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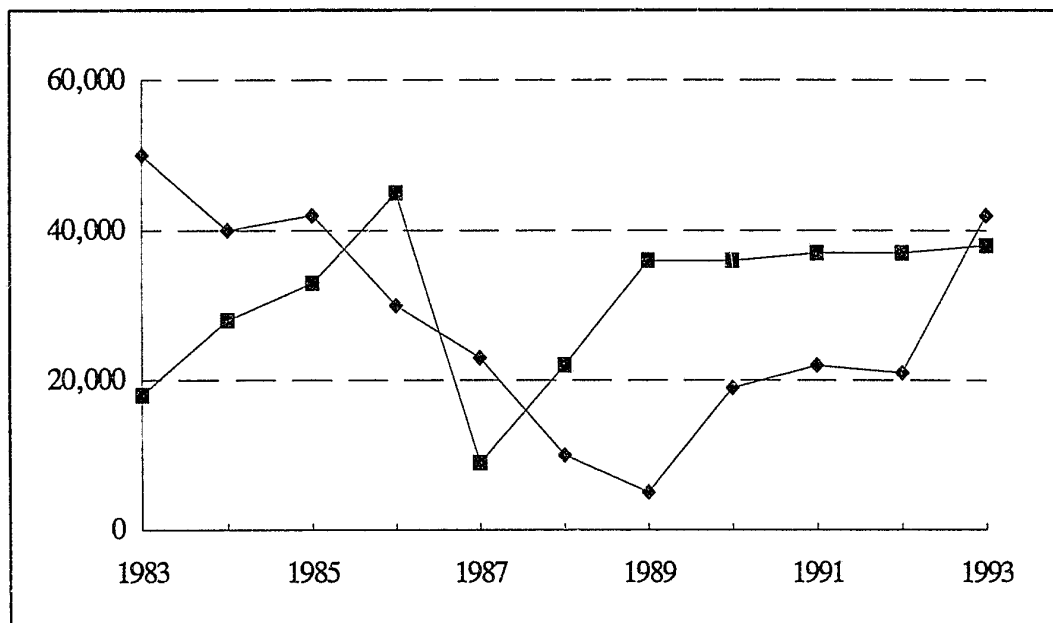
LONG BEACH POLICE DEPARTMENT NCJRS STRATEGIC PLAN

JUL 10 1995

ACQUISITIONS

CITY AND DEPARTMENT TRENDS

How Long Beach and Police Operations Have Changed



*A Cooperative Effort of the
Long Beach Police Department
and the Office of the City Auditor*

February, 1994

Long Beach Police Department

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TABLE OF CONTENTS

Executive Summary	S - 1
Strategic Plan Overview	S - 1
Customer Base Trends	S - 1
Population Trends	S - 1
Income Trends	S - 2
Housing Trends	S - 2
Crime Trends.....	S - 3
Department Resource Trends	S - 3
Employee Resource Trends	S - 3
Department Expenditure Trends	S - 4
Patrol Services Trends	S - 4
Communications Services	S - 4
Direct Patrol Services	S - 5
Patrol Support Services	S - 6
Traffic Services	S - 6
Investigative Services Trends	S - 7
Investigations of Crimes Against Persons	S - 7
Investigations of Crimes Against Property	S - 7
Illegal Drug Activity Investigations	S - 8
Vice Crime Investigations	S - 8
Support Services Trends	S - 8
Jail Services	S - 9
Records Management Services	S - 9
Personnel Management Services	S - 9
Budget Management Services	S - 9
Community Relations	S - 9
Internal Affairs	S - 10

TABLE OF CONTENTS -- continued

Introduction.....	1
Strategic Plan Overview	1
Trend Analysis Report	1
Methodology	2
Completeness of Data	3
Contract with the L.A. County Sheriff	3
Customer Base Trends	4
Population Trends	4
Income Trends	6
Housing Trends.....	8
Crime Trends	9
Total Violent Crimes Reported and Cleared	10
Willful Homicides Reported and Cleared	11
Forcible Rapes Reported and Cleared	12
Aggravated Assaults Reported and Cleared	12
Robberies Reported and Cleared	13
Total Property Crimes Reported and Cleared	13
Burglaries Reported and Cleared	14
Motor Vehicle Thefts Reported and Cleared	15
Larceny-Theft Crimes Reported and Cleared	15
Arsons Reported and Cleared	16
Department Resource Trends.....	17
Employee Resource Trends	17
Number of Sworn Personnel	18
Sworn Personnel Per 1,000 Population	19

TABLE OF CONTENTS -- continued

Employee Resource Trends (continued)	
Number of Civilian Personnel	19
Civilian Personnel Per 1,000 Population	20
Mix of Sworn and Civilian Personnel	20
Total Department Employees Per 1,000 Population	21
Total Department Expenditure Trends	21
Expenditures Per Capita	22
LBPd Expenditures as a Percentage of General Purpose Fund	
Expenditures	23
Major Department Expenditures	23
Salaries	23
Overtime	24
Fringe Benefits	25
Workers' Compensation	25
Police and Fire Pension	26
Facility Costs	26
Other Non-Personal Services	27
Liability Insurance	27
Electronic Systems Charges	28
Fleet Services Charges	28
Information Services Charges	29
Patrol Services Trends	30
Communications Services Trends	30
Communications -- Calls Received	30
Communications -- Calls Dispatched	31
Communications -- Field Initiated Calls	32
Communications -- Number of Employees	33
Communications -- Calls Handled Per Employee	33

TABLE OF CONTENTS -- continued

Communications Services Trends (continued)	
Communications -- Expenditures	34
Communications -- Expenditures Per Call Handled	34
Direct Patrol Services Trends	35
Patrol -- Number of Employees	35
Patrol -- Dispatched Calls Handled Per Employee	35
Patrol -- Field Initiated Calls Per Employee	36
Patrol -- Expenditures	36
Patrol -- Expenditure Per Dispatched Call Handled	37
Patrol -- Response Time to Priority 1 Calls	37
Patrol -- Response Time to Priority 2 Calls	38
Patrol -- Response Time to Priority 3 Calls	39
Patrol Support Services Trends	39
Helicopter Air Time	40
Helicopter Assists	40
Helicopter Assists Per Hour of Air Time	40
SWAT Call Outs.....	41
Traffic Services Trends	41
Number of Traffic Accidents	41
Fatal Traffic Accidents	42
Employees Performing Traffic-Related Services	42
Expenditures to Provide Traffic-Related Services	42
Traffic Citations Issued	43
Traffic Citations Issued Per Employee	43
Driving Under the Influence (DUI) Arrests	44
Investigative Services Trends	45
Investigations of Crimes Against Persons	45
Crimes Against Persons -- Employees Providing Investigative Services.....	46

TABLE OF CONTENTS -- continued

Investigations of Crimes Against Persons (continued)	
Crimes Against Persons -- Crimes Reported Per Employee	46
Crimes Against Persons -- Crimes Cleared Per Employee	47
Crimes Against Persons -- Expenditures	47
Crimes Against Persons -- Expenditures Per Crime Reported	48
Crimes Against Persons -- Expenditures Per Crime Cleared	48
Investigations of Crimes Against Property	48
Crimes Against Property -- Employees Providing Investigative Services	49
Crimes Against Property -- Crimes Reported Per Employee	49
Crimes Against Property -- Crimes Cleared Per Employee	50
Crimes Against Property -- Expenditures	50
Crimes Against Property -- Expenditures Per Crime Reported	51
Crimes Against Property -- Expenditures Per Crime Cleared	51
Illegal Drug Activity Investigations	52
Drug Offense Arrests	52
Illegal Drug Activity Investigations -- Marijuana Seized	52
Illegal Drug Activity Investigations -- Cocaine Seized	52
Illegal Drug Activity Investigations -- Phencyclidine (PCP) Seized	53
Illegal Drug Activity Investigations -- Heroin Seized	53
Illegal Drug Activity Investigations -- Employees	53
Illegal Drug Activity Investigations -- Arrests Per Employee	54
Illegal Drug Investigations -- Expenditures	54
Illegal Drug Activity Investigations -- Expenditures Per Arrest	54
Vice Crime Investigations	55
Sex Offense Arrests	55
Vice Crime Investigations -- Employees	56
Vice Crime Investigations -- Arrests Per Employee	56
Vice Crime Investigations -- Expenditures	56
Vice Crime Investigations -- Expenditures Per Arrest	57

TABLE OF CONTENTS -- continued

Investigative Services Trends (continued)

Crime Scene Analysis	57
----------------------------	----

Support Services Trends 58

Jail Services	58
Jail Services -- Adult Prisoner Bookings	58
Employees Providing Jail Services	58
Adult Prisoner Bookings Per Jail Employee	59
Expenditures to Provide Jail Services	59
Jail Expenditures Per Adult Prisoner Booking	59
Records Management Services	60
Employees Providing Records Management Services	60
Expenditures to Provide Records Management Services	60
Personnel Management Services	60
Employees Providing Personnel Management Services	60
Expenditures to Provide Personnel Management Services	61
Budget Management Services	61
Employees Providing Budget Management Services	61
Expenditures to Provide Budget Management Services	62
Community Relations Services	62
Employees Providing Community Relations Services	62
Expenditures to Provide Community Relations Services	63
Internal Affairs	63
Employees Providing Internal Affairs Activities	64
Internal Affairs Investigations Per Employee	64
Expenditures to Provide Internal Affairs Activities	65

TABLE OF EXHIBITS

Customer Base Trends

Population Trends

1	Long Beach Population 1950 - 1990	4
2	Long Beach Population 1990 - 1993	4
3	Population by Ethnicity	5
4	Population by Age	6
5	Percentage of High School Graduates	6

Income Trends

6	Median Household Income	7
7	Median Family Income	7
8	Per Capita Income	7
9	Persons with Income Below Specified Poverty Levels	8

Housing Trends

10	Housing Units by Type	8
11	Housing Age	9
12	Persons Per Room	9

Crime Trends

13	Crimes Reported and Crimes Cleared	10
14	Violent Crimes Reported and Cleared	11
15	Willful Homicides Reported and Cleared	11
16	Forcible Rapes Reported and Cleared	12
17	Aggravated Assaults Reported and Cleared	13
18	Robberies Reported and Cleared	13
19	Property Crimes Reported and Cleared	14
20	Burglaries Reported and Cleared	15
21	Motor Vehicle Thefts Robberies Reported and Cleared	15
22	Larcenies-Thefts Reported and Cleared	16
23	Arsons Reported and Cleared	16

TABLE OF EXHIBITS -- continued**Department Resource Trends**

Employee Resource Trends

24	Police Department Employees	18
25	Sworn Personnel	19
26	Sworn Personnel Per 1,000 Population	19
27	Civilian Personnel	20
28	Civilian Personnel Per 1,000 Population.....	20
29	Mix of Personnel	21
30	Employees Per 1,000 Population	21

Total Department Expenditure Trends

31	Department Expenditures	22
32	Expenditures Per Capita.....	23
33	LBPd Expenditures as a Percentage of General Fund Expenditures.....	23

Major Department Expenditures

34	Salary Expenditures	24
35	Overtime Expenditures	25
36	Fringe Benefits Expenditures.....	25
37	Workers' Compensation Expenditures.....	26
38	Police and Fire Pension	26
39	Facilities Expenditures	27
40	Non-Personal Expenditures	27
41	Liability Insurance Expenditures	28
42	Electronic Systems Expenditures	28
43	Fleet Services Expenditures	29
44	Information Services Expenditures	29

Patrol Services Trends

Communications Trends

45	Calls Received by Communications.....	30
46	Calls Dispatched by Priority	32
47	Calls Dispatched and Calls Initiated in Field	33
48	Employees Providing Communications Services	33

TABLE OF EXHIBITS -- continued

Patrol Services Trends (continued)

49	Calls Handled Per Communications Employee	34
50	Expenditures to Provide Communications Services	34
51	Communications Expenditures Per Call Handled	35

Direct Patrol Services Trends

52	Employees Providing Patrol Services	35
53	Dispatched Calls Per Patrol Employee	36
54	Field Initiated Calls Per Patrol Employee	36
55	Expenditures to Provide Patrol Services	37
56	Patrol Expenditures Per Call Dispatched	37
57	Priority 1 Call Response Times	38
58	Priority 2 Call Response Times	39
59	Priority 3 Call Response Times	39

Patrol Support Services Trends

60	Hours of Helicopter Air Time	40
61	Number of Helicopter Assists	40
62	Assists Per Hour of Air Time	41
63	Number of SWAT Call-Outs	41

Traffic Services Trends

64	Traffic Accidents	41
65	Fatal Traffic Accidents	42
66	Employees Providing Traffic-Related Services	42
67	Expenditures to Provide Traffic-Related Services	43
68	Moving Violations Citations Issued	43
69	Traffic Citations Issued Per Employee	44
70	Driving Under the Influence Arrests	44

TABLE OF EXHIBITS -- continued**Investigative Services Trends**

Investigations of Crimes Against Persons

71	Reported Crimes Against Persons	46
72	Employees Providing Investigations of Crimes Against Persons	46
73	Reported Crimes Against Persons Per Investigative Employee	47
74	Crimes Against Persons Cleared Per Investigative Employee	47
75	Expenditures to Provide Investigations of Crimes Against Persons	48
76	Expenditures Per Crime Against Persons Reported	48
77	Expenditures Per Crime Against Persons Cleared	48

Investigations of Crimes Against Property

78	Reported Crimes Against Property	49
79	Employees Providing Investigations of Crimes Against Property	49
80	Reported Crimes Against Property Per Investigative Employee	50
81	Crimes Against Property Cleared Per Investigative Employee	50
82	Expenditures to Provide Investigations of Crimes Against Property	51
83	Expenditures Per Crime Against Property Reported	51
84	Expenditures Per Crime Against Property Cleared	51

Illegal Drug Activity Investigations

85	Drug Offense Arrests	52
86	Marijuana Seized	52
87	Cocaine Seized	53
88	PCP Seized	53
89	Heroin Seized	53
90	Employees Performing Drug Investigations	54
91	Narcotics Arrests Per Investigation Employee	54
92	Expenditures to Provide Drug Investigations.....	54
93	Expenditures Per Drug Offense Arrest	55

Vice Crime Investigations

94	Felony and Misdemeanor Sex Offense Arrests	55
95	Bar Citations or Arrests	55
96	Employees Performing Vice Investigations	56
97	Sex Offense Arrests Per Vice Investigation Employee	56

TABLE OF EXHIBITS -- continued

Vice Crime Investigations (continued)

98	Expenditures to Provide Vice Investigations	57
99	Expenditures Per Arrest Made for Sex Offenses	57

Crime Scene Analysis

100	Crime Scenes Analyzed	57
-----	-----------------------------	----

Support Services Trends

Jail Services

101	Adult Prisoner Bookings	58
102	Employees Providing Jail Services	58
103	Adult Prisoner Bookings Per Jail Employee	59
104	Expenditures to Provide Jail Services	59
105	Jail Expenditures Per Adult Booking	59

Records Management Services

106	Employees Providing Records Management Activities	60
107	Expenditures to Provide Records Management Activities	60

Personnel Management Services

108	Employees Providing Personnel Management Services	61
109	Expenditures to Provide Personnel Management Services	61

Budget Management Services Trends

110	Employees Providng Budget Management Services	62
111	Expenditures to Provide Budget Management Services	62

Community Relations Services

112	Employees Providing Community Relations and Neighborhood Watch	63
113	Expenditures to Provide Community Relations and Neighborhood Watch ...	63

TABLE OF EXHIBITS -- continued

Support Services (continued)

Internal Affairs

114	Internal Affairs Investigations Performed	64
115	Employees Performing Internal Affairs Activities	64
116	Internal Affairs Investigations Per Internal Affairs Employee	64
117	Expenditures to Provide Internal Affairs Activities	65

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

STRATEGIC PLAN OVERVIEW

In the fall of 1992, the Long Beach Police Department initiated the development of a strategic plan. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; and stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies should be adjusted or completely modified if results fall short of desired outcomes.

To identify changes in the operations of the Department as well as in the environment in which it operates, we conducted trend analyses for a broad range of historical City and Departmental data. Highlighting these changes may point out potential current and future strategic issues.

CUSTOMER BASE TRENDS

Understanding the market or customer base in which a business operates is important to its success. Knowing who the customers are and keeping up with current customer trends help a business better serve its market and provide products that its customers demand. For the Long Beach Police Department (LBPD), population, income, and housing trends, as well as city crime trends provide meaningful information about its customer base.

Population Trends

The City of Long Beach has experienced dramatic population growth over the past several years. The population of Long Beach increased from 361,334 to 429,433 during the period 1980 through 1990, a growth rate of 18.8% over the decade.

The population growth trend continued through 1992, increasing to 442,106 in 1992, or 3% above the 1990 level. However, the population declined 1% in 1993 to 437,816.

The City's ethnic characteristics also changed dramatically during the 1980's as Long Beach became more diverse. From 1980 through 1990:

- The Anglo population decreased 13% from 244,594 to 212,755.
- The Hispanic population doubled from 50,700 to 101,419.
- The Black population grew 41.9% from 40,034 to 56,805.
- The Asian and Pacific Islander population more than doubled from 20,758 to 55,234.

The Long Beach population became slightly younger during the 1980's. The median age was 31 in 1980 compared to 30 in 1990. In contrast, the median age of the population in the U.S. increased from 30 in 1980 to 32.9 in 1990.

Income Trends

Economic conditions including median income, poverty level, and job availability affect crime. In Long Beach, median household, median family, and per capita incomes rose significantly between 1980 and 1990 even when adjusted for inflation. At the same time, the percentage of the population below poverty levels increased.

- During the 1980's, median household income more than

doubled, rising from \$15,394 in 1980 to \$31,938 in 1990, representing real growth, adjusted for inflation, of 22.6%.

- Family income also increased, from \$19,650 to \$36,305, representing real growth of 9.2%
- Per capita income increased from \$8,343 to \$15,639, representing real growth of 10.8%.
- The percent of the population with earned income below 125% of the poverty level grew from 19.9% in 1980 to 22.8% in 1990

Housing Trends

Population and housing density as well as urbanization affect crime. The stability and mobility of the population also affect crime.

Housing units in Long Beach increased from 159,518 units in 1980 to 170,388 units in 1990, an increase of 6.8%. While owner occupied housing rose by just 97 units, or less than 0.1%, renter occupied housing rose substantially, climbing by 7,267, or 8.4%. Vacant units increased by 3,506, or 44.3%.

The housing units in the City are also getting older. While the percentage of housing units 10 years old or less increased from 10.8% in 1980 to 12.7% in 1990, the percentage of housing units 40 years old or more grew from 23.6% in 1980 to 38.7% in 1990.

Additionally, the number of persons per housing unit rose substantially. The

average persons per unit climbed from 2.31 in 1980 to 2.61 in 1990, an increase of 13.0%.

The number of overcrowded units also rose dramatically from 5,364 to 8,905, an increase of 66.0%. The number of severely overcrowded units climbed from 5,816 to 17,308, an increase of 197.6%.

Crime Trends

Reported violent crimes, which include willful homicide, forcible rape, robbery, and aggravated assault, increased more than 50% in Long Beach between 1982 and 1992. In 1982, 4,498 violent crimes were reported increasing to 6,925 in 1992.

The percentage of violent crimes cleared improved during the same period, increasing from 31.5% in 1982 to 41.1% in 1992.

Reported property crimes (burglary, motor vehicle theft, larceny/theft, and arson) increased less significantly from 27,118 in 1982 to 28,774 in 1992, an increase of 6.1%.

The percentage of property crimes cleared rose slightly from 13.0% in 1982 to 16.9% in 1992.

DEPARTMENT RESOURCE TRENDS

The Department's ability to effectively provide services to meet changing priorities is significantly affected by the level of resources available. As the Department's customer base changes and its priorities change, the level and mix of Department resources must also change.

Employee Resource Trends

The total number of Police Department employees increased 15.6% from fiscal year 1982-83 (FY 1983) to FY 1992. In FY 1983, the Department employed a total of 976.1 individuals. This increased by 152.6 to 1,128.7 in FY 1993. If LASD employees are included, the Department staffing level increased to 1,176.7, or 20.6% above the FY 1983 level. In FY 1994, the budgeted number of employees is 1,201.5.

The number of total employees per 1,000 population in FY 1983 and FY 1993 totaled 2.58. Including the personnel provided under contract with LASD increases the number to 2.69 employees per 1,000 population in FY 1993 or 4.3% above the FY 1983 level. For FY 1994, the number of Department personnel per 1,000 population climbs to 2.74 using the number of FY 1994 budgeted personnel and the 1993 population.

For the period we were able to compare, FY 1988 to FY 1993, the number of sworn employees increased substantially. In FY 1988, the Department employed 629.4 sworn personnel or 1.51 per 1,000 population. This increased to 749 or 1.71 per 1,000 population in FY 1993. If the sworn personnel provided by the Sheriff's Department under contract are included the numbers for FY 1993 increase to 794 and 1.81. In FY 1994, the budgeted number of sworn personnel is 796.4 or 1.82 per 1,000 population.

The number of civilian employees in the Department declined during the FY 1988 through 1993 period, falling from 419.7 to 379.7, a decrease of 9.5%. With the increases in the City's population, the

number of civilians per 1,000 population decreased from 1.01 to 0.88. If the civilian personnel provided by the Sheriff's Department under contract are included the number of employees for FY 1993 increased to 382.7; civilians per 1,000 population remained at 0.88. In FY 1994, the budgeted level of civilian employees is 405.1, or 0.92 per 1,000 population.

Department Expenditure Trends

Total Department expenditures rose from \$58.51 million in 1983 to \$99.59 million in 1993, an increase of 70.2%, or 5.5% annually. The rate of increase was somewhat higher than the average Los Angeles Area inflation rate for the period which was 4.2% per year. If FY 1983 Department expenditures increased by the annual inflation rate, it would have totaled \$88.47 million in FY 1993, or \$11.12 million less than the actual amount. For FY 1994, the Department's budgeted expenditure level is \$102.98 million, or 76.0% above the actual FY 1983 amount. This difference represents a 5.3% average annual increase.

At the same time, Police Department expenditures per capita increased at a rate below inflation due to rapid population growth. Department expenditures per capita totaled \$155 in FY 1983, climbing to \$227 in FY 1993. The difference between the FY 1983 and FY 1993 levels represents a 47% increase, or an average of 3.9% annually. Had per capita expenditures risen at the inflation rate over the period, it would have increased to \$234 or \$7 per capita more than the actual amount. For FY 1994, per capita expenditures equals \$235 using FY 1994 budgeted expenditures and 1993 population.

The percentage of the City's General Purpose Fund devoted to providing police services increased slightly from 29.9% in FY 1983 to 31.8% in FY 1993. For FY 1994, Department expenditures are budgeted to account for 35.1% of General Fund expenditures.

PATROL SERVICES TRENDS

The highest demand and most visible services provided by the Department are provided by Patrol. These services include answering 911 emergency telephone calls, providing the first line of response to emergency situations, offering a sense of security within the community through routine area patrol, and controlling traffic through enforcement. The largest percentage of Department resources are devoted to providing these services.

