, October 31, 1987
[1987 estimated population]

Region	Population Group						
	Total (9,255 cities; population 153,087,000)	Group I (60 cities, 250,000 and over; population 43,916,000)	Group II (123 cities, 100,000 to 249,999; population 17,977,000)	Group III (300 cities, 50,000 to 99,999; population 20,402,000)	Group IV (650 cities, 25,000 to 49,999; population 22,291,000)	Group V (1,604 cities, 10,000 to 24,999; population 25,115,000)	Group VI (6,518 cities under 10,000; population 23,387,000)
TOTAL: 9,255 cities, population 153,087,000. Average number of employees per 1,000 inhabitants	2.6	3.5	2.4	2.2	2.1	2.1	2.8
Northeastern States: 2,352 cities, population 39,141,000. Average number of employees per 1,000 inhabitants	2.9	4.6	3.2	2.4	2.3	2.0	2.1
Midwestern States: 2,490 cities, population 37,927,000. Average number of employees per 1,000 inhabitants	2.5	3.9	2.2	1.9	1.8	2.0	2.5
Southern States: 3,164 cities, population 43,070,000. Average number of employees per 1,000 inhabitants	2.8	3.0	2.5	2.6	2.4	2.4	3.5
Western States: 1,249 cities, population 32,950,000. Average number of employees per 1,000 inhabitants	2.4	2.6	2.0	1.8	2.0	2.1	3.7

¹Includes civilians. Population figures were rounded to the nearest thousand. All rates were calculated before rounding.

Sworn Personnel

Rates based solely on sworn law enforcement personnel (excluding civilians) showed the national average for all cities was 2.1 officers per 1,000 inhabitants. By population grouping, the lowest average rate (1.7) was for cities with populations of 10,000 to 99,999; cities 250,000 or more in population recorded the highest rate, 2.8. Suburban county law enforcement agencies averaged 2.0 officers per 1,000 population, while agencies in rural counties averaged 2.4.

Geographically, the highest rate of officers to population was recorded in the Northeastern States where there were 2.4 officers per 1,000 inhabitants. Following were the Southern States with 2.2, the Midwestern States with 2.0, and the Western States with 1.7.

Nationally, males comprised 92 percent of all sworn employees. Ninety-four percent of the officers in rural counties and 93 percent of those in cities were males, while in suburban counties they accounted for 89 percent.

Full-time Law Enforcement Officers, Rate per 1,000 Inhabitants, Region and Population Group, October 31, 1987
[1987 estimated population]

Region	Population Group						
	Total (9,255 cities, population 153,087,000)	Group I (60 cities, 250,000 and over, population 43,916,000)	Group II (123 cities, 100,000 to 249,999; population 17,977,000)	Group III (300 cities, 50,000 to 99,999; population 20,402,000)	Group IV (650 cities, 25,000 to 49,999; population 22,291,000)	Group V (1,604 cities, 10,000 to 24,999; population 25,115,000)	Group VI (6,518 cities under 10,000, population 23,387,000)
TOTAL: 9,255 cities, population 153,087,000; Average number of officers per 1,000 inhabitants	2.1	2.8	1.8	1.7	1.7	1.7	2.2
Northeastern States: 2,352 cities, population 39,141,000; Average number of officers per 1,000 inhabitants	2.4	3.7	2.7	2.0	1.9	1.7	1.7
Midwestern States: 2,490 cities, population 37,927,000; Average number of officers per 1,000 inhabitants	2.0	3.3	1.7	1.5	1.4	1.6	2.0
Southern States: 3,164 cities, population 43,070,000; Average number of officers per 1,000 inhabitants	2.2	2.4	1.9	2.0	1.8	1.9	2.2
Western States: 1,249 cities, population 32,950,000; Average number of officers per 1,000 inhabitants	1.7	2.0	1.4	1.3	1.5	1.5	2.6

Population figures were rounded to the nearest thousand. All rates were calculated before rounding.

Civilian Employees

Civilians made up 25 percent of the total United States law enforcement employee force in 1987. They represented 21 percent of the police employees in cities, 32 percent of those in rural counties, and 33 percent of the suburban law enforcement strength.

Law Enforcement Officers Killed and Assaulted

Seventy-two law enforcement officers were feloniously slain in the line of duty during 1987, 6 more lives lost than in 1986. The increase in 1987 followed a decline in 1986 whose annual total was lower than for any year since 1968.

Extensive data on line-of-duty deaths and assaults on city, county, state, and Federal officers can be found in the Uniform Crime Reporting publication, *Law Enforcement Officers Killed and Assaulted*.

Table 65. — Full-time Law Enforcement Employees¹, Number and Rate per 1,000 Inhabitants, Geographic Division and Population Group, October 31, 1987

[1987 estimated population]

Geographic division	Total (9,255 cities; population 153,087,000)	Population Group					
		Group I (60 cities, 250,000 and over; population 43,916,000)	Group II (123 cities, 100,000 to 249,999; population 17,977,000)	Group III (300 cities, 50,000 to 99,999; population 20,402,000)	Group IV (650 cities, 25,000 to 49,999; population 22,291,000)	Group V (1,604 cities, 10,000 to 24,999; population 25,115,000)	Group VI (6,518 cities under 10,000; population 23,387,000)
TOTAL: 9,255 cities; population 153,087,000:							
Number of employees.....	404,946	152,579	42,587	43,893	46,820	53,145	65,922
Average number of employees per 1,000 inhabitants.....	2.6	3.5	2.4	2.2	2.1	2.1	2.8
New England: 654 cities; population 11,306,000:							
Number of employees.....	27,582	2,567	3,862	5,794	5,744	5,940	3,675
Average number of employees per 1,000 inhabitants.....	2.4	4.5	3.3	2.4	2.2	2.1	2.2
Middle Atlantic: 1,698 cities; population 27,835,000:							
Number of employees.....	85,028	45,799	4,206	6,060	8,322	10,385	10,256
Average number of employees per 1,000 inhabitants.....	3.1	4.6	3.1	2.3	2.3	2.0	2.0
East North Central: 1,766 cities; population 28,248,000:							
Number of employees.....	72,932	28,776	5,017	8,053	8,798	11,142	11,146
Average number of employees per 1,000 inhabitants.....	2.8	4.1	2.3	2.0	1.8	1.9	2.5
West North Central: 724 cities; population 9,678,000:							
Number of employees.....	21,119	6,005	1,363	2,061	2,894	3,916	4,880
Average number of employees per 1,000 inhabitants.....	2.2	3.2	1.9	1.6	1.6	2.0	2.4
South Atlantic: 1,488 cities; population 17,712,000:							
Number of employees.....	58,169	15,892	8,965	6,318	6,584	7,384	13,026
Average number of employees per 1,000 inhabitants.....	3.3	3.9	2.7	3.1	2.7	2.8	4.0
East South Central: 714 cities; population 7,288,000:							
Number of employees.....	18,984	3,330	3,277	738	2,680	3,361	5,398
Average number of employees per 1,000 inhabitants.....	2.6	2.7	2.5	2.5	2.3	2.3	3.0
West South Central: 962 cities; population 18,070,000:							
Number of employees.....	43,566	17,903	4,747	4,539	3,131	5,278	7,968
Average number of employees per 1,000 inhabitants.....	2.4	2.6	2.1	2.2	1.9	2.0	3.2
Mountain: 535 cities; population 8,926,000:							
Number of employees.....	22,243	8,796	2,826	2,190	2,105	2,202	4,124
Average number of employees per 1,000 inhabitants.....	2.5	2.7	2.3	1.7	2.1	2.2	3.4
Pacific: 714 cities; population 24,024,000:							
Number of employees.....	55,323	23,511	8,324	8,140	6,562	3,537	5,249
Average number of employees per 1,000 inhabitants.....	2.3	2.6	1.9	1.9	2.0	2.1	4.0
Suburban and County							
Suburban²: 5,508 agencies; population 90,139,000:							
Number of employees.....	239,154						236,222
Average number of employees per 1,000 inhabitants.....	2.7						3.2
County: 2,894 agencies; population 73,706,000:							
Number of employees.....							
Average number of employees per 1,000 inhabitants.....							

¹Includes civilians.

²Includes suburban city and county law enforcement agencies within metropolitan areas. Excludes central cities. Suburban cities and counties are also included in other groups. Population figures were rounded to the nearest thousand. All rates were calculated before rounding.

APPENDIX J

Population & Housing

A Quarterly Publication of the Planning Division, City of Glendale. JULY, 1988



INTRODUCTION

The purpose of this report is to present current data on population and housing, and to provide an introduction to the neighborhood statistics program of the 1980 census. Additional analysis of the census, related socio-economic information, and detailed residential development activity may be found in other Planning Division reports and publications.

The information contained in this publication is in response to continued inquiries by business, industry and the general public regarding Glendale's current population.

Although Glendale's population continues to grow, the City's population growth rate historically has been declining as the City's available vacant land becomes developed. Between 1950 and 1960, Glendale's population grew from 95,702 to 119,442 at an average annual rate of 2.2%. The 1970 census population reached 132,752 while the growth rate slowed to 1.1% between 1960 and 1970. A further reduction in the growth rate was experienced between 1970 and 1980 as the population reached 139,060 and the growth rate 0.5%. Due to a building boom, starting in 1986, a reversal of this growth rate trend is expected by 1990.

METHODOLOGY

The methodology for the estimates contained in this publication use the April 1, 1980 census of Population by the U.S. Department of Commerce as a base. This base is adjusted annually using the California State Department of Finance Certified Estimates for Cities in California. Quarterly estimates by the Planning Division use net housing unit change, monthly vacancy rates and persons per housing unit as major factors of consideration. Group quarters population is surveyed each January 1st by the Planning Division and provided to the State Department of Finance for their certification program.

Table 1 on page 2 shows quarterly changes in population and housing units, Table 2 on page 5 records changes in population and housing by census tract since the April 1980 census.

HOUSING CHANGE SINCE 1980

Housing growth since 1980 has featured an increase in rental units: there has been a fifteen percent increase (5,183 units) with a 1.3 percent decrease in single family homes.

The graph on pages 3 and 4 shows the Increase in Rental Housing Since the 1980 Census by Census Tract.

TABLE 1
QUARTERLY CHANGE IN POPULATION & DWELLING UNITS



Quarter Ending	Housing Units			Population		
	Single Family	Multi-Family	Total	In Housing	In Group Quarters	Total
Apr. 1, 1980	28,062	33,591	61,653	136,553	2,507	139,060
July 1, 1980	28,077	33,644	61,721	136,698	2,507	139,205
Oct. 1, 1980	28,074	33,739	61,813	136,759	2,507	139,266
Jan. 1, 1981 ⁽¹⁾	28,084	33,851	61,935	137,197	2,586	139,783
Apr. 1, 1981	28,073	33,914	61,987	141,301	2,586	143,887
July 1, 1981	28,089	34,056	62,145	141,318	2,586	143,904
Oct. 1, 1981	28,088	34,222	62,310	141,366	2,586	143,952
Jan. 1, 1982 ⁽¹⁾	28,088	34,311	62,399	141,720	2,553	144,273
Apr. 1, 1982	28,093	34,406	62,499	142,264	2,553	144,817
July 1, 1982	28,089	34,586	62,675	142,373	2,553	144,926
Oct. 1, 1982	28,097	34,686	62,783	142,765	2,553	145,318
Jan. 1, 1983 ⁽¹⁾	28,104	34,743	62,847	143,022	2,602	145,624
Apr. 1, 1983	28,109	34,755	62,864	143,201	2,602	145,803
July 1, 1983	28,098	34,774	62,872	143,266	2,602	145,868
Oct. 1, 1983	28,097	34,814	62,911	143,281	2,602	145,883
Jan. 1, 1984 ⁽¹⁾	28,082	34,843	62,925	144,432	2,619	147,051
Apr. 1, 1984	28,077	34,962	63,039	144,657	2,619	147,276
July 1, 1984	28,077	35,041	63,118	144,828	2,619	147,447
Oct. 1, 1984	28,080	35,061	63,141	144,883	2,619	147,502
Jan. 1, 1985 ⁽¹⁾	28,066	35,312	63,378	146,238	2,562	148,800
Apr. 1, 1985	28,056	35,368	63,424	146,278	2,562	148,840
July 1, 1985	28,045	35,418	63,463	146,315	2,562	148,877
Oct. 1, 1985	28,044	35,600	63,644	146,487	2,562	149,049
Jan. 1, 1986 ⁽¹⁾	28,018	35,778	63,796	149,720	2,739	152,459
Apr. 1, 1986	27,972	35,946	63,918	150,021	2,739	152,760
July 1, 1986	27,904	36,437	64,341	151,333	2,739	154,072
Oct. 1, 1986	27,864	36,722	64,586	151,581	2,739	154,320
Jan. 1, 1987 ⁽¹⁾	27,826	37,100	64,926	154,297	2,560	156,857
Apr. 1, 1987	27,788	37,434	65,222	155,000	2,560	157,560
July 1, 1987	27,729	38,275	66,004	156,859	2,560	159,419
Oct. 1, 1987	27,685	38,985	66,670	158,442	2,560	161,002
Jan. 1, 1988	27,697	39,657	67,354	159,315	2,588	161,903
Apr. 1, 1988	27,685	40,351	68,036	160,905	2,588	163,493
July 1, 1988	27,687	40,788	68,500	162,425	2,588	165,013