Communications Services

The Department's Communications Center receives 911 emergency and non-emergency calls for service. The communications center answers the calls and dispatches patrol units to handle the calls.

Total telephone calls received by the Communications Center increased from 370,500 calls in 1983 to 566,600 in 1992, an increase of 52.9%.

The number of calls dispatched also rose substantially. In 1983, a total of 145,080 calls were dispatched. This grew to 184,761 for 1992, an increase of 27.4%, or 2.7% annually.

The Communications Center also handles calls initiated in the field by patrol officers. The number of field initiated calls more than doubled from 135,941 in 1983 to 320,548 in 1992, an increase of 135.8%, or 10% annually.

From November 1990 through June 1993, the LASD handled calls for approximately 20% of the City. As a result, the number of telephone calls received and dispatched by the Communications Center will increase substantially beginning in July of 1993.

The number of Communications Center employees declined from 60.2 in 1983 to 52.9 in 1992. As a result, the number of calls handled per employee increased substantially, from 4,668 in 1983 to 9,552 in 1992. This is an increase of 104.6%.

Expenditures, or cost, per call handled decreased substantially. In 1983, Communications Center expenditures per call handled was \$12.82. Because of the increased number of calls handled, the cost per call declined to \$9.74 in 1992, a decrease of 24%.

Direct Patrol Services

Direct patrol services include responding to emergency and non-emergency dispatched calls for service, providing security in an area by patrolling the area, and observing and intervening in unlawful activity. Patrol personnel and units are deployed by area and time of day based on projected demand for service from past experience.

The number of employees providing patrol services increased from 409.4 in 1983 to 429.8 in 1992. The difference between

the 1983 and 1992 levels represents an increase of 5%.

During this period, the number of dispatched calls handled per Department patrol employee rose dramatically. In 1983, calls per patrol employee totaled 354.4 per year, increasing to 473.4 in 1992. The difference in the 1983 and 1992 levels represents an increase of 33.6%.

Field initiated calls per patrol employee increased even more dramatically, from 332.0 per employee in 1983 to 821.3 in 1992. This is an increase of 147.4%.

The cost of providing patrol services grew from \$24.35 million in 1983 to \$36.27 million in 1992. This represents an increase of 49% overall or an average of 4.5% per year, slightly above inflation for the period.

Expenditures, or cost, per dispatched call handled rose slightly from \$167.86 in 1983 to \$169.83 in 1992, an increase of 1.2%.

Patrol response time to Priority 1 dispatched calls improved slightly over the ten-year period. In 1983, the Department responded to 72.7% of all Priority 1 calls in five minutes or less. The percentage increased to 75.3% in 1992.

Patrol response time to Priority 2 and 3 calls for service increased substantially during the ten-year period. In 1983, 71.2% of Priority 2 calls were responded to in eight minutes or less, compared to 38.7% in 1992. For Priority 3 calls, the percentage of calls responded to within eleven minutes declined from 64.3% in 1983 to 34.7% in 1992.

Patrol Support Services

The general patrol units of the Department are backed up and supported by special units that provide assistance when necessary. The primary patrol support units are the helicopter unit and the Special Weapons and Tactics (SWAT) team.

The helicopter provides support to ground units by conducting suspect surveillance and tracking and by observing activities when ground units enter hazardous areas. Hours of helicopter air time rose from 1,834 in 1983 to 3,340 in 1992, an increase of 82.1%. Also, helicopter assists grew substantially during the period, rising from 4,030 in 1983 to 11,180 in 1992, an increase of 177.4%. Furthermore, helicopter assists per hour of air time trended upward during the 1983 through 1992 period, climbing from 2.2 in 1983 to 3.35 in 1992, an increase of 52.3%.

The Department uses SWAT teams in unusual or crisis situations including barricaded subjects, hostage taking, and raids. The number of calls the Department's SWAT team responded to more than tripled from 15 in 1988 to 46 in 1992.

Traffic Services

Traffic control is another major service provided to the community. The primary goal of the Department's traffic division is to improve traffic safety. It strives to achieve this goal by enforcing traffic laws, setting up sobriety checkpoints, making driving under the influence (DUI) arrests, and investigating traffic-related accidents. Reported traffic accidents in Long Beach rose slightly from 7,678 in 1983 to 7,840

in 1992. Fatal traffic accidents declined from 53 in 1983 to 44 in 1992.

Employees providing traffic-related services rose over the period 1983 through 1992. In 1983, 49.7 employees provided traffic-related services. The number climbed to 70.8 in 1992, of which 7.5 were Los Angeles County Sheriff's Department personnel. The overall increase in traffic employees equaled 42.4%.

Expenditures to provide traffic-related services followed a similar trend, increasing from \$4.15 million in 1983 to \$6.73 million in 1992, a 62.2% increase. The 1992 expenditure amount includes \$953,000 for traffic-related services provided by the Sheriff's Department.

Traffic citations issued in the City remained relatively stable over the past ten years. In 1983, the Department issued 45,966 traffic citations for moving violations. The number totaled 46,378 in 1992, of which 38,393 were issued by the LBPd and 7,985 were issued by the LASD.

Traffic citations issued per traffic employee trended downward from 924 in 1983 to 655 in 1992 including Sheriff's Department traffic employees. The difference between the 1983 and 1992 amounts represents a 29.1% decrease.

The number of DUI arrests grew substantially from 610 in 1988 to 1,180 in 1992. The LBPd made 995 arrests and the LASD made 185. The difference between total DUI arrests in Long Beach between 1988 and 1992 represents a 93.4% increase.

INVESTIGATIVE SERVICES TRENDS

The Department conducts investigations of reported crimes and special investigations with the intent of suppressing ongoing criminal activity.

Investigations of reported crimes include efforts to identify the perpetrator of specific crimes against persons such as homicides, robberies, assaults, sexual assaults; or crimes against property such as burglaries, auto thefts, and forgery or fraud.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the City Prosecutor or County District Attorney. The investigators support the prosecution of suspects and often testify during criminal trials.

Special investigations to suppress criminal activity are focused primarily on illegal gang, drug and vice activity. Investigators respond to complaints about these activities and attempt to suppress them through gathering intelligence, conducting searches and seizures, performing undercover activity, and making arrests of individuals involved in these activities.

These investigators also develop criminal cases and file the cases with the City Prosecutor or County District Attorney. They also support prosecution of suspects and often testify during criminal trials.

Investigations of Crimes Against Persons

Crimes against persons include homicide, sexual assault, robbery, and violent crime cases. These crimes increased from 4,679 in 1983 to 6,925 in 1992, a 48% increase.

The number of Department employees providing investigations of crimes against persons declined from 84.7 employees in 1983 to 75.5 in 1992, a decrease of 10.9%.

The number of crimes against persons reported per investigator assigned to handle these cases rose substantially. In 1983, there were 55.2 crimes reported for each investigator. In 1992, reported crimes against persons per employee totaled 75.4, 36.6% above the 1983 level.

Crimes cleared per investigator of crimes against persons increased from 17.4 in 1983 to 31.0 in 1992, an increase of 78.2%.

The amount of money spent for crimes against persons investigations increased from \$5.06 million in 1983 to \$6.90 million in 1992, an increase of 36.4%. The average annual increase was 3.5% per year, below the average inflation rate for the period.

Cost per crime against person reported rose from \$1,081 in 1983 to \$1,213 in 1992, an increase of 12.2%.

Investigations expenditures per crime cleared declined over the same period. In 1983, expenditures per crime cleared totaled \$3,433; in 1992, expenditures totaled \$2,953, 14.0% below the 1983 level.

Investigations of Crimes Against Property

Crimes against property include burglary/theft, auto theft, larceny/theft, and forgery/fraud cases. These crimes increased from 25,655 reported crimes in

1983 to 28,412 in 1992, an increase of 10.7%.

The number of employees providing investigations of crimes against property declined from 52.3 in 1983 to 43.7 in 1992, 16.4% below the 1983 level.

The number of crimes against property reported per investigator assigned to handle these cases increased from 490.5 in 1983 to 544.3 in 1992, 11% above the 1983 level.

Crimes cleared per employee investigating crimes against property increased from 71.1 in 1983 to 91.4 in 1992, a 28.6% increase over the 1983 level.

The amount of money spent for crimes against property investigations increased from \$3.07 million in 1983 to \$3.88 million in 1992, 26.4% above the 1983 level.

The cost per crime reported rose from \$120 in 1983 to \$163 in 1992, an increase of 35.8%. The cost per crime cleared for crimes against property grew from \$825 in 1983 to \$970 in 1992, 17.6% more than the 1983 amount.

Illegal Drug Activity Investigations

The number of arrests made for narcotics crimes increased from 4,653 in 1983 to 5,614 in 1992, an increase of 20.7%.

The number of employees investigating illegal drug activities increased from 27.8 in 1983 to 32.3 in 1992, 16.2% above the 1983 level.

Illegal narcotics arrests per drug investigations employee declined from

167.4 in 1983 to 142.9 in 1992, a decrease of 14.6%.

The cost of investigating illegal drug activities grew from \$1.96 million in 1983 to \$4.10 million in 1992, an increase of 109%.

Expenditures per drug offense arrests climbed from \$421 in 1983 to \$888 in 1992, an increase of 111%.

Vice Crime Investigations

The number of sex offense arrests climbed from 1,292 in 1983 to 1,649 in 1992, a 27.6% increase.

The number of employees providing vice investigative services declined slightly. There were 16.0 employees in 1983 and 14.1 in 1992, an 11.9% decrease.

Sex offense arrests made per vice employee climbed from 80.8 in 1983 to 117.0 in 1992, 44.8% above the 1983 level.

Expenditures to provide vice investigations increased from \$1.15 million in 1983 to \$1.41 million in 1992, 22.6% above the 1983 level.

Expenditures per sex offense arrest fell from \$887 in 1983 to \$856 in 1992, a decrease of 3.5%.

SUPPORT SERVICES TRENDS

Major support services in the Department include the jail, records management, personnel management, budget management, community relations, and internal affairs.

Jail Services

Jail-related services include prisoner processing, bookings, detention, and food services.

The number of adult prisoners booked by the LBPd declined from 28,694 in 1985 to 25,010 in 1992, a 12.8% decrease. One reason for the decline is that the LASD served portions of the City. Prisoners arrested by the Sheriff were booked at the LASD facility in Lakewood.

The number of employees providing jail services also declined from 69.3 in 1983 to 63.1 in 1992, a decrease of 8.9%.

The number of adult prisoner bookings per jail employee increased from 386 in 1985 to 396 in 1992, 2.6% above the 1985 level.

Expenditures for jail services rose from \$4.40 million in 1983 to \$4.53 million in 1992, an increase of 3%.

Records Management Services

Records management includes processing crime and arrest reports, preparing monthly statistical reports, and maintaining files of individuals arrested.

The number of employees providing records management services increased from 79.9 in 1983 to 98.8 in 1992, 24% above the 1983 level.

Expenditures for records management also increased from \$3.51 million in 1983 to \$5.62 million in 1992, or 60.1% over the 1983 expenditure level.

Personnel Management Services

Personnel management includes the recruiting, hiring, and training of Department personnel.

The number of employees providing personnel management services declined from 15.9 in 1986 to 9.1 in 1992, a 42.8% decrease.

Expenditures to provide personnel management services also declined from \$4.81 million in 1986 to \$2.28 million in 1992, a 52.6% decrease.

Budget Management Services

Budget management compiles the Department's budget for inclusion in the City's annual Resource Allocation Plan, monitors Department revenues and expenditures, and coordinates Department purchasing.

The number of employees providing budget management services increased from 7.4 in 1987, to 9.1 in 1992, an increase of 23%.

Expenditures to provide budget management also increased from \$466,000 in 1987 to \$2.91 million in 1992, an increase of over 500%. One reason for the increase is a reorganization in the division.

Community Relations

The community relations function serves as a link between the Department and the public. Community relations staff work with public advisory and neighborhood groups to keep the community informed of police and related issues, as well as to

obtain suggestions from the public for improvements to the Department.

The number of employees providing community relations services climbed from 14.5 in 1983 to 18.4 in 1992, a 26.9% increase.

Expenditures for community relations services also grew from \$1.04 million in 1983 to \$1.34 million in 1992, an 29% increase.

Internal Affairs

The LBPD's Internal Affairs Division investigates complaints of misconduct made by the public and complaints initiated from within the Department. The Division reports directly to the Chief.

The number of investigations decreased from 510 in 1988 to 356 in 1992.

The number of employees performing internal affairs investigations grew from 6.0 in 1983 to 10.1 in 1992, an increase of 68.3%.

Investigations per internal affairs employee declined from 65.4 in 1988 to 35.2 in 1992.

Expenditures to provide internal affairs activities rose significantly from \$355,000 in 1983 to \$1.05 million in 1992, an increase of almost 200%.

INTRODUCTION

INTRODUCTION

STRATEGIC PLAN OVERVIEW

In the fall of 1992, the Long Beach Police Department initiated the development of a strategic plan. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; and stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies should be adjusted or completely modified if results fall short of desired outcomes.

TREND ANALYSIS REPORT

To identify changes in the operations of the Department as well as in the environment in which it operates, we conducted trend analyses for a broad range of historical City and Departmental data. Highlighting these changes may point out potential current and future strategic issues. The trends are grouped in the following major categories:

- **Customer Base Trends** -- track changes in the Department's customer base or market which significantly affect the type and level of services required of the Department. These include population, income, and housing trends as well as city crime trends.
- **Department Resource Trends** -- show how the City and the Department allocated resources to meet customer needs. Trends presented illustrate expenditure and personnel resource information.

- **Patrol Services Trends** -- demonstrate changes in work load, productivity, and effectiveness of the patrol services provided by the Department including answering 911 emergency and non-emergency calls, responding to those calls, providing patrol support services, and providing traffic services.
- **Investigative Services Trends** -- demonstrate changes in resources, work load, productivity, and effectiveness of the investigative services provided by the Department including investigations of crimes against persons and property, and suppression of illegal drug and vice activities.
- **Support Services Trends** -- demonstrate changes in resource allocations of services which support the direct service activities of the Department. Support services include the jail, records management, personnel management, budget management, community relations, and internal affairs.

METHODOLOGY

Developing the trend analyses required gathering data from the Department and numerous other sources. Summarized below are sources of data contained in the report.

- Population, income, and housing data for 1980 and 1990 -- U.S. Department of Commerce's Bureau of the Census and the City of Long

Beach's Planning and Building Department

- Population for 1991, 1992 and 1993 -- California State Department of Finance
- Los Angeles - Anaheim - Riverside Consumer Price Index -- U.S. Department of Labor, Bureau of Labor Statistics
- Crimes reported and crimes cleared for 1982 through 1992 -- California State Department of Justice and The Federal Bureau of Investigation (FBI), U.S. Department of Justice
- City of Long Beach General Fund and Police Department actual expenditures for fiscal years 1982 - 1983 (FY 1983) through FY 1992 by activity -- City of Long Beach Financial Management System (FMS 002 Report)
- City of Long Beach General Fund and Police Department estimated FY 1992-93 expenditures -- City of Long Beach FY 1993-94 Proposed Resource Allocation Plan
- Number of actual Police Department employees for fiscal years 1983 through 1992 -- City of Long Beach Financial Management System (FMS 002 Report); City of Long Beach Adopted Resource Allocation Plans, FY 1983 to FY 1992
- Number of employees provided under contract with the Los Angeles County Sheriff's Department -- Memorandum of Understanding between the City of Long Beach and

the L.A. County Sheriff to provide patrol services dated September 27, 1990

- Number of estimated Police Department employees for FY 1994 -- City of Long Beach Proposed Resource Allocation Plan for FY 1993-94
- Hours worked by Police Department employees by activity -- City of Long Beach Financial Management System (FMS 002 Report)
- Police Department data regarding communications, patrol, traffic, field support, and investigations -- Long Beach Police Department
- Number of traffic accidents in Long Beach by type -- California Highway Patrol Annual Reports of Fatal and Injury Motor Vehicle Traffic Accidents.

COMPLETENESS OF DATA

In all cases, the best available data was used to develop trends. In some cases, data was incomplete or unavailable. In situations where the absence of data significantly compromised the accurate presentation of trends we chose not to present the trends. In situations where complete data was not available, but meaningful trends could still be presented, we chose to present the trends with partial information. In all cases any caveats about the data are noted.

CONTRACT WITH THE L.A. COUNTY SHERIFF

In November of 1990, the L.A. County Sheriff began patrolling approximately twenty percent of the City under a Memorandum of Agreement between the City and the LASD. The purpose of this arrangement was to improve city-wide service by concentrating deployment of the LEPD in the remainder of the City.

Data from the LASD is included in cases where it was available. If displayed trends do not include LASD information it is noted. In these cases trends displayed represent LEPD activities only and not city-wide trends.

It should be noted that the contract with the LASD expired on June 30, 1993. Effective July 1, the LEPD resumed city-wide responsibility. As a result, such factors as the number of calls received and dispatched, number of cases assigned, and number of arrests made will increase substantially.

CUSTOMER BASE TRENDS

CUSTOMER BASE TRENDS

Understanding the market or customer base in which a business operates is important to its success. Knowing who the customers are and keeping up with current customer trends help a business better serve its market and provide products that its customers demand.

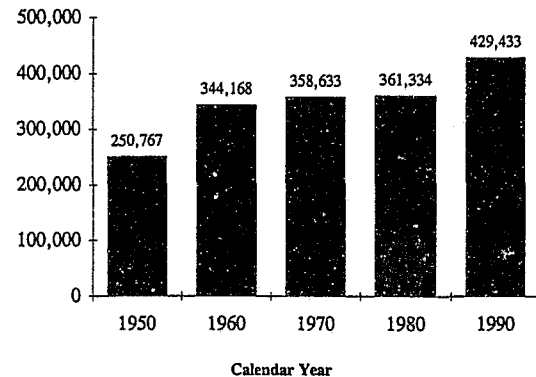
For the Long Beach Police Department (LBPD), population, income, and housing trends, as well as city crime trends provide meaningful information about its customer base. Not only does this information describe characteristics of the Department's market, it affects fundamental elements of the LBPD's operations including the type of services it provides, required resource levels, and training needs. Presented below are trends of the Department's customer base.

POPULATION TRENDS

Changes in the population can affect the work load, and consequently, the effectiveness of the Police Department. The City of Long Beach has experienced dramatic population growth over the past several years. According to U.S. Census Bureau information, the population of Long Beach rose from 361,334 to 429,433 during the period 1980 through 1990. The increase of 68,099 represents a growth in population of 18.8% over the decade. Not since the decade of the 1950's has Long Beach experienced such a significant growth rate.

Exhibit 1

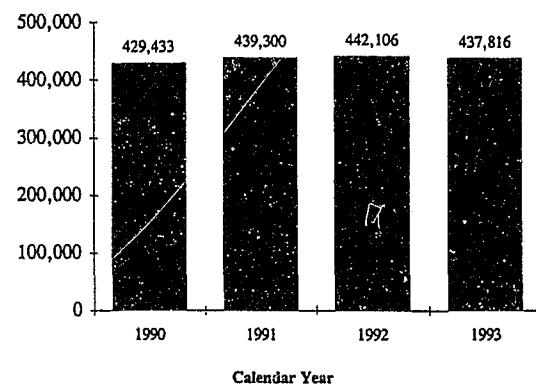
Long Beach Population 1950 - 1990



From 1990 through 1992, the population growth trend continued. The City's population climbed to 442,106 in 1992, or 3.0% above the 1990 Census count. However, the population declined in 1993 to 437,816, a decrease of slightly less than 1% from 1992.

Exhibit 2

Long Beach Population 1990 - 1993

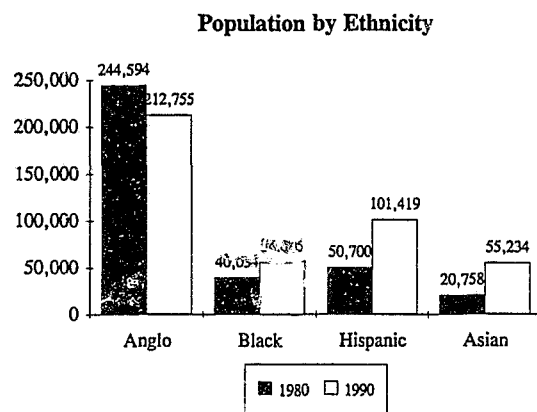


Moreover, the City's ethnic characteristics changed dramatically during the 1980's as

Long Beach became more diverse. For example, from 1980 through 1990:

- The Anglo population decreased from 244,594 to 212,755, a decrease of 13.0%
- The Black population grew from 40,034 to 56,805, an increase of 41.9%
- The Hispanic population rose from 50,700 to 101,419, an increase of 100.0%
- The Asian and Pacific Islander population rose from 20,758 to 55,234, an increase of 166.1%.

Exhibit 3



These changes affect the Department's operations in numerous ways including the need to provide bilingual personnel and to offer training in understanding different cultures.

The age of the population, and youth concentration in particular, can affect the level and type of crime committed. The Long Beach population became slightly

younger during the 1980's. The median age was 31.0 in 1980 compared to 30.0 in 1990. In contrast, the median age of the population in the U.S. is increasing. In 1980, the median age in the U.S. was 30.0; in 1990, the median age rose to 32.9.

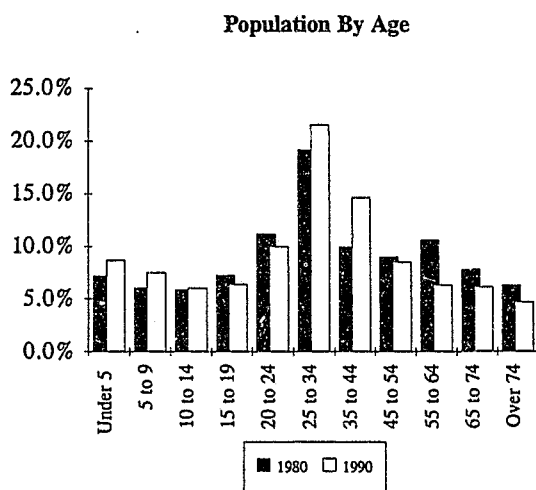
Noteworthy changes in age groups include:

- The number of persons under 5 years old climbed from 25,847 to 37,024, an increase of 43.2%. As a percentage of the population, this group grew from 7.2% to 8.6%.
- The number of persons 5 to 9 years old climbed from 21,769 to 31,944, an increase of 47.0%. As a percentage of the population, this group grew from 6.0% to 7.5%
- The number of persons 15 to 19 years old grew from 26,033 to 27,331, an increase of 5.0%. As a percentage of the population, however, this group decreased from 7.2% to 6.4%.
- The number of persons 20 to 24 years old grew from 40,366 to 42,656, an increase of 5.7%. As a percentage of the population, however, this group decreased from 11.2% to 9.9%.
- The number of persons 25 to 34 years old climbed from 69,069 to 92,244, an increase of 33.6%. As a percentage of the population, this group grew from 19.1% to 21.5%
- The number of persons 35 to 44 years old climbed from 35,754 to 62,654, an increase of 75.2%. As a

percentage of the population, this group grew from 9.9% to 14.6%.