(1) Note: Calculations Adjusted Per Annual State Dept. of Finance Certified Population Estimates

Source: Planning Division, City of Glendale; State Dept. of Finance; 1980 Census

* The term multi-family includes both condominiums and apartments.

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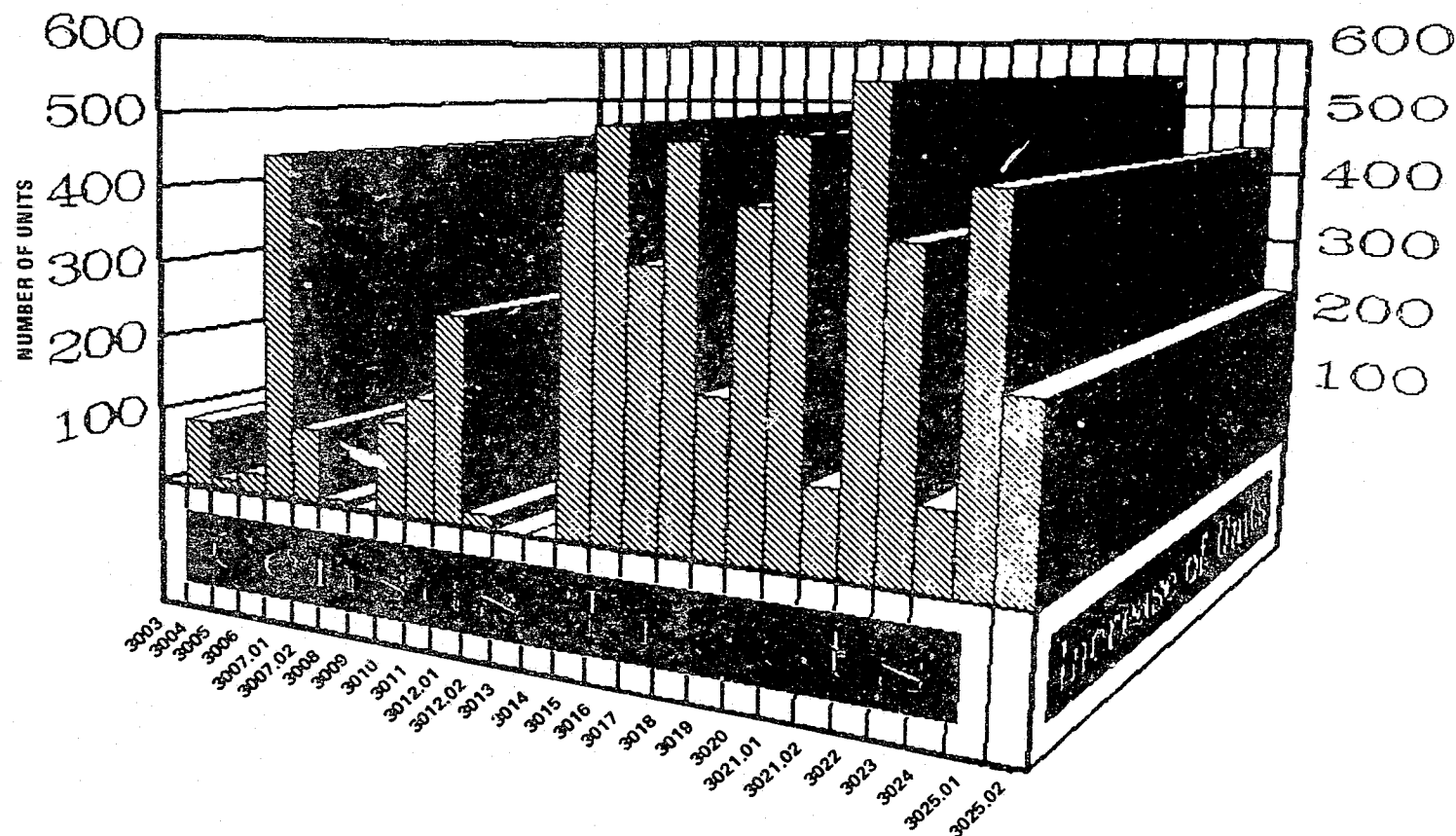
Population
& Housing

Population
& Housing

1980 - 5,183 units

GLENDALE
TRACTS
188

LEGEND
TRACT BOUNDARY
TRACT NUMBER



Increase in Rental Housing Since 1980

City of Glendale



PLANNING DIVISION
CITY OF GLENDAL

Source: - 1980 U.S. Census of Population & Housing
Planning Division Records 1980-1988.

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TABLE 2
CHANGE IN POPULATION AND HOUSING BY CENSUS TRACT



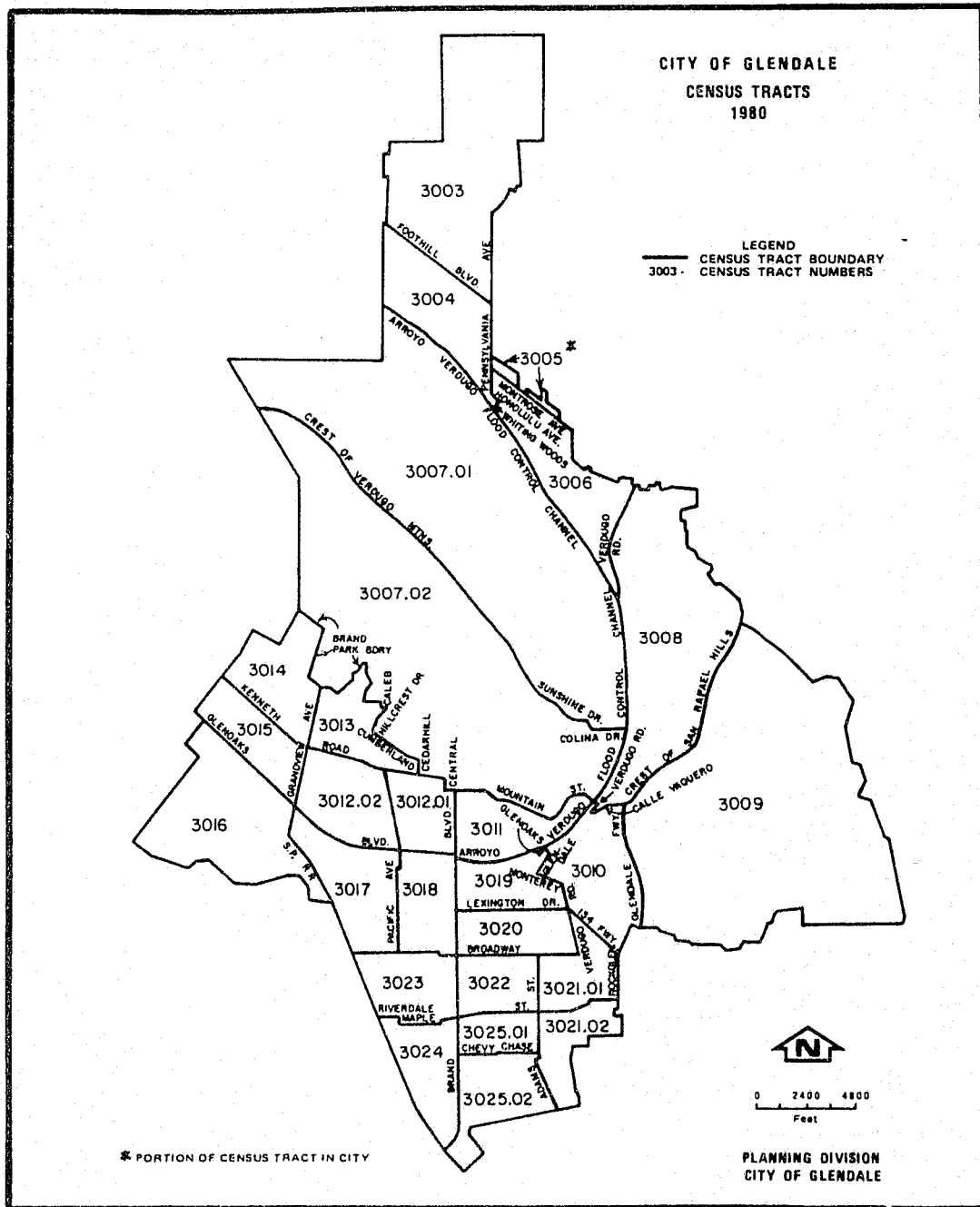
Census Tract	Housing Units		Population	
	4/1/80	7/1/88	4/1/80	7/1/88
3003	2,147	2,162	6,469	6,869
3004	1,927	2,040	4,936	5,592
3005	558	612	1,335	1,605
3006	2,261	2,337	5,337	6,356
3007.01	1,956	2,052	5,196	5,841
3007.02	1,823	1,994	4,843	5,677
3008	2,611	2,677	5,499	5,928
3009	2,233	2,527	6,399	7,726
3010	1,957	1,997	4,419	4,903
3011	2,553	2,708	5,364	5,996
3012.01	3,142	3,575	5,529	6,872
3012.02	2,253	2,490	5,337	6,301
3013	727	731	2,202	2,312
3014	1,385	1,386	3,729	3,945
3015	2,182	2,630	4,921	6,448
3016	3,287	3,706	7,800	9,459
3017	2,528	3,033	5,826	7,536
3018	2,435	2,952	4,507	5,948
3019	2,469	2,832	4,483	5,556
3020	3,974	4,558	6,438	7,721
3021.01	2,889	3,282	6,104	7,390
3021.02	2,544	2,712	5,222	6,166
3022	2,712	3,217	5,195	6,444
3023	2,649	3,159	6,422	7,660
3024	1,947	2,016	4,635	5,251
3025.01	2,340	2,719	5,655	6,881
3025.02	2,164	2,396	5,258	6,630
TOTAL	61,653	68,500	139,060	165,013

Source: U.S. Census of Population & Housing, 1980; Planning Division, City of Glendale

Note: Population Change is a combined function of: Number of housing units, vacancy rate, persons per household, and group quarters population. Average household size has increased since 1980.

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APPENDIX K

FACILITIES

INTRODUCTION

The Glendale Police facility building was designed in the mid 1950's and completed in 1960. At time of completion it was occupied by 171 Police personnel consisting of 137 sworn officers and 34 non-sworn. In the past thirty (30) years these numbers have grown to 183 sworn and 80 non-sworn positions. The spatial needs of these additional personnel have been accommodated through a series of building modifications, both minor and major, the last of which concluded in Spring of 1988. In preparation for this most recent remodeling, the Police Department was charged with the responsibility of designing a modification that would accommodate its needs for a five (5) year period taking into consideration that there would be no, or very little, growth in personnel within that time. Starting with first a professional needs assessments by Richard Hughes in 1980 followed by an in-house assessment in 1982, a design meeting the prescribed criteria was presented and approved in August 1983. Now with the passage of five (5) years since design approval, it is once again time to examine the developing spatial requirements of the Police Department. However, for this modification process it is strongly recommended that the department be permitted to consider a much longer time line than a five (5) year window. The presentation of the Police Department's five (5) year master plan requires that the spatial needs for the future be examined.