- The number of persons 55 to 64 years old declined from 38,336 to 27,106, a decrease of 29.3%. As a percentage of the population, this group decreased from 10.6% to 6.3%
- The number of persons 65 to 74 years old declined from 27,981 to 26,177, a decrease of 6.4%. As a percentage of the population, this group decreased from 7.7% to 6.1%
- The number of persons over 74 years old declined from 22,693 to 20,031, a decrease of 11.7%. As a percentage of the population, this group decreased from 6.3% to 4.7%.

Exhibit 4

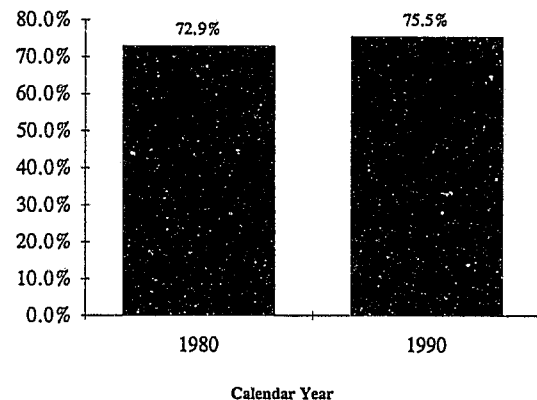


In addition, the education level of the population affects crime. For persons 25 years old and over, the percentage of high

school graduates increased during the 1980 through 1990 period. In 1980, 72.9% of the population graduated from high school; in 1990, 75.5% graduated from high school.

Exhibit 5

Percentage of High School Graduates



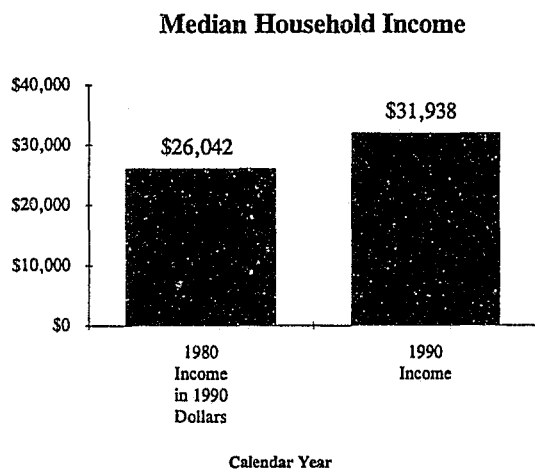
INCOME TRENDS

Economic conditions including median income, poverty level, and job availability affect crime. Economic information from the Census shows that median household, median family, and per capita incomes in Long Beach, even when adjusted for inflation, rose significantly between 1980 and 1990. At the same time, the percentage of the population below poverty levels also increased.

Household income includes the income of all persons 15 years old and over occupying a housing unit. Many households, however, consists of only one person. During the 1980's, the median household annual income more than doubled, rising from \$15,394 in 1980 to \$31,938 in 1990.

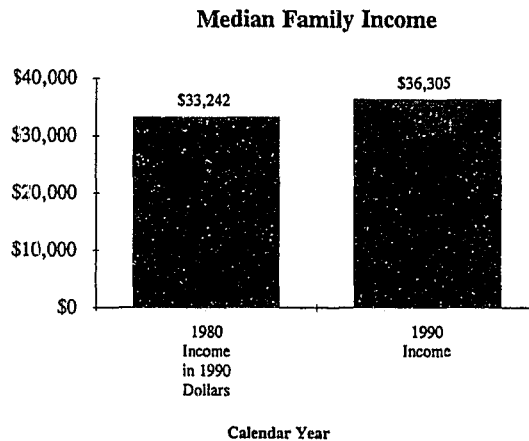
However, this comparison does not reflect real growth in income because the 1990 amount includes growth due to inflation. Real growth in the median household income was 22.6% during the decade or an average of 2.1% per year. This was calculated by adjusting the 1980 income level by the Los Angeles Area Consumer Price Index (CPI) for the ten-year period. The adjusted 1980 median household income equaled \$26,042 in 1990 dollars.

Exhibit 6



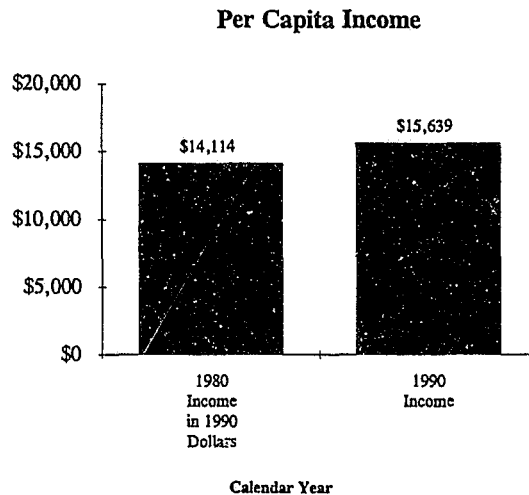
Family income is the income of all members of a family 15 years and over added together. In 1980, the median family income was \$19,650. Inflating this amount by the CPI shows that the median family income equaled \$33,242 in 1990 dollars. The 1990 median family income was \$36,305, or 9.2% above the 1980 level. This difference represents an average real growth rate of almost 1% per year.

Exhibit 7



The per capita income in 1980 was \$8,343. Adjusting this amount by the CPI shows that 1980 per capita income equaled \$14,114 in 1990 dollars. Per capita income rose to \$15,639 in 1990, the difference representing real growth of 10.8% over the decade or 1.0% annually.

Exhibit 8

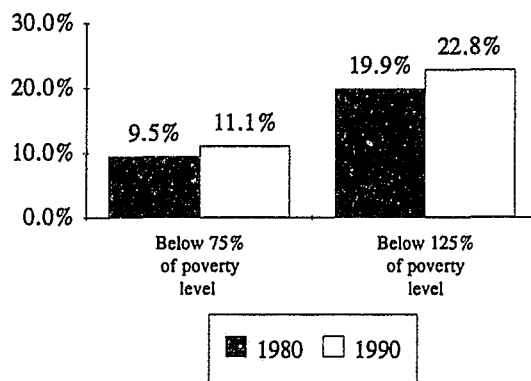


At the same time, the Census data show that segments of the population at lower income levels grew during the decade. For example:

- The percent of the population with earned income below 75% of the poverty level grew from 9.5% in 1980 to 11.1% in 1990
- The percent of the population with earned income below 125% of the poverty level grew from 19.9% in 1980 to 22.8% in 1990

Exhibit 9

Persons with Income Below Specified Poverty Levels



The Census uses the Social Security Administration's definition for the poverty level originated in 1964. In essence, the poverty level was determined based on the amount a family spends on food. It was calculated as the equivalent as the cost to feed a family. The poverty level differs by size of family and is adjusted annually to account for changes in the CPI. In 1980, the poverty level for a family of four was \$7,412; in the 1990, it was \$12,674.

Poverty thresholds in the Census are applied on a national basis and not adjusted for regional variations in the cost of living.

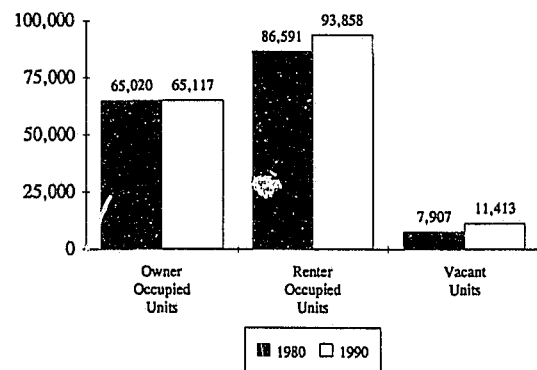
HOUSING TRENDS

Population and housing density as well as urbanization affect crime. The stability and mobility of the population also affect crime.

According to the Census, housing units in Long Beach increased from 159,518 units in 1980 to 170,388 units in 1990, an increase of 6.8%. While owner occupied housing rose by just 97 units, or less than 0.1%, renter occupied housing rose substantially, climbing by 7,267, or 8.4%. Vacant units increased by 3,506, or 44.3%.

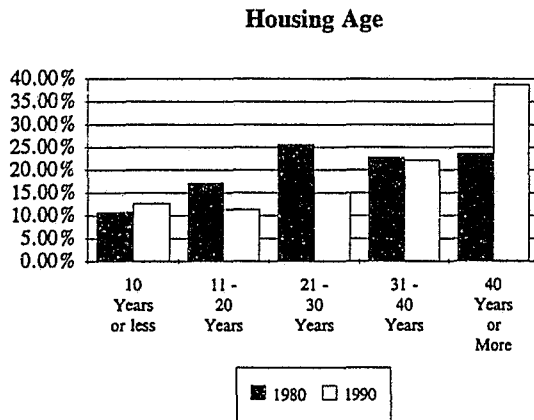
Exhibit 10

Housing Units By Type



In addition, the housing units in the City are getting older. While the percentage of housing units 10 years old or less increased from 10.8% in 1980 to 12.7% in 1990, the percentage of housing units 40 years old or more grew from 23.6% in 1980 to 38.7% in 1990.

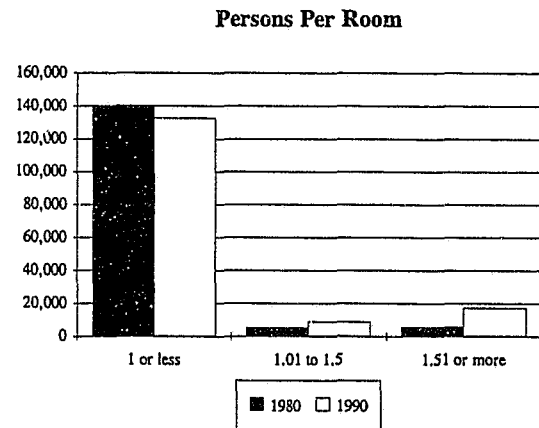
Exhibit 11



Furthermore, the number of people per housing unit increased substantially. The average persons per unit rose from 2.31 in 1980 to 2.61 in 1990, an increase of 13.0%.

A closer look at the housing data shows that the number of overcrowded units in the City rose dramatically. The Census Bureau defines units with 1.01 to 1.5 persons per room to be overcrowded and those with more than 1.5 persons per room to be severely overcrowded. While the number of units with 1 person or less per room declined from 140,431 in 1980 to 132,762 in 1990, a decrease of 5.5%, the number of overcrowded units grew from 5,364 to 8,905, an increase of 66.0%, and the number of severely overcrowded units increased from 5,816 to 17,308, an increase of 197.6%.

Exhibit 12



CRIME TRENDS

The U.S. Department of Justice Federal Bureau of Investigation (FBI) annually compiles crime information from over 16,000 city, county, and state law enforcement agencies to publish the Uniform Crime Report (UCR). The purpose of the report is to produce a reliable set of criminal statistics which can be used by law enforcement agencies, criminologists, sociologists, and the public.

For publication in the UCR, the LBPd provides the number of crimes reported and crimes cleared to the FBI. Changes in crimes reported may result from a number of factors including the public's willingness to report crime, the level of effort by police officers, as well as fluctuations in crimes committed.

Changes in law can also affect the number of crimes reported. For example, prior to 1986, police agencies were not required to report domestic violence incidents in the UCR. A law change in 1986 required agencies to report domestic violence incidents as criminal conduct.

For a crime to be considered cleared at least one person must be arrested, charged with committing a crime, and turned over to the court for prosecution. Crime clearances reported in one year may be for offenses committed in prior years. In addition, several crimes may be cleared by the arrest of one person, or the arrest of many people may clear only one crime.

According to UCR crime data, reported crimes in Long Beach showed a sharp upward trend during the period 1982 through 1992. In 1982, there were 31,616 total reported crimes. In the following year, reported crimes dropped to a low of 30,547 then increased to a high of 41,272 in 1990. Reported crimes fell slightly to 40,160 in 1991 and continued to decline in 1992 to 35,699. The rise over the eleven-year period represents a 12.9% increase, or an average increase of 1.2% annually.

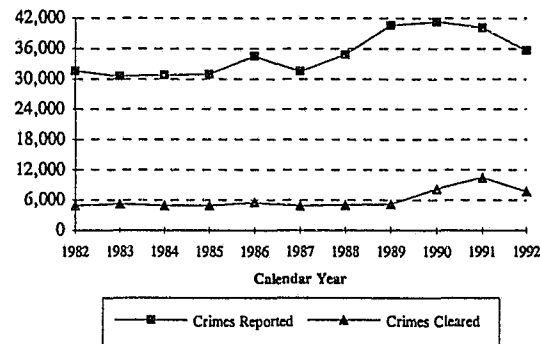
The number of crimes cleared remained comparatively stable during the period 1982 to 1989. In 1982, crimes cleared totaled 4,938. Crimes cleared reached a high of 5,527 in 1986 before dipping to a low of 4,875 in the following year. In 1990, the number of crimes cleared rose sharply, increasing to 8,194. Crimes cleared continued to rise to 10,471 in 1991 before falling to 7,715 in 1992. The difference between the 1982 and 1992 levels represents an increase of 56.2%, or an average increase of 4.6% per year.

From 1982 through 1989, total crimes cleared as a percentage of crimes reported showed a general downward trend. In 1982, the Department cleared 15.6% of crimes reported; in 1989, the Department cleared 12.8%, a low for the period. Following 1989, however, the percentage of crimes cleared increased substantially.

The LBPD cleared 19.9% of crimes reported in 1990 and 26.1% in 1991, the highest percentage of crimes cleared during the period. In 1992, the clearance rate declined to 21.6%.

Exhibit 13

Crimes Reported and Crimes Cleared



Total Violent Crimes Reported and Cleared

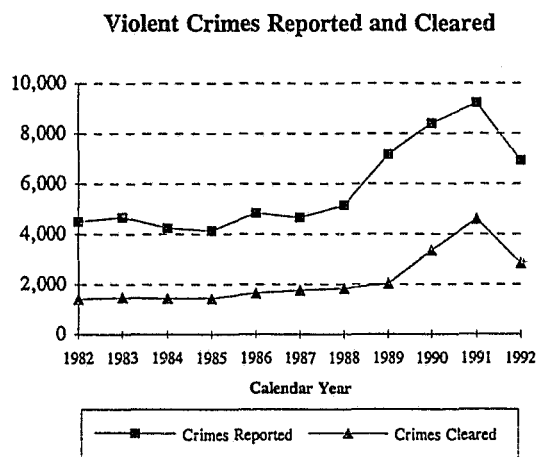
During this period, reported violent crimes (willful homicide, forcible rape, robbery, and aggravated assault) increased substantially. In 1982, 4,498 violent crimes were reported. The number of crimes reported dropped to a low of 4,134 in 1985 before trending upward. In 1991, 9,209 violent crimes were reported, a high during the period. In 1992, violent crimes reported declined sharply, falling to 6,925. The overall rise in violent crimes represents a 54.0% increase, or an average annual increase of 4.4%.

In 1982, the Department cleared 1,415 violent crimes. The number of crimes cleared remained relatively level until 1986 when it rose to 1,651. After 1986, crimes cleared began an upward trend, increasing considerably after 1989. By 1991, the Department cleared 4,605 violent crimes.

In 1992, violent crimes cleared dropped to 2,844, or 101.0% above the 1982 amount. The rise is a 7.2% average annual increase.

The percentage of violent crimes cleared varied moderately over the eight-year period 1982 through 1989. In 1982, the Department cleared 31.5% of violent crimes reported. Crimes cleared reached a high of 38.0% in 1987 and fell to a low of 28.1% in 1989. After 1989, the percentage of violent crimes cleared increased substantially, rising to 50.0% by 1991. In 1992, the clearance rate fell to 41.1%

Exhibit 14



Willful Homicides Reported and Cleared

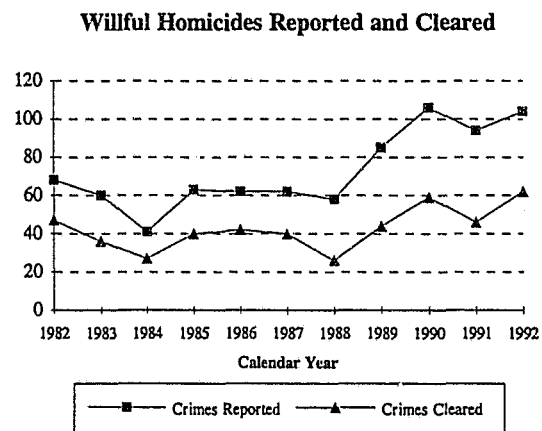
Willful homicides reported increased during the period. In 1982, there were 68 willful homicides reported. The number fell to 41 in 1984 then rose to 63 the next year. Homicides remained comparatively level through 1988 then rose sharply to 85 in 1989 and continued to rise to 106 in 1990. In 1991, willful homicides fell to 94 and then rose again to 104 in 1992. The difference between the 1982 and 1992

levels represents a 52.9% increase, or an average annual increase of 4.3%.

The number of willful homicides cleared fluctuated somewhat over the period. The Department cleared 47 willful homicides in 1982; the number declined to 27 in 1984, then rose to 42 in 1986. Willful homicides declined to 26 in 1988, the low for the eleven-year period, before rising to 59 in 1990. In 1991, willful homicides cleared fell to 46 before rising to 62 in 1992, a high for the period.

During the 1982 through 1992 time frame, the percentage of willful homicides cleared trended downward. In 1982, willful homicides cleared totaled 69.1% of the willful homicides reported; after 1982, the clearance rate fluctuated between 60.0% and 67.7% through 1987. In 1988, the Department cleared 44.8% of willful homicides, the lowest rate during the period. After 1988, willful homicides cleared reached 55.7% in 1990 before declining to 48.9% in 1991. In 1992, the clearance rate rose substantially, climbing to 59.6%.

Exhibit 15



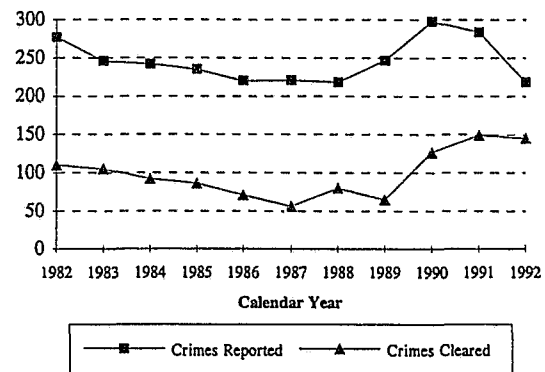
Forcible Rapes Reported and Cleared

Forcible rapes reported showed a downward trend over the period from 1982 through 1988. In 1982, there were 277 forcible rapes reported. By 1988, reported rapes declined to 218. Following 1988, reporting of forcible rapes increased to a high of 298 in 1990 before falling for two years to 218 in 1992. The difference between the 1982 and 1992 amounts represents a 21.3% decrease, or an average annual decline of 2.4%.

In 1982, the Department cleared 110 forcible rape cases. Following 1982, the number of forcible rapes cleared steadily declined falling to 56 by 1987. The number of these crimes cleared increased to 80 in 1988 then dipped to 65 in 1989. After 1989, crimes cleared rose significantly, climbing to a high of 150 in 1991; in 1992, crimes cleared dipped to 146, a 32.7% increase over the 1982 level, or an average increase of 2.9% per year.

From 1982 through 1987, the percentage of forcible rape cases cleared showed a downward trend. In 1982, the Department cleared 39.7% of forcible rape cases; by 1987, the clearance rate fell to 25.3%. Forcible rapes cleared climbed to 36.7% in 1988 then fell to 26.3% in 1989. Since 1989, forcible rape cases cleared rose considerably, increasing to 67.0% in 1992.

Exhibit 16

Forcible Rapes Reported and Cleared**Aggravated Assaults Reported and Cleared**

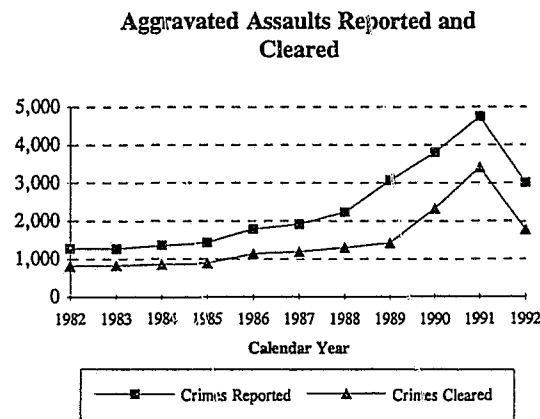
Reported aggravated assaults made up the majority of the increase in violent crimes reported. These reported crimes decreased marginally from 1,275 in 1982 to 1,272 in 1983 then increased steadily to 4,760 in 1991. In 1992, reported aggravated assaults declined significantly, falling to 3,020 in 1992. The overall rise in reported aggravated assaults represents a 136.9% increase over the period, or an annual average increase of 9.0%.

The number of aggravated assaults cleared rose gradually during the period 1982 through 1985, increasing from 817 to 888. After 1985, the aggravated assaults cleared climbed substantially, increasing from 1,143 in 1986 to 3,425 in 1991. In 1992, aggravated assaults cleared fell to 1,789. The difference in the 1982 and 1992 amounts represents a 119.0% increase, or an annual average of 8.2%.

From 1982 through 1987, the percentage of aggravated assault cases cleared remained relatively level, ranging between 62.1% and 65.4%. After 1987, aggravated

assaults cleared decreased for two years, falling to a low of 46.2% in 1989. The percentage of cases cleared increased considerably after 1989, rising to 72.0% in 1991, the highest clearance rate during the period. The clearance rate fell in 1992 to 59.2%.

Exhibit 17



Robberies Reported and Cleared

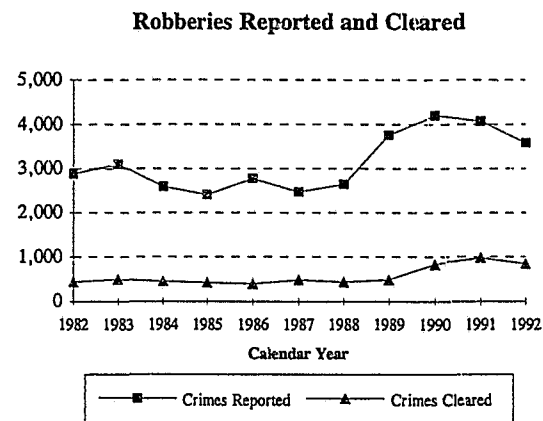
Robberies reported varied to an extent over the past eleven years. These crimes initially increased from 2,878 in 1982 to 3,101 in 1983 then declined the next two years to a low of 2,405 in 1985. Robberies reported rose to 2,774 in 1986 before falling again to 2,467 in 1987. After that, robberies reported increased substantially, climbing to a high of 4,193 in 1990. Reported robberies fell to 4,071 in 1991 and continued to decline in to 3,583 in 1992. The overall rise during the period represents an increase of 24.5%, or an annual average of 2.2%.