PROBLEM

LOCKER ROOM SPACE - During the past 30 years, the majority of the increases in sworn personnel have been in the number of street police officers whose facility needs were primarily for lockers and assembly space. These locker needs have been met through the years by annexing space in the Police building basement, converting those areas originally designed for other purposes. This was a much easier process early on in the life of the building, when being a Police Officer was primarily a male dominated profession. The advent of female officers has brought about demands for locker space never thought of at the time building design. Presently there are only eighteen (18) empty lockers available for additional male police officers and six (6) available for female police officers.

POLICE COMMUNICATIONS/DISPATCH - The Glendale Police Department is presently attempting to operate 1970's and 1980's communications/dispatch technology in an area that was designed for 1950's radio equipment. The spatial needs for the communications/dispatch function has increased with the coming of the computer age. The size of modern day computer aided dispatcher/call reception consoles are dramatically larger than the old radio equipment they replaced. Obviously none of the current technology could have been anticipated spatially 30 years ago.

The need to improve the communications/dispatch unit, while internally realized for some time, was initially documented in the February 1980 study entitled "Glendale Police Department Existing Space and Facility Needs Assessment" prepared by management consultants Huges-Heiss and Associates. That study repeatedly referred to the inadequacy of the existing communications center.

The spatial needs for the communications/dispatch area have been further described in the study entitled "Master Communications Plan for the City of Glendale, California," which was prepared by Schema Systems, Inc. during the past year. This study identifies that in the very least, the existing space will need extensive remodeling to accommodate the required communications equipment. More recently, the "Master Radio System Draft Engineering Report - June, 1988" prepared by Schema Systems, Inc. reiterates the need to dedicate more space to the police communication/dispatch function.

OFFICE SPACE - The police facilities building cannot accommodate the expanding demand for office space without sacrificing existing services.

POLICE CRIME LAB - As with many of the other police functions the Crime Lab has outgrown the space originally allocated to it and there is no easy solution for enlarging the unit. The Crime Lab is surrounded by Police Communications, Jail and Records. The Crime Lab is challenged with the responsibility of acquiring technically current equipment and placing it in diminishing space. Recently the Senior I.D. Technician who supervises the unit had to relocate his work station to a location outside of the Crime Lab to accommodate such an installation. The addition and installation of technically modern, but heat generating (and chemical odor generating) photographic equipment has caused the room to surpass its ability to properly ventilate itself. (The Police Department has requested in its 1989/90 Building Maintenance Requests to increase the ventilation of the Crime Lab's dark room). Due to the increased volume of cases being processed it is an all too frequent occurrence to find critical pieces of criminal evidence scattered haphazardly on the Crime Lab office floor.

HELIPORT - The Air Support Unit is currently located at 1010 Flower Street on property owned by the Los Angeles Department of Water and Power. It is occupied through a five (5) year lease agreement which expires in April of 1990. The lease contains a 30 day vacate clause which leaves the unit in a precarious position in regards to its future operations. The heliport hanger was partially altered a few years ago to provide an environmentally controlled, noise and temperature, location for personnel to assemble when not flying. The alteration did not include enclosing the staff locker room which is presently exposed and visible to the business office work station, as well as the total interior of the hanger. The interior of the hanger is subject to noise and temperature swings, even during the mild months. February temperature readings within the hanger have been documented between 52-94 degrees, with greater variances during the summer months. Noise levels within the hanger during helicopter departures and landings range between 56-92 DB.

PARKING - The police facility complex has run out of space for parking its vehicles. This will become an even more complex issue when construction for the new public service building begins in a couple of years and those police vehicles which are currently being parked at the corner of Glendale Avenue and Wilson Street are displaced. At the present time the parking enforcement vehicles are being parked inside the city's multi-deck parking structure impacting its limited capacity. Frequently, vehicles slated for repair must be parked inside the parking structure as well, on an upper deck, due to the lack of spaces in front of the civic center garage. The lack of parking stalls at the rear of the station creates mass confusion and gridlock at the time of shift changes.

RECOMMENDATIONS

Ideally a new Police Facilities Building would be the best means to address both the present and future demands for a growing modern day police department. While the present building structure is nearly thirty (30) years old, many of its component facilities are much older in the sense that they are used 24 hours per day, seven (7) days a week, in comparison to the standard 8-10 hours per day during the common five (5) day work week required of normal buildings. In this context, by comparison to a normal thirty (30) year old building, some parts of the police building are over 100 years old. Recognizing that the capital commitment for constructing a new police building could be between \$14 million - \$16 million, it is prudent to examine other options.

One of the solutions for addressing spatial needs would be to locate some police department work units off-site. This can be both expensive as well as inefficient, and is not a recommended solution. The centralization of the police function around a common work place is by efficient design. For example, it is more efficient for patrol officers and detectives both to have the same ready access to a Record Bureau, clerical staff, or a jail than it would be to have these functions scattered around off-site. The ability to provide facility security and coverage for absent personnel is much easier, and less expensive when the work units are located within the same complex. Centralizing the function at one site reduces the number of supervisors and managers required as well.

The most practical solution in addressing both the present and future spatial needs of the Glendale Police Department, absent a new facility, is to take advantage of the foresight possessed by the facility's original designers. Not only was the building constructed to structurally accommodate the addition of a third floor, the interior amenities (elevators and rear stairs) have this capacity in reserve. With the footprint of the building being over 18,000 square feet, a construction project on the roof level, complimented by a limited amount of modification on other levels, will address all of the present problems, the future needs identified in the five (5) year master plan, and beyond. The alternative of constructing a third floor designed to accommodate these needs as identified in the following recommended solutions, would cost between \$2.0 and \$3.6 million dollars, or about one-fifth the cost of a new facility.

LOCKER SPACE - Within the police department's 1989/90 Capital Improvement budget is a request to convert the existing city telephone switch room to a locker room for female employees. This location is adjacent to an existing small restroom/shower room and will accommodate over 50 lockers without requiring the reworking major plumbing. The cost of this alteration was estimated to be \$25,000 including new furnishings. Similarly, the next logical annexation for male locker room space is into the current roll call/assembly room (room #15), which is adjacent to the present main men's locker room. This annexation would once again negate the need for re-working any major plumbing at the basement level of the facility. The space available in this area will permit the addition of approximately 130 lockers for male employees. The estimated cost for this alteration is also approximately \$25,000 (while the space is much larger in comparison to that being proposed for the female locker room, the cost is similar as this area does not require nearly as much modification to accommodate the change) including the cost of furnishings. This cost can be

reduced if the room is converted in logical phases, corresponding to the increase in the number of male employees. The displaced roll call/assembly function would be relocated to the third floor.

POLICE COMMUNICATIONS/DISPATCH - The relocation of the police communication function to the third floor will accommodate the present and future spatial needs of that unit. It will provide a sought after site for an adjacent City of Glendale Emergency Operations Center. Additionally, while meeting the spatial needs for the modern day technical equipment, this location corrects the issue of poor security and need for isolation that surfaced in both the studies conducted by Hughes-Heiss and Schema. The police department has a preliminary design for this relocation which was created when this expansion was being examined in the middle of last year.

The alternative for this site involves the relocation of the Crime Lab to the basement level, letting the police communication/dispatch unit use the vacated space. The space made available through the relocation of the Crime Lab will only accommodate the communications function alone and will not permit the inclusion of a communications supervisor's office or a City Emergency Operations Center. The police department has submitted a 1989/90 Capital Improvement project request in the amount of \$200,000 to make this modification.

OFFICE SPACE - In the police department's present configuration there are only two available solutions for providing additional on-site office space. This first is at the third floor level. The second is to build out over the patrol vehicle parking lot from the east side of the building. The five (5) year master plan is requesting new and reallocated positions that will require approximately 650 square foot of private office space (lieutenant-2; police communication supervisor-1; executive assistant-1), and approximately 3,000 square feet for work stations to be located in commonly occupied areas (clerical-8; investigators and assisting C.S.O.s-20; Crime Lab Technicians-1).

The alternative site for the creation of interior office space is to convert the present auditorium and conference rooms. The use of both of these areas even combined for this purpose is insufficient as it would accommodate less than 1/3 of the space required for the requested personnel. The elimination of these two heavily used rooms from their current functions would contribute added inefficiency by requiring the holding of meetings and training sessions at off-site locations. Additionally, the loss of the police auditorium and conference room to office space would negatively impact the police department's customer service image. The general public would lose the use (free of charge) these areas at night as a community meeting room.

CRIME LAB - The relocation of the police communications center to the third floor would permit the expansion of the Crime Lab into the vacated space. Such an expansion would permit leaving the dark room and all of its technical equipment in place as well as the recently installed fume hood. The vacated space would permit the creation of three (3) additional work stations, accommodating the two newly requested Crime Lab Technicians and allowing the units' supervisor to move back with his personnel.

The alternative site for the relocation of the Crime Lab would be to the indoor shooting range, located in the basement level of the building. This alternative would require significant remodeling, including but not limited to, impacting

walls, ceilings, HVAC, electrical, and plumbing. As previously mentioned a Capital Improvement Project has been submitted for fiscal year 1989/90 in the amount of \$200,000 to accommodate this relocation to the basement and a corresponding modification of the police communications center.

HELIPORT - The relocation of the heliport needs to have a high priority. The unit is essentially operating at the whim of the Los Angeles Department of Water and Power, and as mentioned earlier can technically be told to vacate the property on thirty (30) days notice. The preferred site is located in Scholl Canyon, on a graded plateau where the Glendale Public Service Department is preparing to erect a six (6) million gallon water tank. The free space remaining at the site is 350' X 180', which is more than adequate for the Air Support operation. While there are no estimated cost for this facility, a similar one is being planned in the City of Compton for \$500,000.