In 1982, the number of these crimes cleared by the Department totaled 441. In the eight years between 1982 and 1989, the number of crimes cleared ranged from a

high of 500 in 1983 to a low of 395 in 1986. Following 1989, robberies cleared rose sharply, increasing to a 984 in 1991 before falling to 847 in 1992. The percentage increase of 92.1% over the period represents an average increase of 6.7% per year.

From 1982 through 1989, the percentage of robbery crimes cleared ranged from a high of 19.5% in 1987 to a low of 12.9% in 1989. Since 1989, the crime clearance rate climbed substantially reaching 24.2% in 1991. In 1992, the clearance rate dipped slightly to 23.6%.

Exhibit 18



Total Property Crimes Reported and Cleared

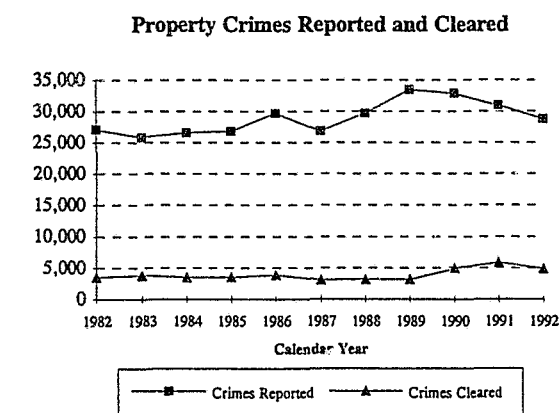
Reported property crimes (burglary, motor vehicle theft, larcenies-theft, arson) increased over the eleven-year period. In 1982, there were 27,118 reported property crimes. In the following year, property crimes dropped to a low of 25,868 before climbing to a high of 33,452 in 1989. After 1989, property crimes reported trended downward; in 1992, crimes

reported totaled 28,774, 6.1% above the 1982 level.

From 1982 through 1989, the number of property crimes cleared varied slightly. In 1982, the Department cleared 3,523. Crimes cleared ranged between a high of 3,876 in 1986 to a low of 3,106 in 1987. In 1990, crimes cleared rose sharply to 4,843 and continued to climb to 5,866 in 1991. In 1992, crimes cleared declined to 4,871, 38.3% above the 1982 level. This difference represents an average increase of 3.3% per year.

Property crimes cleared as a percentage of property crimes reported remained relatively stable during the period from 1982 through 1990. In 1982, property crimes cleared totaled 13.0%. Crimes cleared varied between a low of 9.5% in 1989 and a high of 14.7% in 1990. In 1991, the percentage of reported property crimes cleared reached 19.0%, a high since 1982. The clearance rate declined to 16.9% in 1992.

Exhibit 19



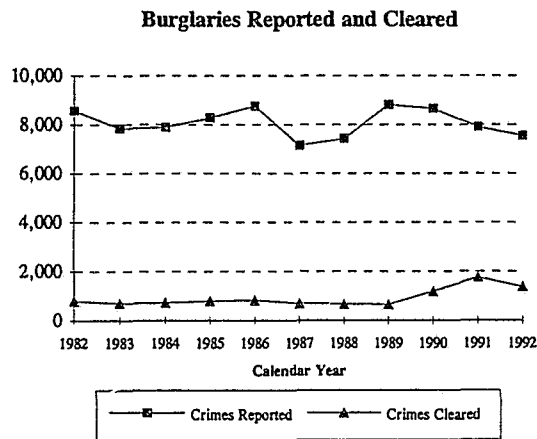
Burglaries Reported and Cleared

Reported burglaries varied to some extent during the period. In 1982, there were 8,571 reported burglaries; the number decreased to 7,840 the next year before increasing for three years to 8,763 in 1986. Burglaries reported fell to a low of 7,147 in 1987 then rose to a high of 8,817 in 1989. After 1989, burglaries reported trended downward, declining to 7,554 in 1992. The difference between the 1982 and 1992 levels represents a decrease of 11.9%.

From 1982 through 1989, the number of burglaries cleared fluctuated between a high of 829 and a low of 649. In 1982, the number of burglaries cleared totaled 795. Burglaries cleared fell to 701 in 1983, then rose to 829 by 1986. Over the next three years, burglaries cleared fell from 697 in 1987 to 649 in 1989. After 1989, crimes cleared rose significantly, climbing to 1,762 in 1991, a high for the period. Crimes cleared declined to 1,370 in 1992 or 72.3% above the 1982 amount. The average increase over the period equals 5.6% per year.

The percentage of burglary cases cleared increased significantly over the eleven-year period, particularly in the last few years. In 1982, the LBPD cleared 9.3% of burglary crimes reported; in 1989, crimes cleared fell to a low of 7.4%. After 1989, crimes cleared rose substantially, climbing to a high of 22.3% in 1991. The clearance rate declined somewhat in 1992 to 18.1%.

Exhibit 20



Motor Vehicle Thefts Reported and Cleared

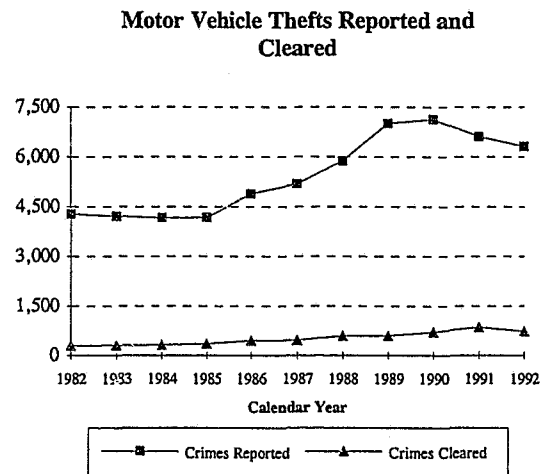
In 1982, reported motor vehicle thefts totaled 4,283. From 1982 through 1985, reported vehicle thefts showed a slight downward trend. In 1985, there were 4,178 reported thefts. Since 1985, vehicle thefts reported rose sharply to a high of 7,137 in 1990. After 1990, reported vehicle thefts trended downward to 6,318 in 1992, or 47.5% above the 1982 total. This represents a 4.0% average annual increase.

The number of cases cleared climbed each year from 304 in 1982 to 602 in 1988. After decreasing slightly to 599 in 1989, cases cleared increased for two years to 866 in 1991. In 1992, cases cleared fell to 734. Over the eleven-year period, the percentage increase in cases cleared totaled 141.4%, or an annual average of 9.2%.

The motor vehicle theft cases cleared percentage gradually increased during the period 1982 through 1986, climbing from 7.1% to 9.4%. Clearance rates fluctuated between 8.5% and 10.2% between 1987

and 1990 then rose to 13.1% in 1991, the highest clearance rate over the eleven-year period. The clearance rate declined in 1992 to 11.6%.

Exhibit 21



Larceny-Theft Crimes Reported and Cleared

Reported larceny-theft crimes fluctuated somewhat during the period. In 1982, there were 14,000 reported larceny-theft crimes. Reported crimes dipped to a low of 13,601 in 1983 before increasing 15,904 in 1986. After falling to 14,366 in 1987, reported larceny-theft crimes increased over the next two years reaching a high of 17,432 in 1989. After that year, reported larceny-theft crimes declined for three years to 14,540 in 1992. The overall rise in reported crimes during the period equals 3.9%.

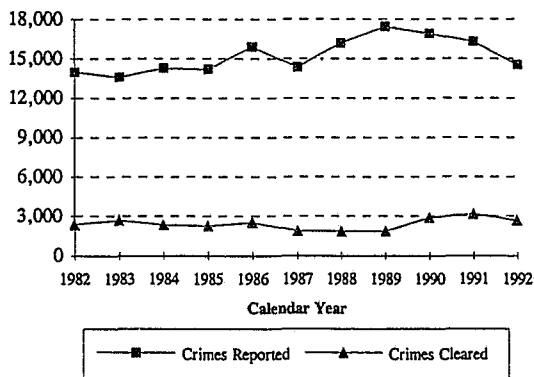
The number of larceny-theft crimes cleared varied to some extent over the eleven-year period. Crimes cleared rose from 2,373 in 1982 to 2,704 in 1983. In the next two years, crimes cleared fell to 2,270 in 1985. After climbing to 2,534 in 1986, crimes

cleared fell the following two years to 1,861 by 1988. Crimes cleared then trended upward, rising to 3,171 in 1991. In 1992, crimes cleared dropped to 2,667. The difference between the 1982 and 1992 crimes cleared represents a 12.4% increase.

From 1982 through 1989, the percentage of larceny-theft cases cleared showed a general downward trend. In 1982, the Department cleared 17.0% of its reported larceny-theft cases. After rising to 19.9% in 1984, cases cleared declined each year to a low of 10.7% in 1989. In 1990, the percentage of cases cleared increased to 17.1% then reached a high of 19.5% in 1991. The clearance rate dipped slightly to 18.3% in 1992.

Exhibit 22

Larcenies-Thefts Reported and Cleared



Arsons Reported and Cleared

Reported arson crimes dropped substantially during the period from 1982 to 1991. In 1982, there were 264 reported arsons. Arsons decreased to 144 in 1986 before rising to 189 in 1989. Reported arsons fell for two years to 130 in 1991 then rose to 362 in 1992 due to the civil

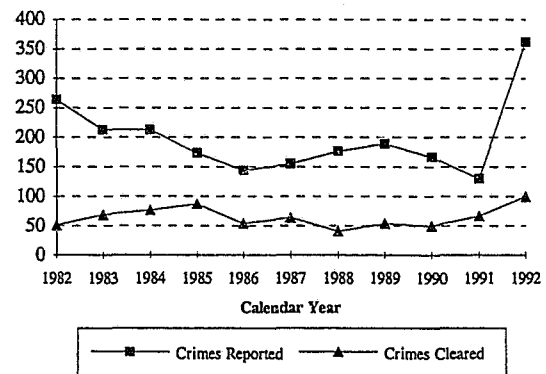
unrest that occurred in the Spring. The overall rise in arsons over the eleven-year period totaled 37.1%.

In 1982, 51 arsons were cleared. From 1983 through 1992, arson crimes ranged from a low of 41 in 1988 to a high of 100 in 1992. The difference in the 1982 and 1992 levels represents a 96.1% increase.

During the eleven-year period, arson cases cleared as a percentage of cases reported varied substantially. In 1982, 19.3% of the cases reported were cleared. The clearance rate rose to 50.3% in 1985 then fell to 23.3% in 1988. After 1988, arson cases cleared increased, rising to 51.5% in 1991, the highest rate during the period. In 1992, the clearance rate fell to 27.6%. Arson investigations are the responsibility of the Long Beach Fire Department.

Exhibit 23

Arsons Reported and Cleared



DEPARTMENT RESOURCE TRENDS

DEPARTMENT
RESOURCE TRENDS

DEPARTMENT RESOURCE TRENDS

The Department's ability to effectively provide services to meet changing priorities is significantly affected by the level of resources available. As the Department's customer base changes and its priorities change, the level and mix of Department resources must also change.

Presented below are trends of financial and personnel resources available to the LBPDP and how those resources were expended. The purpose of these trend analyses is to illustrate the level and mix of resources used and to highlight significant changes.

The analysis of employee resources presents trends in:

- ♦ Total Department employees
- ♦ Sworn personnel and civilian personnel
- ♦ The mix of sworn and civilian employees
- ♦ Sworn personnel per 1,000 population and civilian personnel per 1,000 population
- ♦ Total employees per 1,000 population in the City.

In addition, the analysis of total LBPDP expenditures shows trends in:

- ♦ Total Department-wide expenditures
- ♦ Total Department expenditures per capita in the City

- ♦ Total Department expenditures as a percentage of City's total General Fund expenditures

Furthermore, the analysis of major Department expenditures shows trends in the largest of the Department's cost categories. These include:

- ♦ Salaries
- ♦ Overtime
- ♦ Fringe Benefits
- ♦ Workers' Compensation
- ♦ Police and Fire Pension
- ♦ Facility Costs
- ♦ Non-Personal Services
- ♦ Liability Insurance Costs
- ♦ Electronic Systems Charges
- ♦ Fleet Services Charges
- ♦ Information Services Charges

EMPLOYEE RESOURCE TRENDS

Presented below are Police Department employee resource trends. For the period fiscal year 1982-83 (FY 1983) through FY 1993, the number of employees represent actual personnel at a point in time during the fiscal year. These numbers differ from annual budgeted personnel levels due to the

City's requirement to maintain position vacancies for the purpose of budget savings. For FY 1994, the budgeted personnel level is shown.

The number of Police Department employees increased by 152.6 during the period FY 1983 to FY 1993. In FY 1983, there were 976.1 Department employees. The number of employees dipped to a low of 936.4 in FY 1985 before rising to 1,049.1 in FY 1988. Department employees fell to 998.8 the next year then rose for four years to 1,128.7 in FY 1993. This difference represents an increase of 15.6% over the FY 1983 total, or an average increase of 1.5% per year.

In late 1990, the City contracted with the Los Angeles County Sheriff's Department (LASD) to provide patrol services in the northern and eastern sections of the City. The contract called for the Sheriff's Department to provide 46 personnel (43 sworn personnel and 3 civilian personnel). Including the Sheriff's personnel, Department employees totaled 1,109.9 in FY 1992.

For FY 1993, the LASD contract was amended to add 2 more Sheriff's deputies for a total of 48 personnel. Adding LASD employees to the Police Department personnel increases the FY 1993 staffing level to 1,176.7, or 20.6% above the FY 1983 level. The contract with the Sheriff's concluded at the end of FY 1993.

For FY 1994, the number of budgeted Department employees rises to 1,201.5, or 225.4 above the actual FY 1983 level. This difference represents a 23.1% increase, or an average increase of 1.9% per year.

Exhibit 24



Note: Number of Police Department employees includes 46 LASD personnel for FY 1991 and FY 1992. For FY 1993, Department employees includes 48 LASD personnel. FY 1994 Department employees represent the number of budgeted personnel.

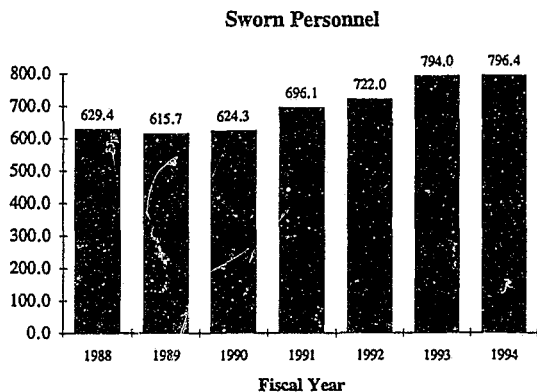
Number of Sworn Personnel

Over the six-year period FY 1988 through FY 1993, the number of Department sworn personnel increased by 119.6. In FY 1988, the Department had 629.4 sworn personnel. The number dipped to 615.7 in FY 1989 before climbing considerably for four years to 749.0 in FY 1993. This difference represents a 19.0% increase over FY 1988, or an annual average increase of 3.5%.

Including the Sheriff's employees, the number of sworn personnel totaled 696.1 in FY 1991, rising substantially to 794.0 in FY 1993. The increase in total sworn personnel over the period was 26.2%, or an average of 4.8% per year.

For FY 1994, the number of budgeted sworn Department personnel is 796.4, 47.4 more than actual Department sworn personnel for FY 1993 and 2.4 more than total LBDP and LASD sworn personnel for FY 1993.

Exhibit 25



Note: Number of actual sworn personnel prior to FY 1988 is unavailable. Includes 43 LASD sworn personnel in FY 1991 and FY 1992, and 45 in FY 1993. Also includes 30 Police Recruits in FY 1991, 24 in FY 1992, 59 in FY 1993. FY 1994 personnel represents the budgeted number of sworn personnel including 32 Police Recruits.

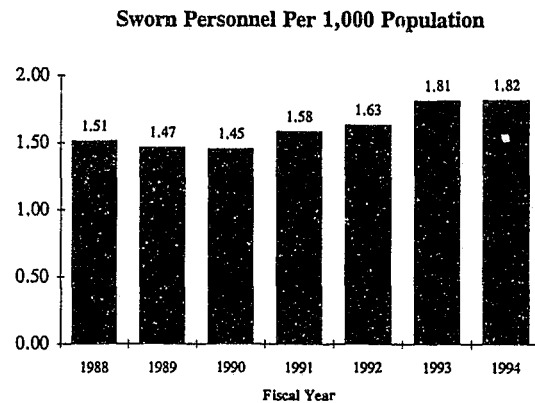
Sworn Personnel Per 1,000 Population

Moreover, during the six-year period, the number of Department sworn personnel per 1,000 population decreased from 1.51 in FY 1988 to 1.45 in FY 1990 before increasing for three years to a high of 1.71 in FY 1993.

The number of sworn personnel per 1,000 equaled 1.58 in FY 1991 by including Sheriff's employees; in FY 1993, the number totaled 1.81.

For FY 1994, the number of sworn personnel per 1,000 population climbs slightly to 1.82 using the number of FY 1994 budgeted sworn personnel and the 1993 population.

Exhibit 26



Note: Number of actual sworn personnel prior to FY 1988 is unavailable. Includes LASD sworn personnel for the period FY 1991 through FY 1993. The FY 1994 level applies FY 1994 budgeted sworn personnel to the 1993 population.

Number of Civilian Personnel

The Department has a variety of civilian personnel classifications. Examples include clerk typist, communications dispatcher, school crossing guard, jail and civic center security officer, and parking control officer.

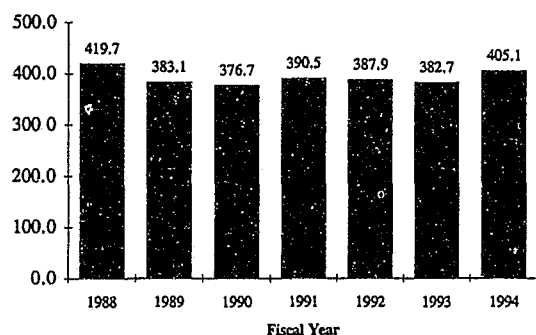
The number of civilian personnel in the Department showed a downward trend from FY 1988 to FY 1993. In FY 1988, there were 419.7 civilian personnel. The number dipped to 376.7 in FY 1990 then rose to 387.5 in FY 1991. After FY 1991, civilian personnel declined for two years to 379.7 in FY 1993, or 9.5% below the FY 1988 level.

Including the Sheriff's employees, the number of civilian personnel totaled 390.5 in 1991; the number declined to 382.7 in FY 1993.

In FY 1994, the budgeted number of civilian personnel is 405.1, or 14.6 less than the actual level in FY 1988. This represents a decrease of 3.5%.

Exhibit 27

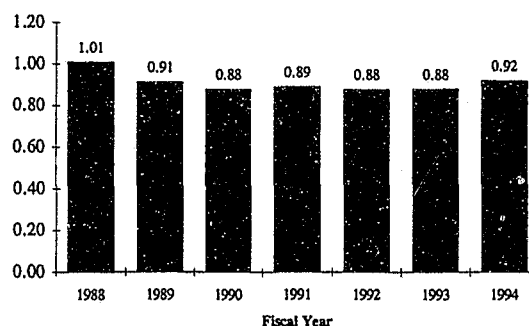
Civilian Personnel



Note: Number of actual civilian personnel prior to FY 1988 is unavailable. Includes 3 LASD civilian personnel in FY 1991 through FY 1993. FY 1994 level represents the budgeted number of civilian personnel.

Exhibit 28

Civilian Personnel Per 1,000 Population



Note: Number of civilian personnel prior to FY 1988 is unavailable. Includes LASD civilian personnel in FY 1991 through FY 1993. The FY 1994 level applies FY 1994 budgeted personnel to the 1993 population.

Civilian Personnel Per 1,000 Population

Civilian personnel per 1,000 population decreased over the six-year period FY 1988 through FY 1993. In FY 1988, there were 1.01 civilian personnel per 1,000 population. The number trended downward to 0.88 per 1,000 population in FY 1990. After FY 1990, the number remained stable; in FY 1993, civilian personnel per 1,000 totaled 0.88. Including the 3 Sheriff's personnel in FY 1993 did not change the number of civilian personnel per 1,000 population.

In FY 1994, the number of civilian personnel per 1,000 population climbs to 0.92 using the number of FY 1994 budgeted civilian personnel and the 1993 population.

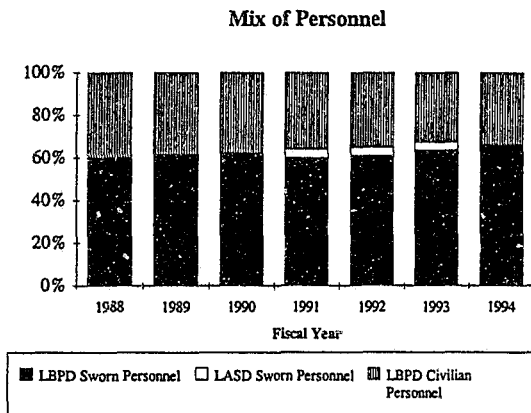
Mix of Sworn and Civilian Personnel

The percentage of sworn personnel of total Department personnel trended upward during the period from FY 1988 to FY 1993. In FY 1988, sworn personnel accounted for 60% of total personnel and civilian personnel made up the remainder (40%). The percentage of sworn personnel gradually climbed to 66% (civilian personnel made up 34%) in FY 1993.

By adding the Sheriff's personnel, the percentage of sworn personnel of total personnel increased to slightly to 67% in FY 1993.

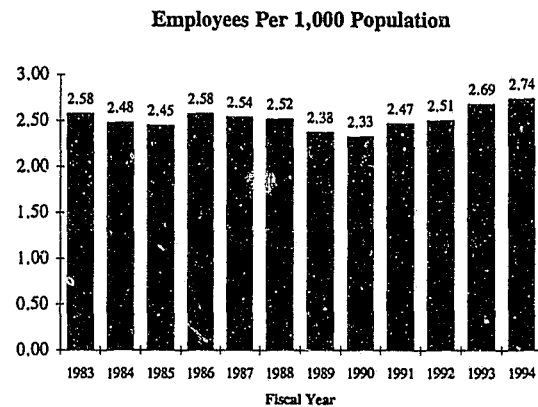
In FY 1994, sworn officers account for 66% of total employees (civilian personnel account for 34%) using FY 1994 budgeted personnel levels.

Exhibit 29



Note: Three LASD civilian personnel are included in the LBPd civilian personnel amount. FY 1994 levels are based on budgeted amounts. Number of actual personnel prior to FY 1988 is unavailable.

Exhibit 30



Note: Includes LASD personnel in FY 1991 through 1993. The FY 1994 level is based on FY 1994 budgeted personnel and 1993 population.

Total Department Employees Per 1,000 Population

During the FY 1983 through FY 1993 period, the number of Department employees per 1,000 population varied. In FY 1983, there were 2.58 employees per 1,000 population. The ratio fell slightly over the next two years to 2.45 in 1985 before rising to 2.58 in FY 1986. After FY 1986, Department employees per 1,000 population trended downward dropping to a low of 2.33 in 1990 before rising for three years to 2.58 in FY 1993.

Including the Sheriff's personnel, employees per 1,000 population totaled 2.69 in FY 1993.

For FY 1994, the number of Department personnel per 1,000 population climbs to 2.74 using the number of FY 1994 budgeted personnel and the 1993 population.

TOTAL DEPARTMENT EXPENDITURE TRENDS

Over the period FY 1983 through FY 1993, Department expenditures showed a general upward trend. Expenditures rose steadily from \$58.51 million in FY 1983 to \$76.83 in FY 1988 before falling to \$73.66 million in FY 1989.

Prior to FY 1989, the Department was charged for pension expenditures for employees covered by the previous retirement system. Beginning in FY 1989, these expenditures were paid directly by the General Fund. LBPd expenditures would have totaled \$77.86 million in FY 1989 had police pension remained a Department expenditure.

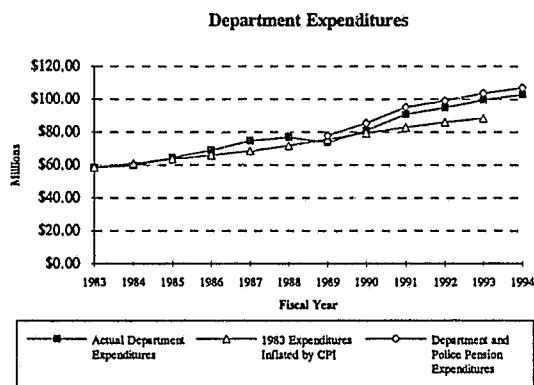
After FY 1989, LBPd expenditures grew substantially for four years to \$99.59 million in FY 1993. The total increase during the period equaled 70.2%, or an average annual increase of 5.5%. Had police pension been paid by the Department in FY 1993, expenditures would have totaled \$103.67 million. The overall

increase would have equaled 77.2%, or an average of 5.9% per year.

The rate of increase in LBPDP expenditures was somewhat higher than the average Los Angeles Area inflation rate for the period which was 4.2% per year. If FY 1983 Department expenditures rose by the annual CPI, it would have totaled \$88.47 million in FY 1993, or \$11.12 million less than the actual amount. Additionally, it would have been \$15.20 million less than the actual amount had FY 1993 expenditures included police pension.

For FY 1994, the Department's budgeted expenditure level is \$102.98 million, or 76.0% above the actual FY 1983 amount. This difference represents a 5.3% average annual increase. If budgeted police pension expenditures were included in the LBPDP's budget, the expenditure level would be \$106.96 million, or 82.8% above the actual FY 1983 amount. This difference equals an average increase of 5.6% per year.

Exhibit 31



Note: Includes Los Angeles County Sheriff's Dept. contract expenditures. The FY 1994 amount represents the Department's budgeted expenditure level.

Expenditures Per Capita

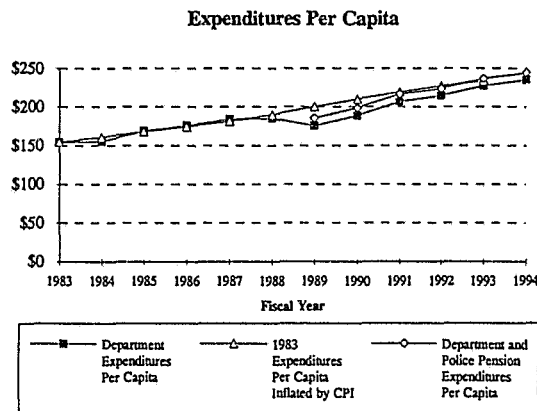
At the same time, Police Department expenditures per capita increased at a rate below inflation due to rapid population growth. In FY 1983, Department expenditures per capita totaled \$155. Per capita expenditures climbed to \$185 in FY 1988 then decreased to \$175 in FY 1989 due largely to the direct payment of police pension by the General Fund. Had police pension been paid by the Department, expenditures per capita would have totaled \$185 in FY 1989.

After FY 1989, Department expenditures per capita rose each year to \$227 in FY 1993. The difference between the FY 1983 and FY 1993 levels represents a 47% increase, or an average of 3.9% annually. Had per capita expenditures risen at the CPI rate over the period, it would have increased to \$234, or \$7 per capita more than the actual amount.

Had police pension been a Department expenditure in FY 1993, per capita expenditures would have totaled \$237, or 53% above the FY 1983 level. This equals an average increase of 4.4% per year, slightly above the inflation rate.

In FY 1994, per capita expenditures equals \$235 using FY 1994 budgeted expenditures and 1993 population. If the Department's budget included police pension, per capita expenditures would total \$244.

Exhibit 32



Note: Includes Los Angeles County Sheriff's Dept. contract expenditures. The FY 1994 amount is based on the Department's FY 1994 budgeted expenditures and 1993 population.

LBPB Expenditures as a Percentage of General Purpose Fund Expenditures

The percentage of the City's General Purpose Fund devoted to providing police services remained relatively stable over the period FY 1983 through FY 1993. In FY 1983, total Department expenditures accounted for 29.9% of the City's General Purpose Fund expenditures. This percentage reached a high of 33.7% in FY 1988.

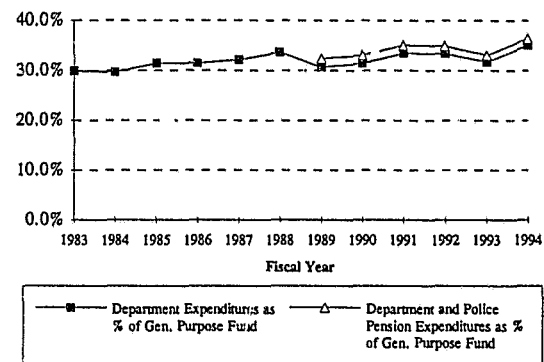
Due mainly to police pension expenditures being paid directly through the General Fund, the percentage fell to 30.7%. Had police pension remained a Department expenditure, the percentage would have totaled 32.4%.

After FY 1989, the percentage of the General Purpose Fund allocated to police services trended upward, increasing to 33.5% in FY 1991. The percentage remained at that level in FY 1992 then dipped to 31.8% in FY 1993. Had police pension been paid by the Department, the percentage would have been 33.1%.

For FY 1994, Department expenditures are budgeted to account for 35.1% of General Fund expenditures. If the Department's budget were to include police pension, the percentage would be 36.5%.

Exhibit 33

Police Department Expenditures as a Percentage of General Purpose Fund Expenditures



Note: Includes Los Angeles County Sheriff's Dept. contract expenditures. The FY 1994 represents Department budgeted expenditures of General Fund budgeted expenditures.

MAJOR DEPARTMENT EXPENDITURES

A relative few number of cost categories account for the vast majority of the Department's expenditures. These major costs include salaries, fringe benefits, workers' compensation costs, and charges paid to other City Departments providing support services. Provided below are trends of these expenditures for the period FY 1983 through FY 1993.

Salaries

Salaries are by far the largest Department expenditure accounting for about 45% of the Department's total expenditures in FY 1993. From FY 1983 through FY 1993, salary expenditures climbed steadily,

growing from \$25.16 million in FY 1983 to \$44.62 million in FY 1993.

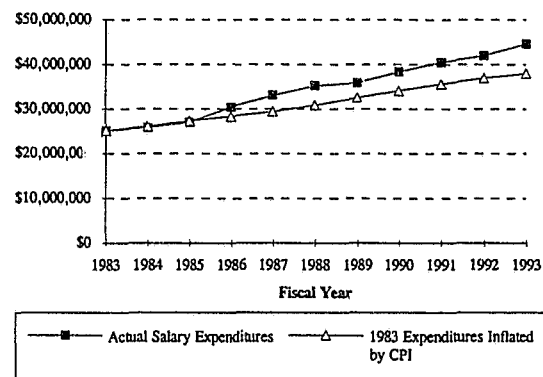
This rise represents an average increase of 5.9% per year, above the 4.2% annual CPI increase during the same period. If FY 1983 expenditures rose with the CPI, FY 1993 expenditures would have totaled \$38.05 million, \$6.57 million less than the actual amount expended.

However, the average annual salary per employee showed a lower rate of increase during the period. In FY 1983, the average salary per employee totaled \$25,831. The average salary rose to \$39,523 in FY 1993, an overall increase of 53%, or an average annual increase of 4.8%.

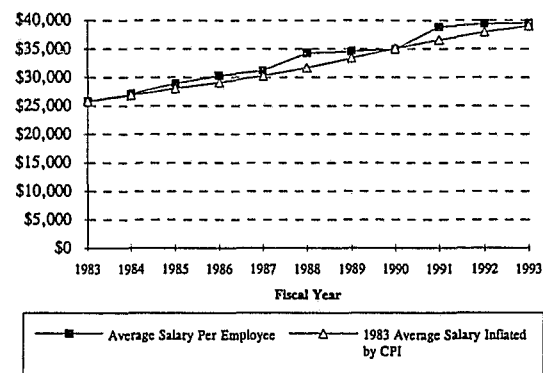
This growth in the average salary was slightly above inflation for the period. Had the average salary risen with inflation, the FY 1993 average salary would have totaled \$39,061, or \$462 less than the actual amount.

Exhibit 34

Salary Expenditures



Average Salary Per Employee

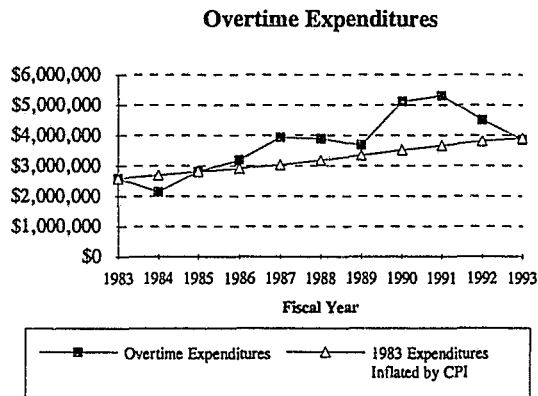


Overtime

Overtime is another significant Department expenditure. During the period expenditures fluctuated considerably. After decreasing from \$2.59 million in FY 1983 to \$2.15 million in FY 1984, overtime rose steadily to \$3.94 million in FY 1987. Expenditures declined for two years to \$3.68 million in FY 1989 before climbing to a high of \$5.31 million in FY 1991. After FY 1991, overtime fell for two years to \$3.86 in FY 1993, 49% above the FY 1983 level. The average annual increase over the period was 4.1%, slightly below the 4.2% CPI rate. Had FY 1983

overtime expenditures grown with CPI, FY 1993 expenditures would have totaled \$3.92 million, \$60,000 above the actual amount.

Exhibit 35

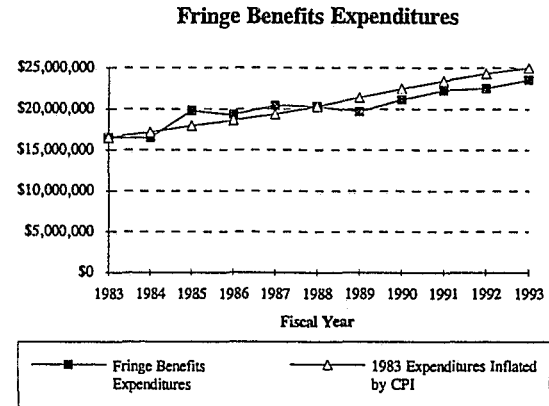


Fringe Benefits

Fringe benefits include Department expenditures to provide pension benefits, and health and dental benefits to its employees. In FY 1983, fringe benefits amounted to \$16.53 million; expenditures dipped slightly to a low of \$16.49 million the next year before climbing to \$20.42 million in FY 1987. After that year, expenditures declined for two years to \$19.67 million in FY 1989 then trended upward to \$23.55 million in FY 1993.

The difference between FY 1983 and FY 1993 levels represents an increase of 42.5%, or an average of 3.6% per year. Had FY 1983 expenditures risen with the inflation rate for the period, FY 1993 expenditures would have totaled \$25.00 million, or \$1.45 million more than the actual expenditures.

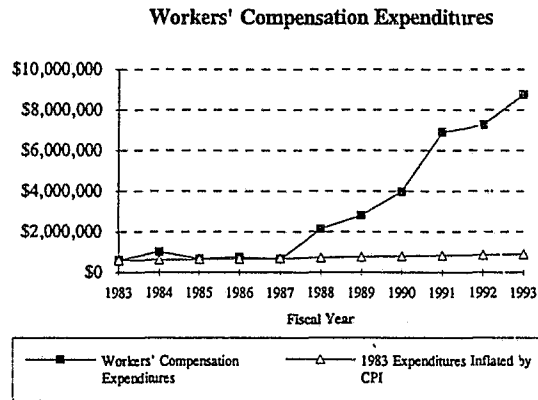
Exhibit 36



Workers' Compensation

Workers' compensation expenditures are to provide for medical care and lost income for Department employees injured in the course of their employment. During the period FY 1983 through FY 1993, workers' compensation expenditures increased dramatically. From FY 1983 to FY 1987, expenditures varied between a low of \$588,000 and a high of \$1.02 million. In FY 1988, expenditures climbed to \$2.14 million then continued a steep upward trend to \$6.89 million in FY 1991. The trend in workers' compensation expenditures leveled off somewhat in FY 1992 totaling \$7.26 million before climbing to \$8.77 million in FY 1993. The difference between FY 1983 and FY 1993 levels represents more than a 1,000% increase.

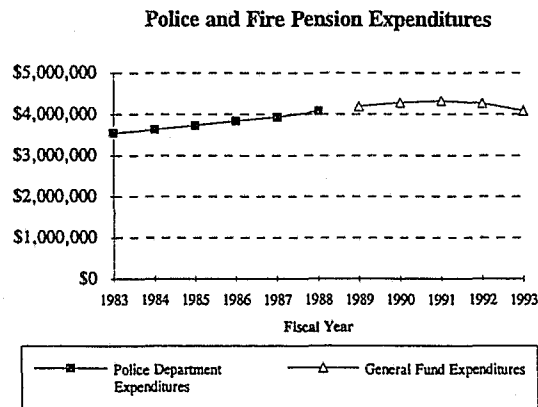
Exhibit 37



Police and Fire Pension

Police and fire pension expenditures are for retirement benefits for police and fire employees covered under the previous retirement system. In FY 1983, the Department expended \$3.55 million for police pension. After FY 1983, expenditures climbed each year to \$4.08 million in FY 1988. After FY 1988, police and fire pension payments were made directly by the City's General Fund and not charged to the Department. In FY 1993, police pension expenditures totaled \$4.08 million.

Exhibit 38



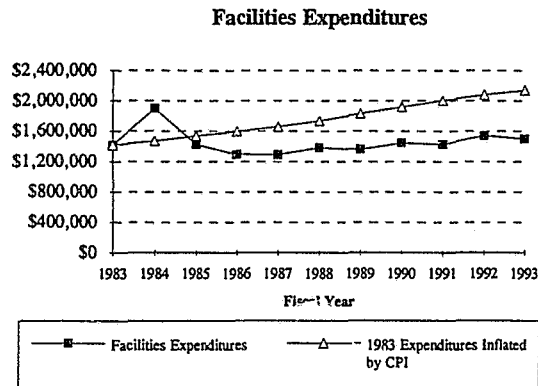
Facility Costs

Facility expenditures include costs associated with providing the Police Administration Building or other work sites. Expenditures include an allocated portion of costs associated with the Civic Center Complex, building maintenance costs, and utility costs.

Facility expenditures varied moderately during the eleven-year period FY 1983 through FY 1993. In FY 1983, facility expenditures totaled \$1.42 million. Expenditures increased to \$1.90 million the next year, then decreased for three years to a low of \$1.29 in FY 1987. After that year, facility expenditures climbed gradually for five years to \$1.54 million in FY 1992. In FY 1993, expenditures fell to \$1.50 million, or 6% above the FY 1983 level.

This difference represents an average increase of less than 1% per year. If FY 1983 expenditures kept pace with the average inflation for the period, FY 1993 expenditures would have totaled \$2.14 million, or \$640,000 more than actual expenditures.

Exhibit 39

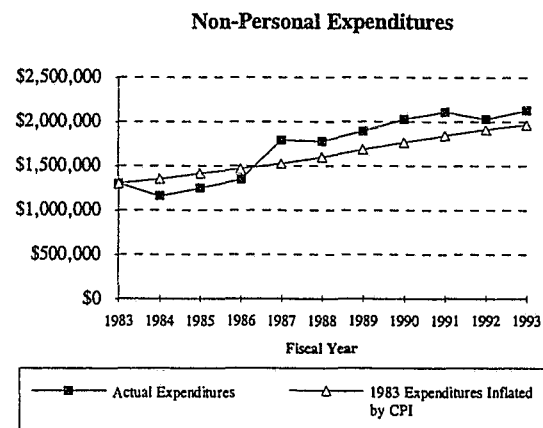


Other Non-Personal Services

In addition to facilities costs, expenditures for contract services and materials and supplies are examples of non-personal services expenditures. In FY 1983, non-personal services expenditures totaled \$1.30 million. Expenditures dipped to \$1.16 million the next year then rose steadily to \$2.11 million in FY 1991. In FY 1992, non-personal services expenditures fell to \$2.03 million before climbing to \$2.13 million in FY 1993.

The rise in expenditures during the period represents an increase of 64%, or an average increase of 5.1% per year, above the inflation rate for the period. Had FY 1983 expenditures risen with the CPI, FY 1993 expenditures would have totaled \$1.97 million, or \$160,000 less than the actual amount expended.

Exhibit 40



Note: Does not include expenditures for the LASD contract; also does not include utilities and building rental expenditures which are included in the facility costs.

Liability Insurance

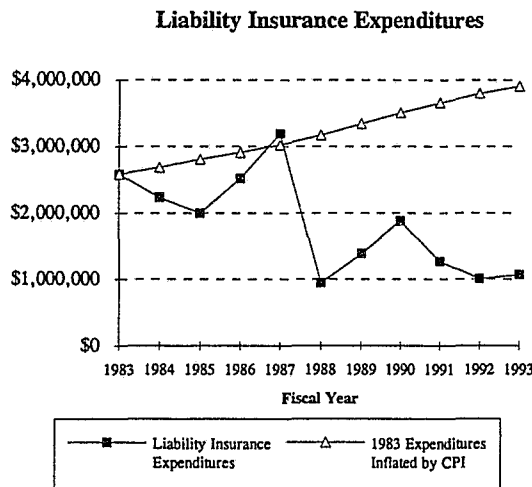
Liability insurance expenditures are the Department's portion of payments into the City's self-insured liability fund. These payments are based on past payments of liability claims generated by the Police Department.

Over the period FY 1983 through FY 1993, liability expenditures varied substantially. In FY 1983, the Department paid \$2.58 million for liability insurance. Expenditures fell for two years to \$2.00 million in FY 1985 then rose for two years to \$3.20 million. In FY 1988, liability expenditures declined sharply to \$945,000. Expenditures increased for two years to \$1.88 million in FY 1990 before falling for two years to \$1.01 million in FY 1992. In FY 1993, expenditures rose to \$1.07 million.

The difference between the FY 1983 and FY 1993 levels represents a decrease of 58.6%, or an average decline of 8.4% per year. Had FY 1983 liability insurance expenditures kept up with inflation, FY

1993 expenditures would have totaled \$3.91 million, \$2.84 million more than the actual amount expended.

Exhibit 41



Electronic Systems Charges

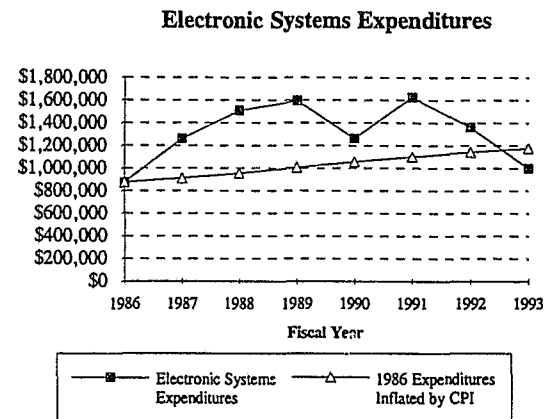
Electronic systems charges are to recover the costs incurred in providing services to the Department by the City's electronics operations. These services include the acquisition and replacement of Police Department radios and communications network.

Prior to FY 1986, City Departments were responsible for the acquisition and maintenance of their own electronic systems. In FY 1986, the City centralized this function in the Electronic Services Division of the Public Services Bureau within the Public Works Department.

From FY 1986 through FY 1989, electronic systems expenditures increased from \$878,000 to \$1.60 million. In FY 1990, expenditures fell to \$1.26 million then rose to \$1.63 million in FY 1991. After FY 1991, expenditures declined for

two years to \$1.00 million in FY 1993, 14% more than the FY 1986 level. The difference represents an increase of 1.9% per year, below the inflation rate for the period. If FY 1986 expenditures grew with inflation, FY 1993 expenditures would have equaled \$1.18 million, or \$180,000 more than actual expenditures.

Exhibit 42



Note: Prior to FY 1986, City Departments were responsible for the acquisition and maintenance of their own electronic systems. In FY 1986, the City centralized this function in the Electronic Services Division of the Public Services Bureau within the Public Works Department.

Fleet Services Charges

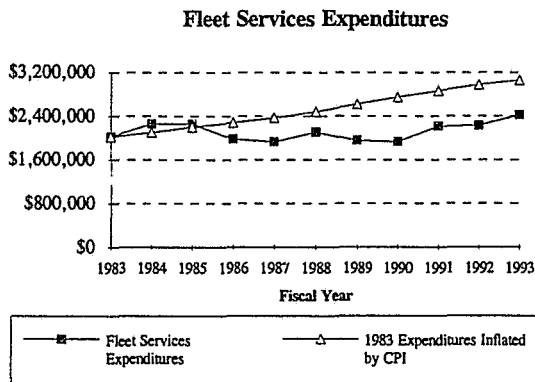
Fleet services charges are to recover the costs incurred in providing services to the Department by the City's fleet operations. These services include acquisition, replacement, maintenance, and repair of Police Department vehicles.

During the period FY 1983 through FY 1993, expenditures for fleet services remained relatively level. Expenditures totaled \$2.02 million in FY 1983. In FY 1984, expenditures climbed to a high of \$2.26 million then fell for three years to a low of \$1.93 million in FY 1987. Fleet expenditures rose the next year to \$2.11 million before falling again to \$1.93

million in FY 1990. Expenditures rose for three years after FY 1990 to \$2.42 million in FY 1993, 20% above the FY 1983 level.

The average annual increase in expenditures equaled 1.8%, below the average inflation rate over the period. If FY 1983 expenditures increased with inflation, FY 1993 expenditures would have totaled \$3.06 million, or \$640,000 more than actual expenditures.