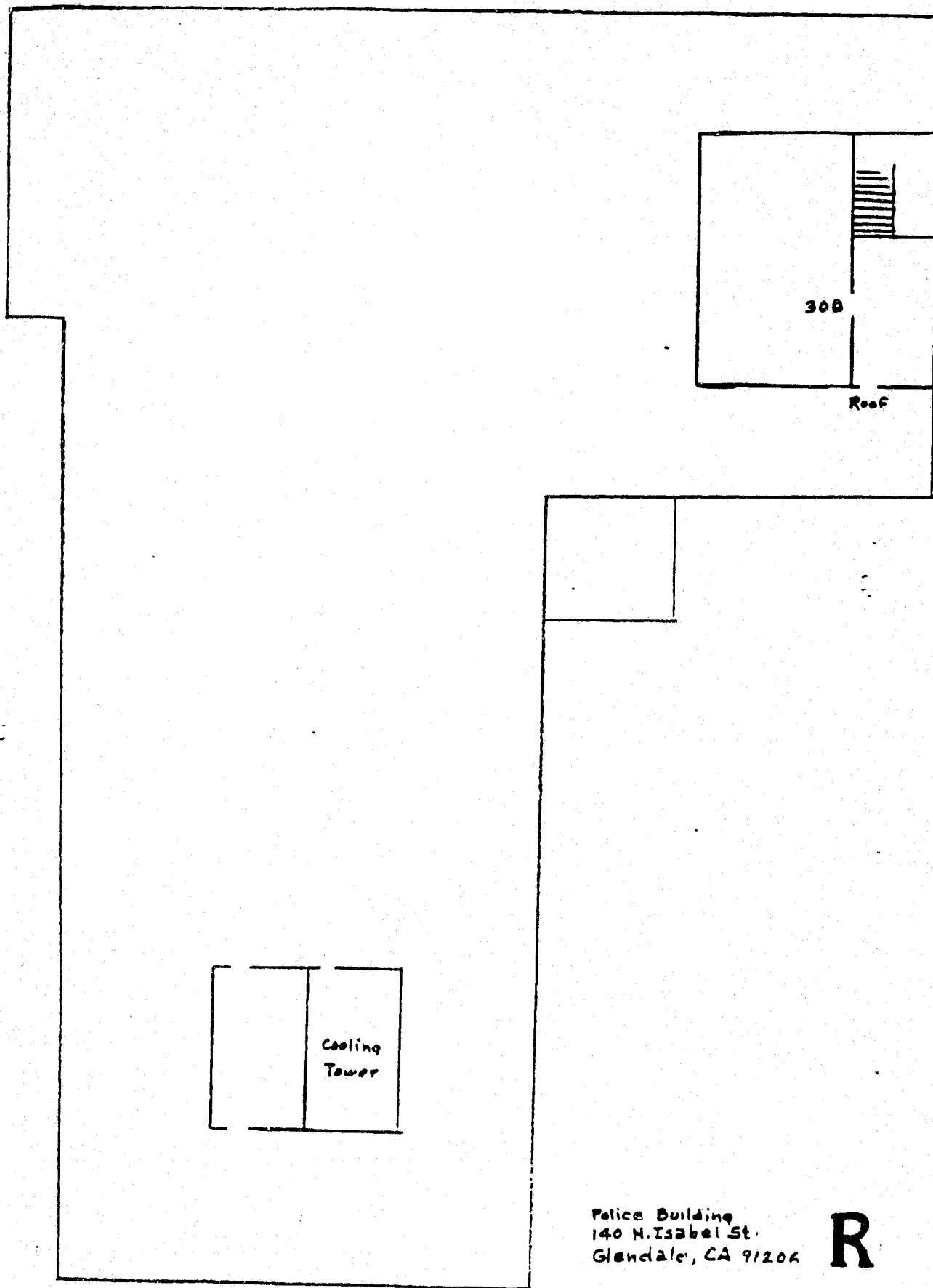
An identified alternative, would consist of purchasing land, either independently or as joint venture with the City of Burbank, when it becomes available at the Burbank-Glendale-Pasadena Airport. This alternative is contingent on the Lockheed Corporation following through on its plan to vacate a large portion of the airport in approximately four (4) years. This alternative is less attractive due to its uncertain nature and the time table associated with it. The cost of this alternative is unknown.

The last alternative would consist of leasing a facility at the Burbank-Glendale-Pasadena Airport, once again either independently or as a joint venture with the City of Burbank. This alternative has many drawbacks not the least of which is that it places the air support unit back into the status of being a tenant once again. Over the long term this may simply delay the ultimate construction of an Air Support facility until costs are higher. Presently the City of Burbank Air Support Unit is leasing limited space for \$400.00 per month.

PARKING - The alternatives for correcting the parking situation for the police complex has no easy solutions. With the present construction cost of multi-deck parking structures approximately \$8,000 per space, and \$12,000 for subterranean spaces, it is easy to see that the price of providing future parking is an expensive venture. This is compounded by the lack of available appropriate locations within the city complex that would accommodate such a structure. In order to compliment the number of personnel being requested within the police department's five (5) year master plan, when fully implemented, it will require nearly 50 additional parking spaces (24-black/whites; 8-parking enforcement; 11-detective enforcement; and 4-motorcycles). At the proposed rate of personnel implementation, eighteen (18) of these spaces will be required the first year and fourteen more the second.

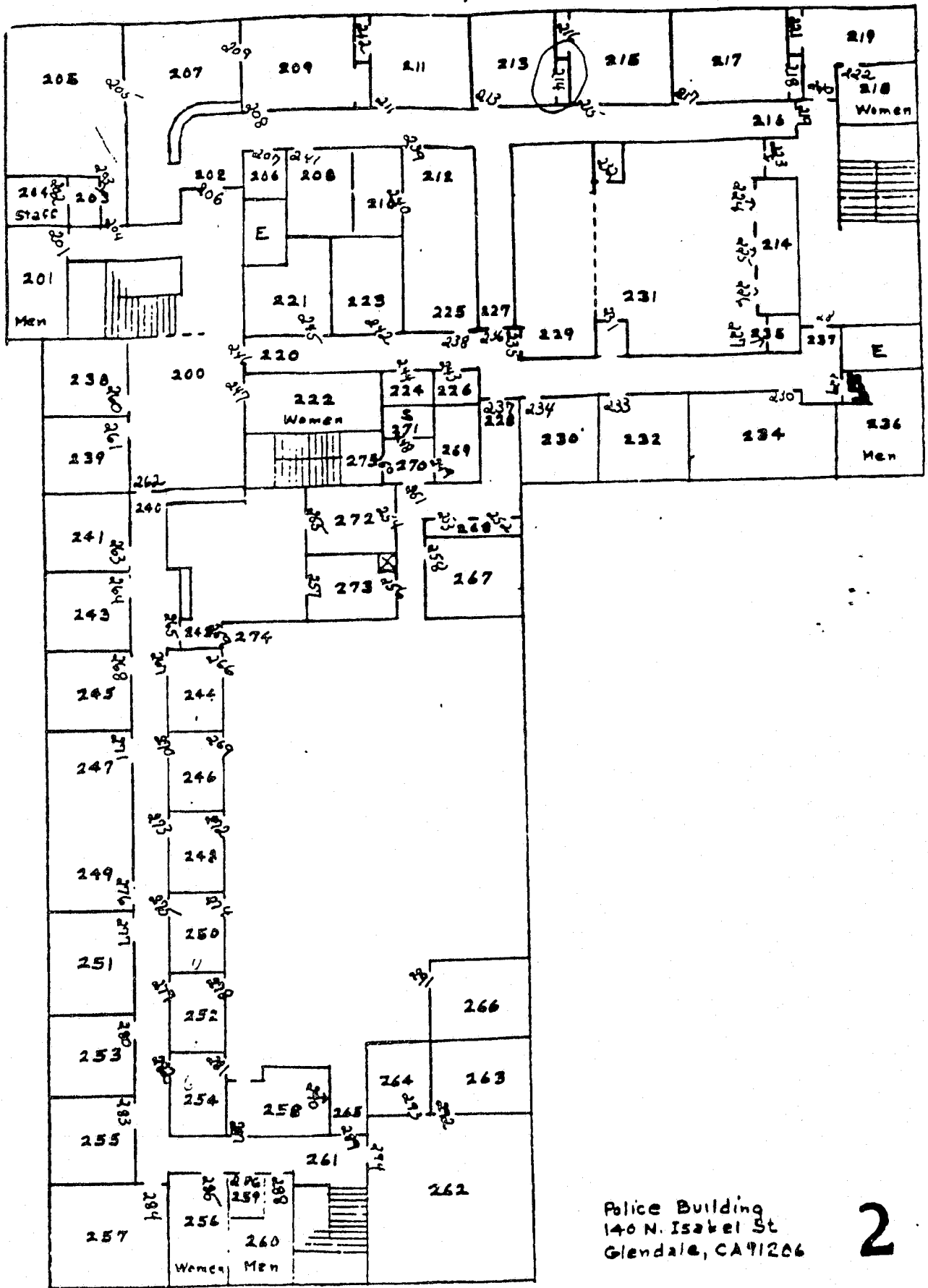
An alternative to building a parking structure would be to lease parking spaces. The police department had a recent successful experience at leasing off-site parking for patrol vehicles during the underground fuel tank replacement program last year. Parking was leased from the owner of the building across the street from the Police Station at the rate of \$35.00 per space per month. A similar arrangement could be pursued for the first level of the far western end of the Robinson's parking structure. If such an arrangement were to be successful, the annual fee (\$7,600) for fifty (50) spaces would be less than the construction cost of a single multi-deck space. This alternative becomes more attractive