Exhibit 43



Information Services Charges

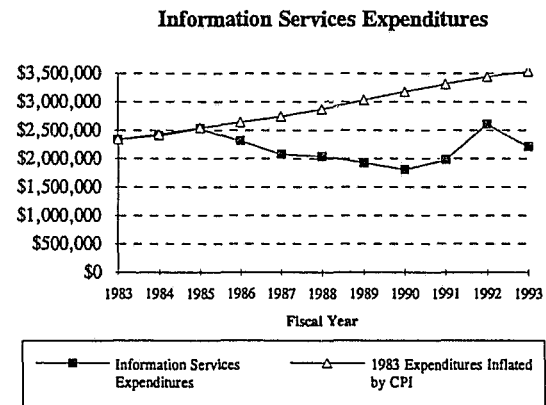
Information services charges are to recover the costs incurred by the City's data processing operations in providing services to the Police Department. Services provided include operation of the Computer Aided Dispatch (CAD) System, the Records Management System (RMS), and general administrative systems including personnel, payroll, and financial systems.

During the period FY 1983 through FY 1993, information services expenditures varied. From FY 1983 to FY 1985, expenditures grew from \$2.34 million to \$2.53 million. After FY 1985, expenditures declined for five years to

\$1.81 million in FY 1990. In FY 1991, information services expenditures climbed to \$1.98 million and then rose sharply to \$2.61 million in FY 1992. This increase was due to the initiation of charges for software and services to replace the CAD/RMS. In FY 1993, expenditures declined to \$2.21 million, 5.6% below the FY 1983 level.

The difference between the FY 1983 and FY 1993 represents an average decrease of 0.6% per year. Had FY 1983 expenditures kept up with inflation, FY 1993 expenditures would have totaled \$3.54 million, \$1.33 million more than actual expenditures.

Exhibit 44



PATROL SERVICES TRENDS

**PATROL SERVICES
TRENDS**

PATROL SERVICES TRENDS

The highest demand and most visible services provided by the Department are provided by Patrol. These services include answering 911 emergency telephone calls, providing the first line of response to emergency situations, offering a sense of security within the community through routine area patrol, and controlling traffic through enforcement. The largest percentage of Department resources are devoted to providing these services.

Answering telephone calls requesting service is handled by the Department's Communications Center. The Center also dispatches the patrol units that respond to and handle the calls.

In addition to providing direct patrol services a number of services support these activities. These include helicopter surveillance and assistance and the tactical support of the Special Weapons and Tactics (SWAT) team.

This section presents trends related to communications, patrol, patrol support, and traffic-related activities over the past ten years.

COMMUNICATIONS SERVICES TRENDS

The Department's Communications Center receives 911 emergency and non-emergency calls for service. The Communications Center answers the calls, enters the information received from the caller into the Department's computer-aided

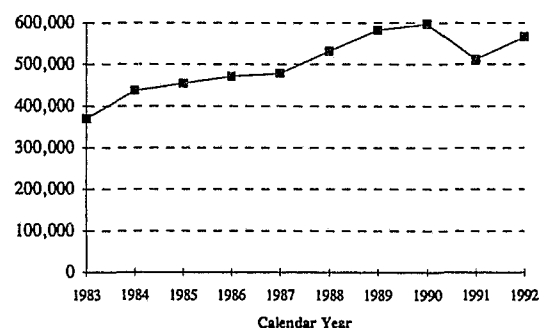
dispatch (CAD) system, and dispatches patrol units to handle the calls.

Communications -- Calls Received

During the period from 1983 to 1990, total calls received per year by communications rose steadily from 370,500 in 1983 to 597,300 in 1990. In November 1990, the LASD began patrolling about 20% of the City. Calls for police service in the area served by the Sheriff's are received by LASD personnel at their Lakewood facility. As a result, calls for service received by LBPd communications fell to 512,700 for 1991. In 1992, calls received climbed to 566,600. The difference between the 1983 and 1992 levels represents an increase of 52.9%, or an average annual increase of 4.8%.

Exhibit 45

Calls Received by Communications



Notes: Does not include calls received and dispatched by the LASD for the areas of the City patrolled by the Sheriff. The number of calls received in 1992 is an estimated amount.

Communications -- Calls Dispatched

From 1983 to 1990, total calls dispatched by LBPD communications grew from 145,080 to 187,421. After 1990, calls dispatched declined to 170,838 in 1991. Calls dispatched rose to 184,761 in 1992. Comparing the number of calls in 1983 to the 1992 amount shows that calls increased by 27.4%, or an average increase of 2.7% per year.

In 1990, the LASD dispatched 6,600 calls in the area of City served by the LASD. Adding these calls to those dispatched by the LBPD results in 194,021 total calls dispatched in the City. The number of calls dispatched in Long Beach by the LASD in 1991 amounted to 46,454, resulting in 217,292 total calls dispatched. In 1992, the LASD dispatched 49,291 calls in Long Beach, for a total of 234,052 City-wide. The difference between the 1983 and 1992 levels represents an increase of 61.3%, or an average increase of 5.5% per year.

Priority 1 calls for service are the highest priority for patrol personnel. These calls include situations where the life or property of an individual is in imminent danger. These would include crimes in progress such as shootings, rapes, and burglaries. It also includes violent domestic disturbances, reports of individuals with guns, and other officers in need of assistance.

The number of priority 1 calls dispatched fluctuated widely over the ten-year period. In 1983, communications dispatched 29,174 priority 1 calls. The number of priority 1 calls dispatched dipped to a low of 22,515 in 1986 before reaching a high of 43,992 in 1990. In 1992, priority 1 calls dispatched totaled 41,783, or 43.2% above

the 1983 level. This growth represents an average increase of 4.1% per year.

The Sheriff's dispatched 1,181 emergency calls in 1992. Adding these calls to those dispatched by the Department results in a total of 42,964 priority 1 calls dispatched in Long Beach, or 47.3% above the 1983 level.

Priority 2 calls for service include disturbances of the peace or general well being such as family disputes, gang groups, loud parties, or other situations where fairly immediate assistance is needed, however, no life or property is at immediate risk.

From 1983 through 1990, the number of priority 2 calls dispatched by the LBPD climbed steadily, rising from 64,250 to 93,029. Priority 2 calls dispatched declined to 86,404 in 1991 before reaching a high of 96,170 in 1992. The difference between the 1983 and 1992 levels represents a 49.7% increase, or an average annual increase of 4.6%.

In 1991, the Sheriff's dispatched 10,937 priority 2 level calls in the City. Adding these calls to LBPD priority 2 calls results in a total of 97,341 priority 2 calls. In 1992, the LASD dispatched 10,859 priority 2 calls. Adding these calls to the LBPD calls dispatched results in a total of 107,029 priority 2 calls in Long Beach in 1992. The increase in priority 2 calls totaled 66.6% over the ten-year period.

Priority 3 calls for service are the lowest in priority for patrol personnel. These calls are those where there is no substantial threat to an individuals life or property but police action is required. These situations would include such things as taking a

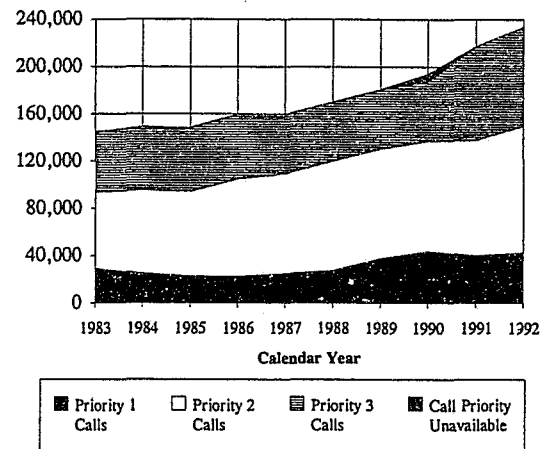
report on a crime where a substantial amount of time has elapsed since the occurrence of the crime or parking problems.

Priority 3 calls dispatched by the LBPDP remained relatively constant during the ten-year time frame. In 1983, the Department dispatched 51,656 priority 3 calls. From 1984 through 1990, priority 3 calls dispatched ranged from a high of 54,911 in 1986 to a low of 50,249 in 1988. After 1990, priority 3 calls dispatched dipped to 45,041 in 1991 before rising slightly to 46,808 in 1992. The decline between 1983 and 1992 levels represents a 9.4% decrease, or an average decrease of slightly more than 1% per year.

The Sheriff's dispatched 34,330 priority 3 calls in Long Beach in 1991. Adding these calls to those dispatched by the LBPDP results in 79,371 priority 3 calls dispatched in 1991. In 1992, the Sheriff's dispatched 37,251 priority 3 calls. Summing LASD and LBPDP calls results in a total of 84,059 priority 3 calls dispatched in Long Beach in 1992. The overall difference between 1983 and 1992 priority 3 calls represents a 62.7% increase, or an average increase of 5.6% per year.

Exhibit 46

Calls Dispatched by Priority



Note: Beginning in 1990, LASD began patrolling portions of the City. Calls dispatched include Sheriff's calls. The priority levels of 1990 calls dispatched by the Sheriff's are not available.

Communications -- Field Initiated Calls

LBPDP officers in the field initiate calls to the Department's Communications Center for various reasons including stopping a motorist for a traffic violation, conducting a field interview, checking for wants or warrants on a vehicle or individual, and checking to see if items are stolen. Communication Center dispatchers respond to information requests or log information into the Department's CAD system.

During the past ten years, the number of calls initiated in the field by Department personnel rose substantially, particularly since 1988. From 1983 through 1986, calls initiated in the field decreased from 135,941 to 113,182. In 1987, calls initiated in the field increased slightly to 114,287. From 1988 through 1992, field initiated calls increased from 184,118 to 320,548 in 1992.

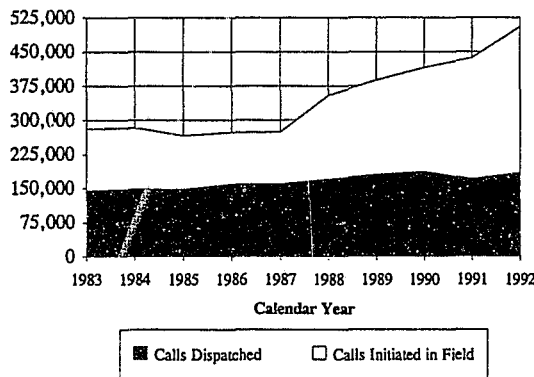
The rise in field initiated calls over the ten-year period represents a 135.8% increase, or an average annual increase of 10.0%.

Combining the number of calls dispatched with the number of calls initiated in the field shows a considerable rise in work load for communications over the past ten years. In 1983, calls dispatched and calls initiated in the field totaled 281,021. Calls dipped to 266,200 in 1985 before steadily climbing to 505,309 in 1992.

Over the ten-year time frame, the growth in calls represents an increase of 79.8%, or an average of 6.7% per year.

Exhibit 47

Calls Dispatched and Calls Initiated in Field



Note: Includes only calls handled by LBPD personnel. Does not include calls handled by LASD employees for those areas of the City patrolled by the Sheriff.

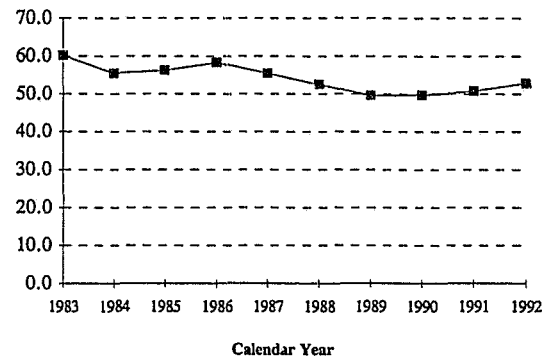
Communications -- Number of Employees

The number of employees providing communications services in the Department decreased over the past ten years. In 1983, communications employees totaled 60.2 before falling to 55.5 the next year. The number of employees reached 58.3 in 1986 then fell to a low of 49.6 in 1989. After that year, communications employees

increased gradually, rising to 52.9 in 1992, 12.1% below the 1983 staffing level.

Exhibit 48

Employees Providing Communications Services



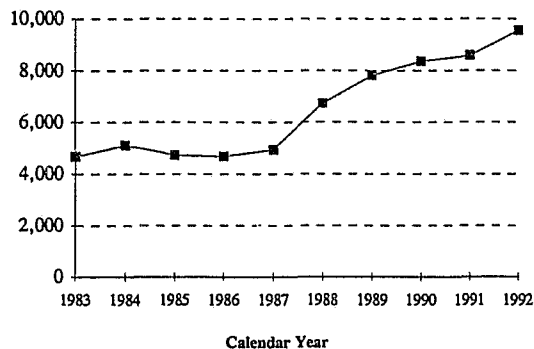
Note: Includes only LBPD communications personnel. Does not include LASD employees performing communication functions for those areas of the City patrolled by the Sheriff.

Communications -- Calls Handled per Employee

Over the ten-year period 1983 to 1992, the number of calls dispatched and initiated in the field per communications employee rose substantially. In 1983, calls dispatched and initiated in the field per employee equaled 4,668. From 1984 through 1987, calls per employee ranged from a high of 5,116 to a low of 4,728. After 1987, calls per employee rose steadily to 9,552 in 1992. The difference between the 1983 and 1992 amounts represents a 104.6% increase, or an average annual increase of 8.3%.

Exhibit 49

Calls Handled Per Communications Employee



Note: Includes only LBPB communications personnel. Does not include LASD employees performing communication functions for those areas of the City patrolled by the Sheriff.

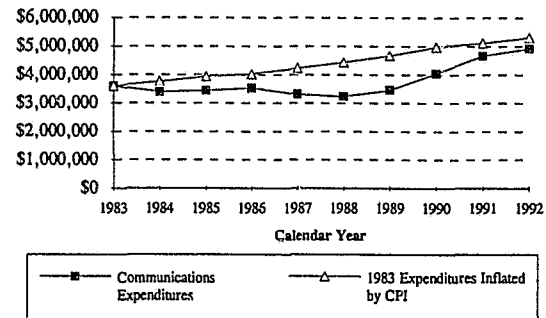
Communications -- Expenditures

Expenditures supporting communications services remained relatively level between 1983 through 1989. In 1983, expenditures totaled \$3.60 million. Communications expenditures dipped to a low of \$3.25 million in 1988 before climbing to \$3.46 million the next year. After 1989, expenditures rose steadily to \$4.92 million in 1992.

The difference between 1983 and 1992 levels is 36.7%, or an average increase of 3.5% per year. The rate of increase in communications expenditures lagged behind inflation for the period. If expenditures rose at the CPI, 1992 expenditures would have totaled \$5.30 million, or \$380,000 more than amount spent.

Exhibit 50

Expenditures to Provide Communications Services

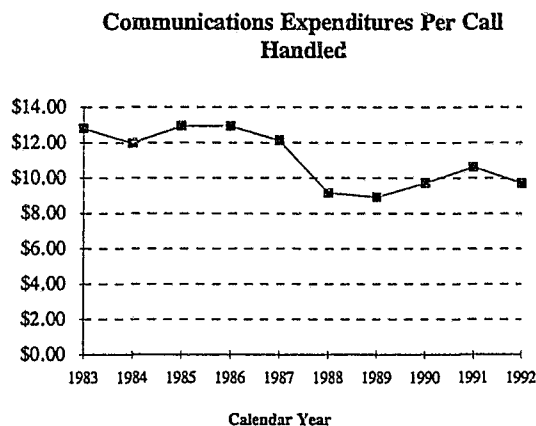


Note: Includes only LBPB expenditures. Does not include LASD expenditures to provide this function for those areas of the City patrolled by the Sheriff.

Communications -- Expenditures Per Call Handled

From 1983 through 1992, communications expenditures per call dispatched and initiated in the field showed a downward trend. In 1983, communications expenditures per call totaled \$12.82. Over the next four years, expenditures per call ranged from a low of \$11.99 to a high of \$12.95. After 1987, expenditures per call decreased sharply to a low of \$8.92 in 1989 then increased for two years to \$10.66 in 1991. In 1992, expenditures per call equaled \$9.74, 24.0% below the 1983 level.

Exhibit 51



Note: Includes only LBPB communications expenditures and calls. Does not include LASD communications expenditures or calls for those areas of the City patrolled by the Sheriff.

DIRECT PATROL SERVICES TRENDS

Direct patrol services include responding to emergency and non-emergency dispatched calls for service, providing security in an area by patrolling the area, and observing and intervening in unlawful activity. Patrol personnel and units are deployed by area and time of day based on projected demand for service from past experience.

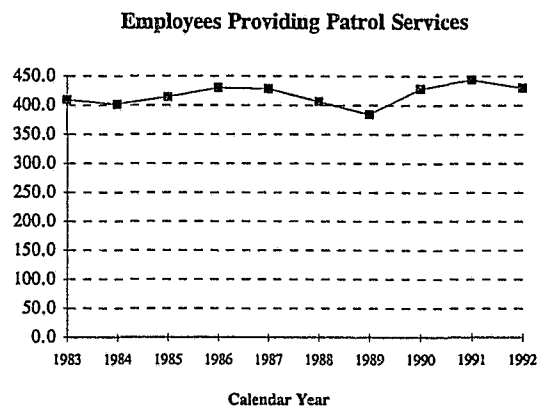
Patrol -- Number of Employees

The number of LBPB employees providing patrol services varied over the past ten years. In 1983, patrol employees totaled 409.4. The number dipped slightly to 401.5 the next year before climbing to 429.7 in 1986. After 1986, patrol employees declined to 384.5 in 1989, then rose for two years to 405.5 in 1991. In 1992, the number fell to 390.3. The difference between the 1983 and 1992 levels represents a decrease of 4.7%.

Beginning in late 1990, the L.A. County Sheriff's Department provided patrol

services in the northern and eastern sections of the City. In 1992, 39.5 LASD employees patrolled the Sheriff's contract area. Including these employees, the total number of patrol employees equaled 429.8, 5.0% above the 1983 level.

Exhibit 52



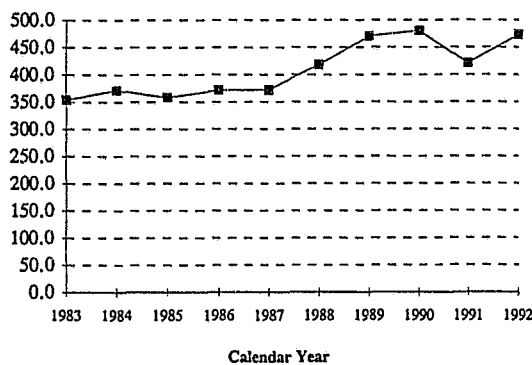
Note: Beginning in 1990, patrol employees includes 38.5 Los Angeles County Sheriff's Department employees providing patrol services in the northern and eastern sections of the City. In 1992, Sheriff's employees increased to 39.5. Also includes LBPB officers assigned to the helicopter unit; does not include employees providing traffic enforcement services.

Patrol -- Dispatched Calls Handled per Employee

During the ten-year period 1983 through 1992, the number of dispatched calls per Department patrol employee rose substantially. In 1983, calls per patrol employee totaled 354.4 per year, a low for the period. The number rose to 480.8 in 1990, then dropped to 421.3 in 1991. In 1992, the number climbed to 473.4, 33.6% above the 1983 level.

Exhibit 53

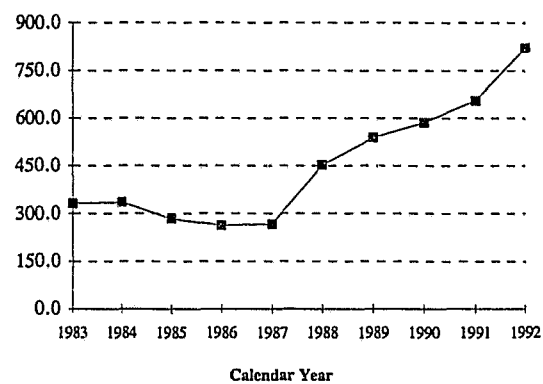
Dispatched Calls Per Patrol Employee



Note: Does not include either the calls handled by the LASD or the personnel used to handle them.

Exhibit 54

Field Initiated Calls Per Patrol Employee



Note: Does not include either the calls handled by the LASD or the personnel used to handle them.

Patrol -- Field Initiated Calls per Employee

The number of field initiated calls per Department patrol employee rose significantly during the period 1983 through 1992. In 1983, field initiated calls per patrol employee totaled 332.0 per year. After falling to a low of 263.4 in 1986, calls per employee climbed steadily to a high of 821.3 in 1992. The difference in the 1983 and 1992 levels represents an increase of 147.4%, or an average increase of 10.6% per year.

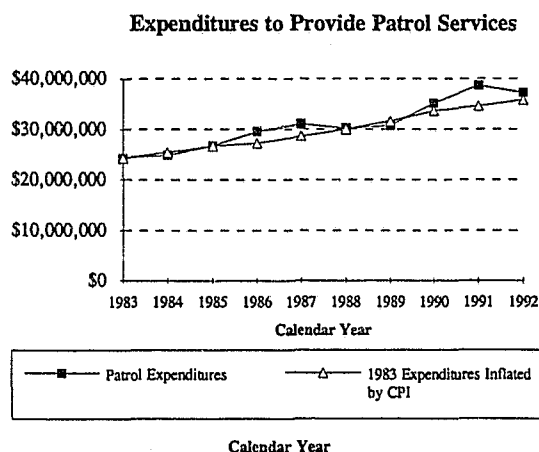
Patrol -- Expenditures

From 1983 through 1987, expenditures supporting patrol services rose steadily, increasing from \$24.35 million to \$31.04 million. Expenditures dipped to \$30.20 million in 1988 before rising to \$34.14 million in 1990. In 1991, patrol outlays totaled to \$33.40 million excluding the amount paid to the LASD. In 1992, expenditures for patrol fell to \$31.38 million. The difference between the 1983 and 1992 levels represents an increase of 28.9%.

Beginning in 1990, the Department's patrol expenditures included amounts paid to the LASD for patrolling portions of the north and east sections of the City. For the last two months of 1990, the Department paid the Sheriff's \$833,000, increasing total patrol expenditures to \$34.97 million. In 1991, LASD patrol expenditures increased to \$4.43 million raising total patrol expenditures to \$37.83 million. LASD expenditures continued to rise to \$4.89 million in 1992 increasing total patrol expenditures to \$36.27 million.

The growth in total patrol expenditures over the period represents an increase of 49.0% or an average of 4.5% per year, slightly higher than the inflation rate for the period. If 1983 expenditures rose with the CPI, expenditures would have totaled \$35.81 million in 1992, or \$460,000 less than the amount expended.

Exhibit 55

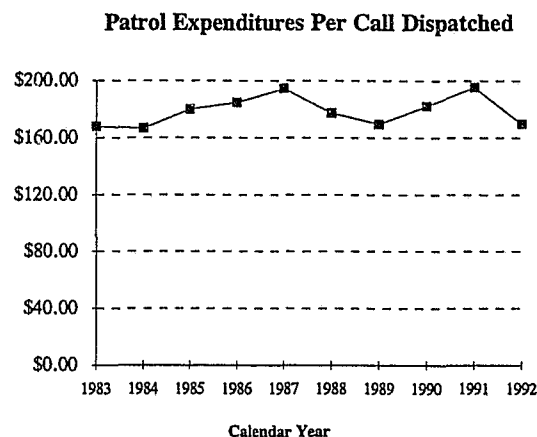


Note: Includes direct LBPB patrol expenditures and the amount paid to the LASD for those areas of the City patrolled by the Sheriff.

Patrol -- Expenditure Per Dispatched Call Handled

Over the past ten years, patrol expenditures per call dispatched varied. From 1983 through 1987, expenditures per call rose considerably, increasing from \$167.86 to \$194.50. Expenditures per call dropped sharply after 1985, falling to \$169.55 in 1989. Expenditures climbed for two years to \$195.53 in 1991 then decreased to \$169.83 in 1992, 1.2% more than the 1983 level.

Exhibit 56



Note: Includes only LBPB patrol expenditures and calls handled by the LBPB. Does not include the amount paid to the LASD or calls handled by the Sheriff.

Patrol -- Response Time to Priority 1 Calls

Priority 1 calls for service are the highest priority for patrol personnel. These calls include situations where the life or property of an individual is in imminent danger. These would include crimes in progress such as shootings, rapes, and burglaries. It also includes violent domestic disturbances, reports of individuals with guns, and other officers in need of assistance.

During the seven-year period 1983 through 1989, the percentage of priority 1 calls responded to in five minutes or less declined from 72.7% to 51.9%. After 1989, the percentage of priority 1 calls responded to in five minutes or less improved steadily. By 1992, the Department responded to 75.3% of priority 1 calls in five minutes or less.

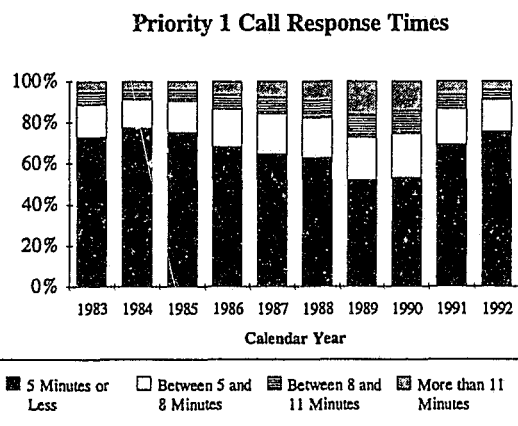
The percentage of priority 1 calls responded to in five to eight minutes varied slightly during the past ten years. The percentage ranged from a low of 15.3% in 1985 to a high of 21.3% in 1990. In 1992,

the Department responded to 15.4% of priority 1 calls in five to eight minutes.

The percentage of priority 1 calls responded to in eight to eleven minutes fluctuated somewhat. The lowest percentage was 4.8% in 1984 and the highest was 11.1% in 1990. In 1992, patrol responded to 5.1% of priority 1 calls in eight to eleven minutes.

The percentage of priority 1 calls responded to in more than eleven minutes also varied. In 1983, the Department responded to 5.3% of priority 1 calls in more than eleven minutes. In both 1984 and 1985, the percentage was 4.2%. The percentage peaked at 16.4% in 1989 before decreasing sharply to 4.2% in 1992.

Exhibit 57



Note: Includes only calls handled by the LBPd. Does not include calls handled by the LASD in the area of the City they patrol.

Patrol -- Response Time to Priority 2 Calls

Priority 2 calls for service include disturbances of the peace or general well being such as family disputes, gang groups, loud parties, or other situations where fairly immediate assistance is needed,

however, no life or property is at immediate risk.

From 1983 through 1992, the percentage of priority 2 calls responded to in eight minutes or less declined considerably. In 1983, the Department responded to 71.2% of priority 2 calls in eight minutes or less. The percentage climbed to a high of 81.1% the following year before declining continually each year to 24.1% in 1990. The percentage improved to 32.2% in 1991 and 38.7% in 1992.

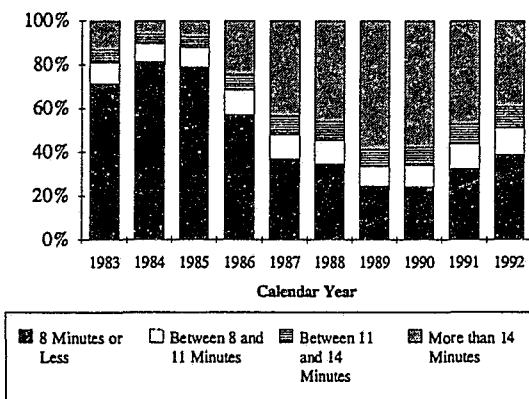
The percentage of priority 2 calls responded to in eight to eleven minutes remained comparatively stable during the ten-year period. The amount ranged from 8.3% in 1984 to 12.4% in 1992.

Over the ten-year time frame, the percentage of priority 2 calls responded to in 11 to 14 minutes varied. In 1983, the percentage was 5.5%. It fell to a low of 4.0% in 1984 before gradually rising to 9.4% in 1992.

The percentage of priority 2 calls responded to in more than 14 minutes varied considerably. In 1983, the Department responded to 13.6% of priority 2 calls in more than 14 minutes. The percentage dipped to a low of 6.5% in 1984 before rising to a high of 58.9% in 1989. After 1989, the percentage showed a downward trend. In 1992, the percentage totaled 39.5%.

Exhibit 58

Priority 2 Call Response Times



Note: Includes only calls handled by the LBPd. Does not include calls handled by the LASD in the area of the City they patrol.

Patrol -- Response Time to Priority 3 Calls

Priority 3 calls for service are the lowest in priority for patrol personnel. These calls are those where there is no substantial threat to an individual's life or property but police action is required. These situations would include such things as taking a report on a crime where a substantial amount of time has elapsed since the occurrence of the crime or parking problems.

During the period 1983 through 1992, the percentage of priority 3 calls responded to in 11 minutes or less declined significantly. In 1983, the Department responded to 64.3% of priority 3 calls in 11 minutes or less. The percentage increased to a high of 78.3% in 1984 before falling to a low of 21.7% in 1989. Since 1989, the percentage of priority 3 calls responded to in 11 minutes or less increased each year rising to 34.7% in 1992.

The percentage of priority 3 calls responded to in 11 minutes to 14 minutes

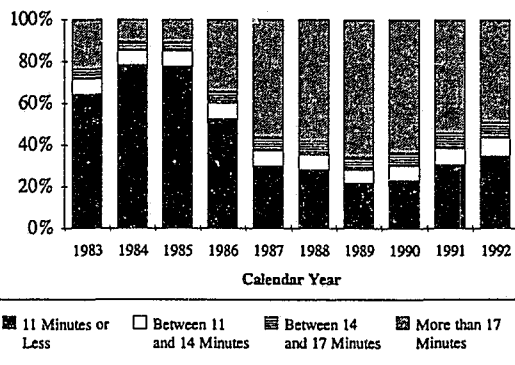
remained relatively stable during the period. It ranged from a low of 6.4% in 1989 to a high of 8.6% in 1992.

The percentage of priority 3 calls responded to in 14 to 17 minutes varied slightly. The low was 4.1% in both 1984 and 1985 and the high was 7.4% in 1992.

In contrast, the percentage of priority 3 calls responded to in more than 17 minutes increased substantially over the ten-year period. In 1983, the Department responded to 23.6% of priority 3 calls in more than 17 minutes. The percentage fell to a low of 10.8% the following year before rising sharply to 65.9% in 1989. From 1990 through 1992, the percentage decreased from 63.7% in 1990 to 49.3% in 1992.

Exhibit 59

Priority 3 Call Response Times



Note: Includes only calls handled by the LBPd. Does not include calls handled by the LASD in the area of the City they patrol.

PATROL SUPPORT SERVICES TRENDS

The general patrol units of the Department are backed up and supported by special units that provide assistance when necessary. The primary patrol support

units are the helicopter unit and the Special Weapons and Tactics (SWAT) team.

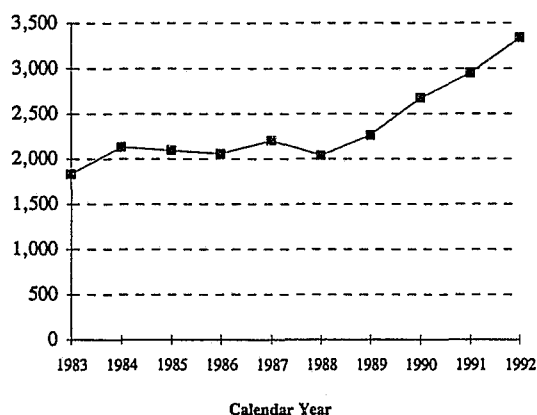
Helicopter Air Time

The helicopter provides support to ground units by conducting suspect surveillance and tracking and by observing activities when ground units enter hazardous areas.

Between 1983 and 1989, hours of helicopter air time remained relatively stable. Hours of air time ranged from 1,834 in 1983 to 2,263 in 1989. Following 1989, hours of helicopter air time rose considerably. In 1992, the hours of air time totaled 3,340, an increase of 82.1% over the 1983 level, or an average annual increase of 6.9%.

Exhibit 60

Hours of Helicopter Air Time



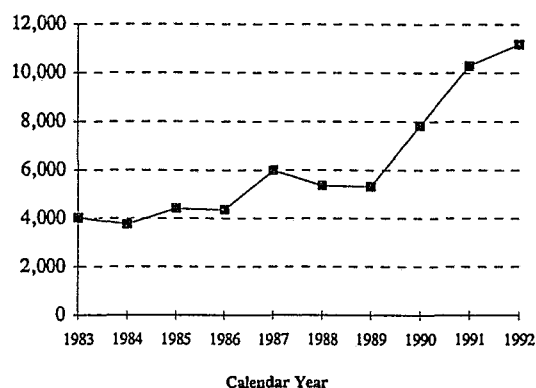
Helicopter Assists

The number of helicopter assists grew significantly over the past ten years, particularly since 1989. In 1983, helicopters assisted in responding to 4,030 calls; assists declined slightly to 3,761 the

following year before rising to 5,985 in 1987. The number of assists declined for two years, falling to 5,319 in 1989. Since 1989, assists increased dramatically, rising to 11,180 in 1992. The difference between the number of assists in 1983 and 1992 represents an increase of 177.4%, or an average of 12.0% per year.

Exhibit 61

Number of Helicopter Assists

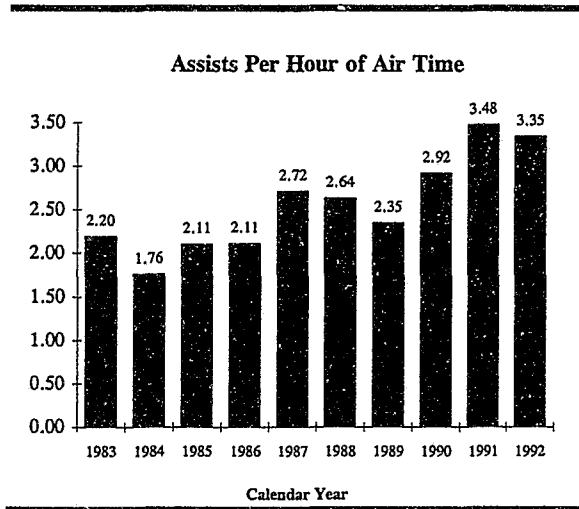


Helicopter Assists Per Hour of Air Time

Comparing the number of helicopter assists with the hours of air time shows that helicopter productivity trended upward during the past ten years. In 1983, assists per hour of air time totaled 2.20 before falling to 1.76 in 1984. Assists per hour increased to 2.72 in 1987 then dipped to 2.35 in 1989. Since 1989, assists per hour climbed to a high of 3.48 in 1991 before dropping slightly to 3.35 in 1992.

Over the period, assists per hour increased 52.3%, or an average of 4.8% per year.

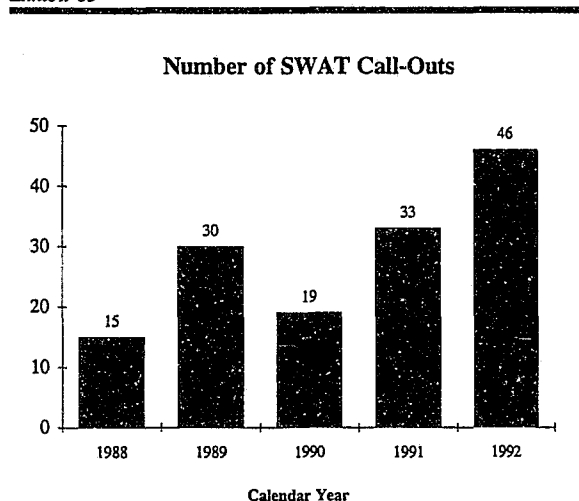
Exhibit 62



SWAT Call-Outs

The Department uses SWAT teams in unusual or crisis situations requiring special training and equipment. Examples of such situations include barricaded subjects, hostage taking, and raids. During the past five years, the number of calls the Department's SWAT team responded to varied substantially. The lowest number of call-outs was 15 in 1988; the highest number was 46 in 1992.

Exhibit 63



Note: Data prior to 1988 is unavailable.

In 1992, 41 of the 46 SWAT call-outs were for high risk search warrants and the remainder for barricaded subjects.

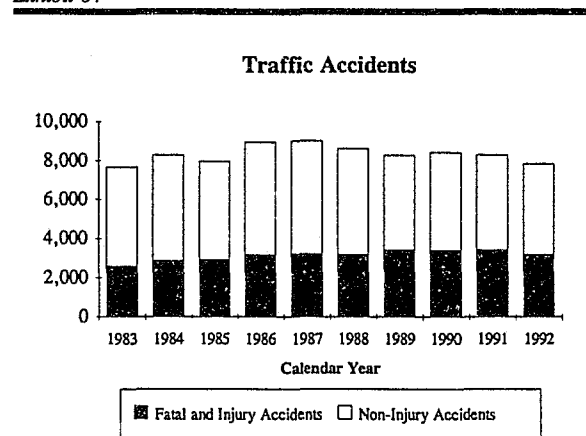
TRAFFIC SERVICES TRENDS

Traffic control is another major service provided to the community. The primary goal of the Department's traffic division is to improve traffic safety. It strives to achieve this goal by enforcing traffic laws, setting up sobriety checkpoints, making driving under the influence (DUI) arrests, and investigating traffic-related accidents.

Number of Traffic Accidents

During the ten-year period 1983 through 1992, the number of traffic accidents that occurred in Long Beach showed a relatively stable trend. In 1983, there were 7,678 reported traffic accidents, the low for the period. Accidents rose to a high of 9,023 in 1987 before trending downward to 7,840 in 1992. The difference between the 1983 and 1992 levels represents a 2.1% increase.

Exhibit 64

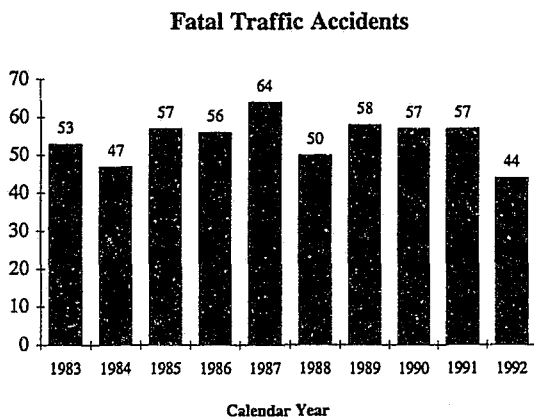


Note: Includes all traffic accidents that occurred in Long Beach.

Fatal Traffic Accidents

During the past ten years, the number of traffic fatalities resulting in one or more fatalities varied. In 1983, there were 53 fatal accidents in Long Beach. The number rose to a high of 64 in 1987 before falling to 50 in 1988. In 1989, fatal accidents grew to 58 before falling to 44 in 1992. The difference between the 1983 and 1992 amounts represents a 17% decline.

Exhibit 65



Employees Performing Traffic-Related Services

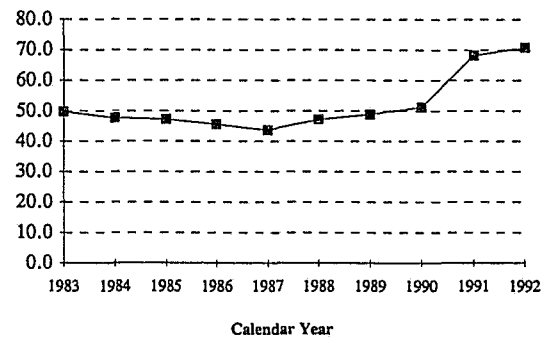
The number of Department employees performing traffic-related services trended upward during the past ten years. In 1983, the number of traffic employees totaled 49.7. From 1984 through 1989, traffic employees ranged from a low of 43.7 in 1987 to a high of 48.9 in 1989. After 1989, the number of employees increased substantially reaching 63.3 in 1992, 27.4% above the 1983 level.

The L.A. County Sheriff's Department provided traffic-related services in the area of the City they served. In 1992, 7.5 LASD employees were used for traffic

services. Including these employees, the number of employees providing traffic services in the City totaled 70.8 in 1992. The difference between the 1983 and 1992 levels represents a 42.4% increase, or an average increase of 4.0% per year.

Exhibit 66

Employees Providing Traffic-Related Services



Note: Beginning in 1990, includes 7.5 LASD employees providing traffic enforcement services in the area of the City served by the Sheriff. Does not include school crossing guards.

Expenditures to Provide Traffic-Related Services

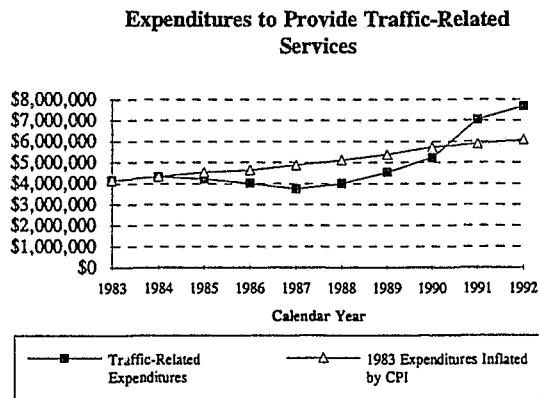
During the period 1983 to 1987, expenditures for traffic-related services provided by Department personnel trended downward, falling from \$4.15 million in 1983 to \$3.75 million in 1987. Expenditures then climbed substantially for the remainder of the period, rising to \$6.73 million in 1992, an increase of 62.2%, or an average increase of 5.5% per year.

In late 1990, the LASD began providing traffic enforcement services in the north and east sections of the City. For 1990, the Department paid the Sheriff's \$162,000 for traffic enforcement services, increasing total traffic expenditures in the Department

to \$5.23 million. In 1991, the amount paid to the Sheriff's for traffic services increased to \$863,000 raising traffic expenditures to \$7.04 million. Expenditures for LASD traffic services continued to rise to \$953,000 in 1992 increasing total traffic expenditures to \$7.68 million.

The difference between the 1983 and 1992 amounts represents a 85.1% total increase, or an average annual increase of 7.1%. This rate of increase surpassed inflation for the period. Had 1983 expenditures increased at the CPI, 1992 expenditures would have totaled \$6.10 million, or \$1.58 million less than the amount expended.

Exhibit 67



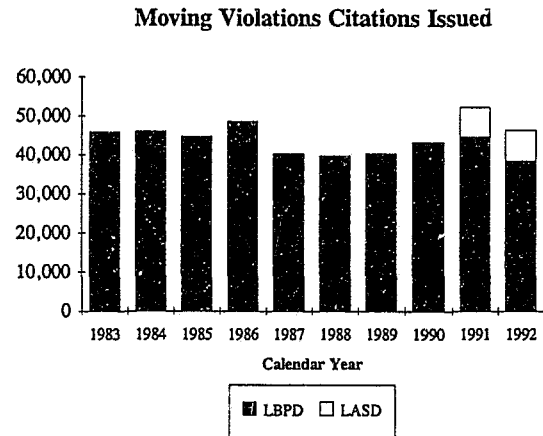
Note: Beginning in 1990, includes amount paid to LASD for traffic enforcement services in the area of the City patrolled by the Sheriff.

Traffic Citations Issued

Traffic citations issued for moving violations by LBPD officers varied to some degree over the past ten years. In 1983, the Department issued 45,966 moving violation citations. Traffic citations issued by the Department peaked at 48,633 in 1986 before dropping to 39,825 in 1988. Citations then rose to 44,536 in 1991 before falling again to 38,393 in 1992, the low during the ten-year period. The

difference between the 1983 and 1992 amounts represents a 16.5% decrease.

Exhibit 68



In 1991, the Los Angeles County Sheriff's issued 7,682 traffic citations for moving violations. Given that the LBPD issued 44,536 citations in that year, the total number of moving violations citations issued in Long Beach was 52,218. In 1992, the Sheriff's issued 7,985 citations. Adding these citations to the 38,393 citations issued by the LBPD results in a total of 46,378 citations issued in 1992.

Comparing the 1983 and 1992 amounts shows that traffic citations issued in the City increased by less than 1%.

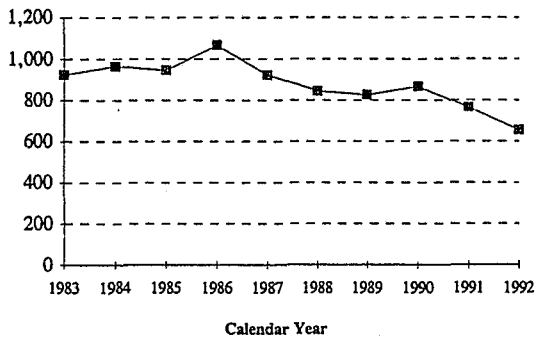
Traffic Citations Issued Per Employee

From 1983 through 1992, the number of traffic citations issued in Long Beach per traffic employee trended downward. In 1983, the number of citations issued per Department employee totaled 924. The number rose to a high of 1,067 in 1986 before trending downward to 606 in 1992, 34.4% below the 1983 level.

Including the Sheriff's traffic citations issued and traffic employees, citations issued per employee totaled 655 in 1992, 29.1% below the 1983 level. The decline represents an average decrease of 3.8% per year.

Exhibit 69

Traffic Citations Issued Per Employee



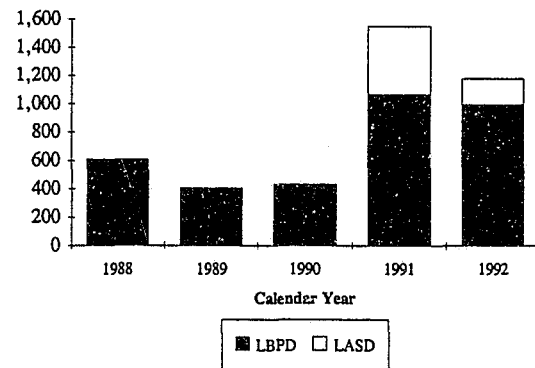
Note: Number of traffic citations issued by the LASD in Long Beach in 1990 is unavailable.