with the planned departure of the Robinson's department store from the complex to the next phase of the Galleria. Of course if this were to be the selected option certain security measures would be required if it were decided to place marked black/white patrol vehicles there. If pursued it may be determined to be more appropriate to park other city vehicles (or personnel at this off-site location).



Police Building
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Glendale, CA 91206

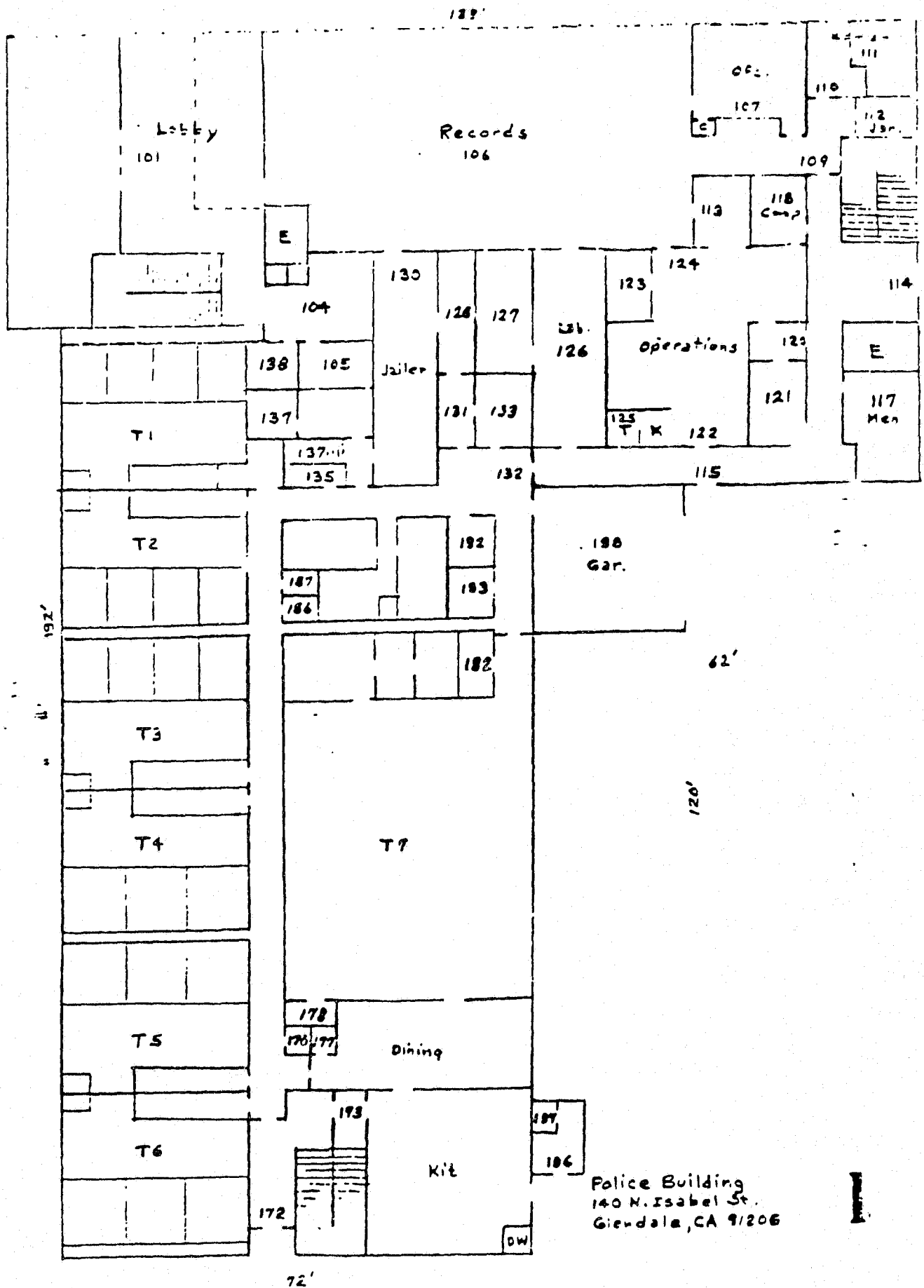
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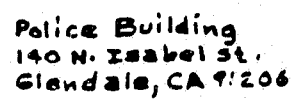


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