Driving Under the Influence (DUI) Arrests

Over the past five years, the number of DUI arrests grew substantially. In 1988, the LBPD traffic officers made 610 DUI arrests. In the following year, DUI arrests declined to 407 then rose to 433 in 1990. In 1991, DUI arrests increased dramatically to 1,068 then fell slightly to 995 in 1992. Comparing 1988 and 1992 totals shows that DUI arrests increased 63.1% during the period.

Exhibit 70

Driving Under the Influence Arrests



Note: Data prior to 1988 is unavailable.

The LASD made 484 DUI arrests in 1991 for a total of 1,552 including the LBPD's arrests. In 1992, the LASD made 185 DUI arrests for a total of 1,180 arrests including the LBPD's arrests. The difference between total DUI arrests in Long Beach in 1988 and 1992 represents a 93.4% increase.

INVESTIGATIVE SERVICES TRENDS

INVESTIGATIVE SERVICES TRENDS

The Department conducts investigations of reported crimes and special investigations with the intent of suppressing ongoing criminal activity. Investigations of reported crimes include efforts to identify the perpetrator of specific crimes against persons such as homicides, robberies, assaults, sexual assaults; or crimes against property such as burglaries, auto thefts, and forgery or fraud.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the City Prosecutor or County District Attorney. The investigators support the prosecution of suspects and often testify during criminal trials.

Special investigations to suppress criminal activity are focused primarily on illegal gang, drug, and vice activity. Investigators respond to complaints about these activities and attempt to suppress them through gathering intelligence, conducting searches and seizures, performing undercover activity, and making arrests of individuals involved in these activities.

These investigators also develop criminal cases and file the cases with the City Prosecutor or County District Attorney. In addition, they support prosecution of suspects and often testify during criminal trials.

Presented in this section are trends related to providing investigative services. For investigations of crimes against persons and crimes against property, trends showing the number of crimes reported, the number

of crimes cleared, the number of employees, and expenditure amounts.

Also, trends showing crimes reported per employee, crimes cleared per employee, expenditures per crime reported, and expenditures per crime cleared are provided.

For investigations of illegal drug and vice activity, trends presenting arrest data, the number of employees, expenditure amounts, arrests per employee, and expenditures per arrest are provided.

It should be noted that crimes reported in the area served by the Los Angeles County Sheriff's Department were investigated by LASD personnel beginning in late 1990. As a result, investigative trends of the LBPd were affected by the LASD providing service in Long Beach.

INVESTIGATIONS OF CRIMES AGAINST PERSONS

Crimes against persons include homicide, sexual assault, robbery, and violent crime cases. These crimes increased in the ten-year period from 1983 to 1992. In 1983, a total of 4,679 crimes against persons were reported in Long Beach. Reported crimes against persons rose to a high of 9,209 in 1991 before falling sharply to 6,925 in 1992. The rise in reported crimes against persons represents a 48.0% increase, or an average increase of 4.5% per year.

Exhibit 71

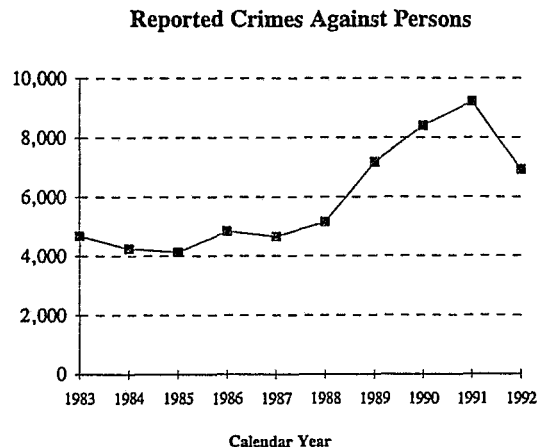
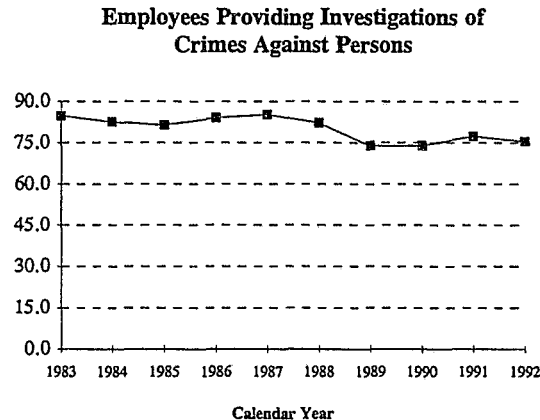


Exhibit 72



Crimes Against Persons -- Employees Providing Investigative Services

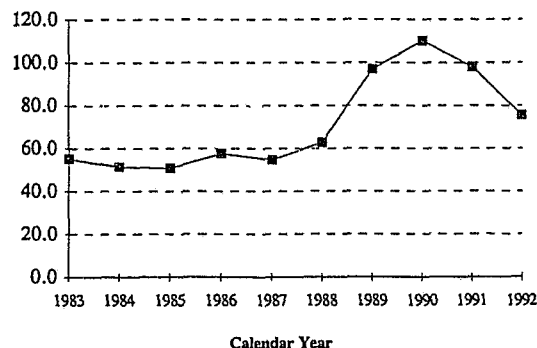
The number of Department employees providing investigative services of crimes against persons trended downward during the ten-year period 1983 through 1992. In 1983, 84.7 employees conducted investigations of crimes against persons. The number rose to a high of 85.2 in 1987 and fell to a low of 73.9 in 1989. Employees providing crimes against persons investigations climbed to 77.3 in 1991 then dipped slightly to 75.5 in 1992. The difference between the 1983 and 1992 levels represents a 10.9% decrease.

Crimes Against Persons -- Crimes Reported Per Employee

The number of crimes reported against persons per investigator assigned to handle these cases varied substantially during the ten-year period 1983 through 1992. In 1983, there were 55.2 reported crimes against persons per investigator. This dropped to a low of 50.8 in 1985 before climbing to a high of 110.2 in 1990. After that year, reported crimes per investigator declined for two years to 75.4 in 1992, 36.6% above the 1983 level.

Exhibit 73

Reported Crimes Against Persons Per Investigative Employee



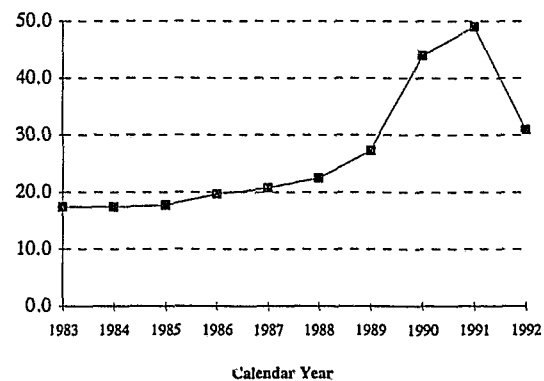
Note: In 1990-92, only crimes reported in the area served by the LBPD are included.

Crimes Against Persons -- Crimes Cleared Per Employee

During the period 1983 through 1992, the number of crimes cleared per investigator of crimes against persons rose substantially. In 1983, the number of crimes cleared per employee totaled 17.4. Crimes cleared per employee steadily climbed to a high of 49.0 in 1991 before falling to 31.0 in 1992. The difference in the 1983 and 1992 levels represents an increase of 78.2%, or an average of 6.6% per year.

Exhibit 74

Crimes Against Persons Cleared Per Investigative Employee



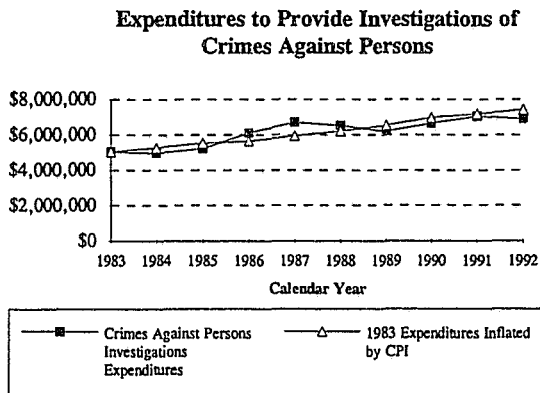
Note: In 1990-92, only crimes cleared by the LBPD are included.

Crimes Against Persons -- Expenditures

During the ten-year period 1983 through 1992, expenditures showed an upward trend. In 1983, expenditures totaled \$5.06 million then dipped the next year to a low of \$4.98 million. Expenditures rose to \$6.70 million in 1987 before falling to \$6.20 million in 1989. By 1992, expenditures climbed to \$6.90 million.

The difference in expenditures between the 1983 and 1992 amounts represents an increase of 36.4%, or an average of 3.5% per year. Had expenditures kept up with the average inflation rate for the period, 1992 expenditures would have totaled \$7.43 million, or \$530,000 more than the 1992 expenditure level.

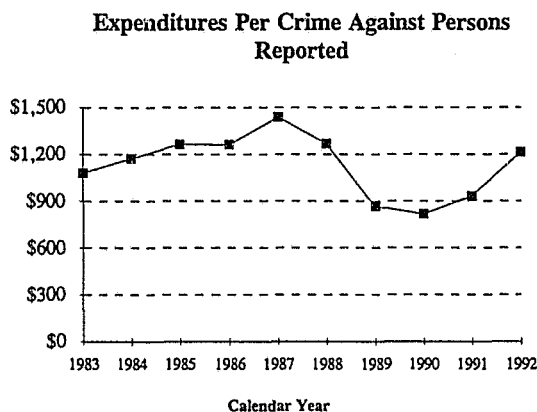
Exhibit 75



Crimes Against Persons -- Expenditures Per Crime Reported

During the period 1983 through 1992, expenditures per reported crime against persons to investigations varied widely. In 1983, the Department expended \$1,081 per reported crimes against persons. Expenditures rose to a high of \$1,439 in 1987 before falling to a low of \$816 in 1990. After 1990, expenditures rose for two years to \$1,213 in 1992, 12.2% above the 1983 level.

Exhibit 76

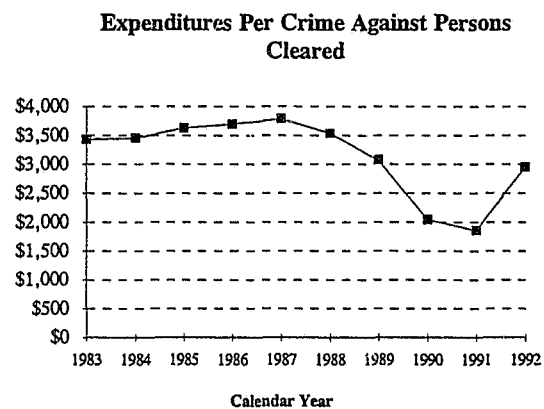


Note: In 1990-92, only crimes reported in the area served by the LBPD are included.

Crimes Against Persons -- Expenditures Per Crime Cleared

From 1983 through 1987, investigations expenditures per crime against persons cleared climbed from \$3,433 to \$3,790. After 1987, expenditures per crime cleared fell for four years to \$1,862 in 1991. In 1992, expenditures rose to \$2,953, 14.0% below the 1983 level.

Exhibit 77



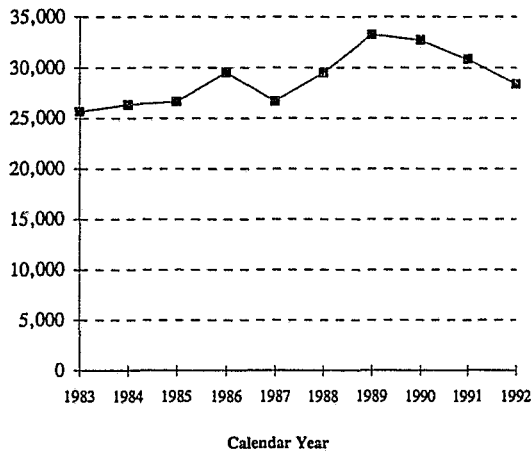
Note: In 1990-92, only crimes cleared by the LBPD are included.

INVESTIGATIONS OF CRIMES AGAINST PROPERTY

Crimes against property include burglary/theft, auto theft, larceny/theft, and forgery/fraud cases. In the ten-year period from 1983 to 1992, the number of crimes against property fluctuated. In 1983, a total of 25,655 crimes against property were reported. The number rose to a high of 33,263 in 1989 then declined three years to 28,412 in 1992. The difference between the 1983 and 1992 levels represents a 10.7% increase.

Exhibit 78

Reported Crimes Against Property



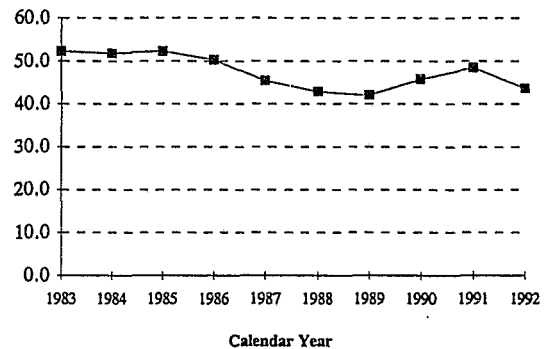
Note: Does not include reported arsons.

Crimes Against Property -- Employees Providing Investigative Services

During the ten-year time frame 1983 through 1992, the number of employees providing investigative services of crimes against property trended downward. In 1983, 52.3 employees conducted crimes against property investigations, the highest staffing level for the period. The number fell to a low of 42.1 in 1989 before rising to 43.7 in 1992. The difference between the 1983 and 1992 levels represents a 16.4% decrease.

Exhibit 79

Employees Providing Investigations of Crimes Against Property

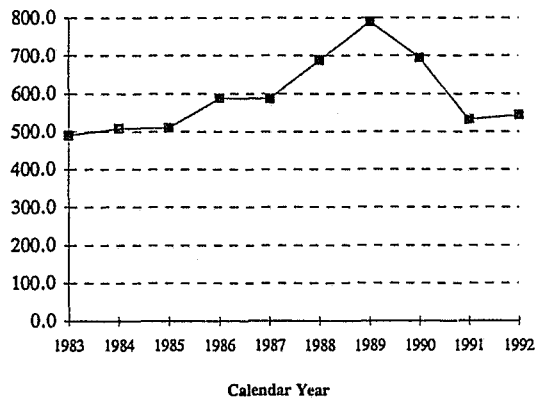


Crimes Against Property -- Crimes Reported Per Employee

The number of crimes reported against property per investigator assigned to handle these cases fluctuated substantially during the period 1983 through 1992. In 1983, there were 490.5 crimes reported for each investigator. This increased to a high of 790.1 in 1989 before falling to 532.0 in 1991. In 1992, the number climbed to 544.3, 11.0% above the 1983 level.

Exhibit 80

Reported Crimes Against Property Per Investigative Employee



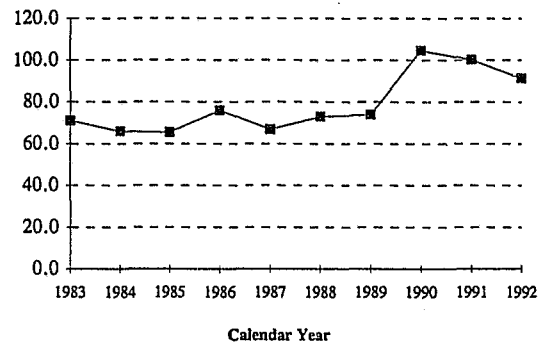
Note: In 1990-92, only crimes reported in the area served by the LBPD are included.

Crimes Against Property -- Crimes Cleared Per Employee

In 1983, the number of crimes cleared per employee investigating crimes against property totaled 71.1. Crimes cleared per employee dipped to a low of 65.5 in 1985, then gradually rose to 74.0 in 1989. In 1990, the number grew substantially to 104.7 before falling for two years to 91.4 in 1992. The difference between the 1983 and 1992 amounts represents a 28.6% increase.

Exhibit 81

Crimes Against Property Cleared Per Investigative Employee



Note: In 1990-92, only crimes cleared by the LBPD are included.

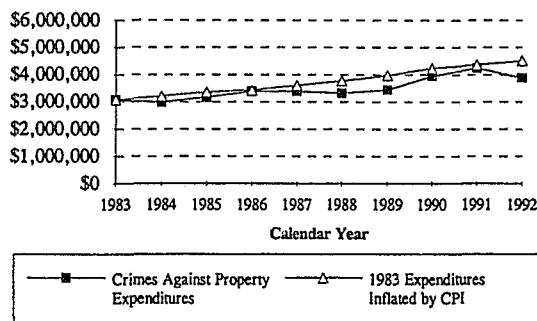
Crimes Against Property -- Expenditures

During the ten-year period 1983 through 1992, expenditures for investigations of crimes against property showed a general upward trend. In 1983, expenditures totaled \$3.07 million. Expenditures dipped to a low of \$2.98 million the next year then rose gradually to a high of \$4.24 million in 1991. In 1992, expenditures fell to \$3.88 million, 26.4% above the 1983 level.

This rise represents an average increase of 2.6% per year, below the inflation rate for the period. Had expenditures kept up with the CPI, 1992 expenditures would have totaled \$4.51 million, or \$630,000 more than the amount expended.

Exhibit 82

Expenditures to Provide Investigations of Crimes Against Property

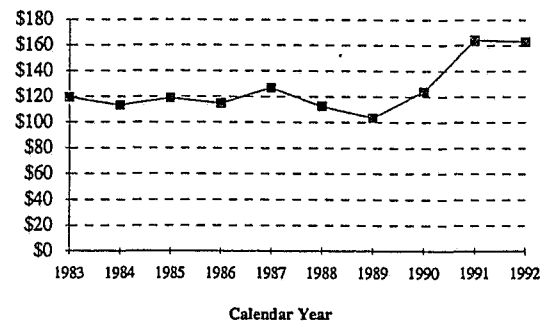


Crimes Against Property -- Expenditures Per Crime Reported

During the period 1983 through 1988, investigations expenditures per crimes against property reported remained comparatively stable. In 1983, expenditures per crime reported equaled \$120. In the next year expenditures per crime reported dipped to \$113 then rose to \$127 in 1987. Two years later expenditures per crime reported fell to \$104, a low for the period, before rising to \$164 in 1991. In 1992, the number declined slightly to \$163, 35.8% above the 1983 level.

Exhibit 83

Expenditures Per Crime Against Property Reported



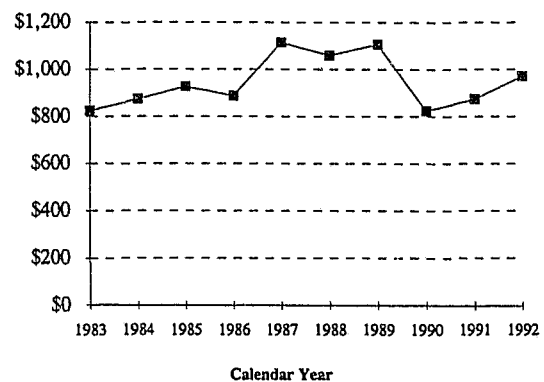
Note: In 1990-92, only crimes reported in the area served by the LBPD are included.

Crimes Against Property -- Expenditures Per Crime Cleared

Over the 1983 though 1992 period, investigations expenditures per crime against property cleared ranged between a low of \$825 in 1983 to a high of \$1,114 in 1987. Expenditures per crime cleared totaled \$970 in 1992, 17.6% above the 1983 amount.

Exhibit 84

Expenditures Per Crime Against Property Cleared



Note: In 1990-92, only crimes cleared by the LBPD are included.

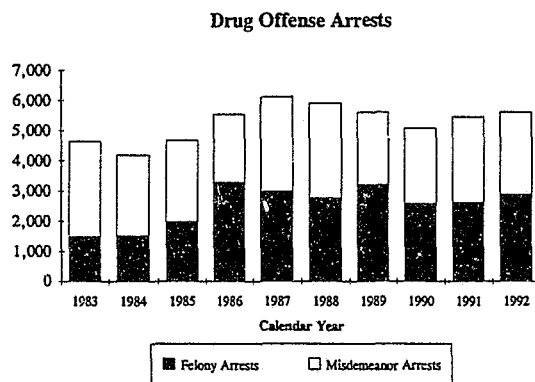
ILLEGAL DRUG ACTIVITY INVESTIGATIONS

Possession, distribution, or use of certain drugs is against the law. Drug investigations employees respond to complaints of illegal drug activity and conduct investigations of drug traffickers.

Drug Offense Arrests

The number of arrests made by the Department for narcotics crimes fluctuated considerably during the past ten years. In 1983, the Department made 4,653 narcotics arrests. Arrests fell to a low of 4,197 in 1984 before reaching a high of 6,123 in 1987. After 1987, arrests declined for three years to 5,075 in 1990, then rose for two years to 5,614 in 1992. The difference between the 1983 and 1992 levels represents a 20.7% increase.

Exhibit 85



In 1983, 32% of drug arrest were felony arrests and 68% were misdemeanor arrests; in 1992, 51% of drug arrests were felony arrests and 49% were misdemeanor arrests.

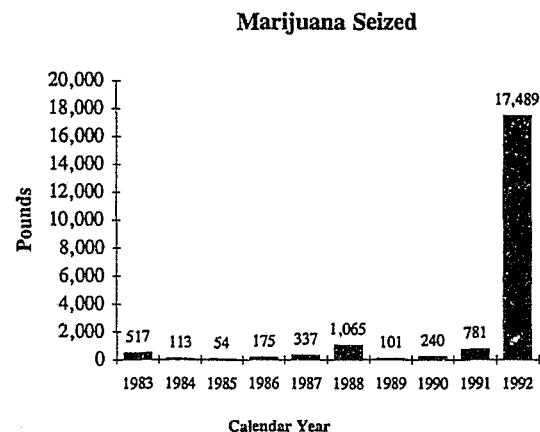
The Department seized narcotics during the

these arrests. Shown below are trends of the amount of marijuana, cocaine, phencyclidine (PCP), and heroin seized over the past ten years.

Illegal Drug Activity Investigations -- Marijuana Seized

From 1983 through 1991, the amount of marijuana seized by the Department ranged from a low of 54 pounds in 1985 to a high of 1,065 pounds in 1988. In 1992, the Department seized 17,489 pounds of marijuana.

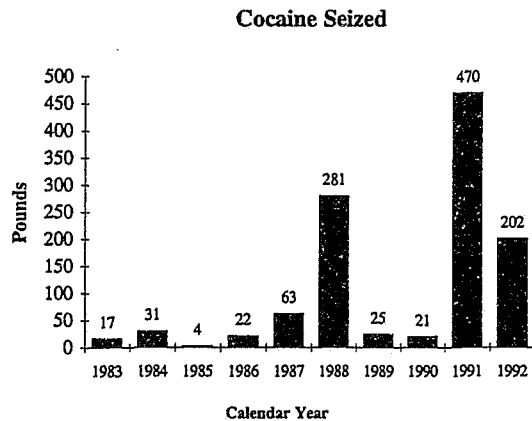
Exhibit 86



Illegal Drug Activity Investigations -- Cocaine Seized

During the period 1983 through 1990, the amount of cocaine seized by the Department ranged from a low of 4 pounds in 1985 to a high of 281 pounds in 1988. In 1991, the Department seized 470 pounds and in 1992, the Department seized 202 pounds.

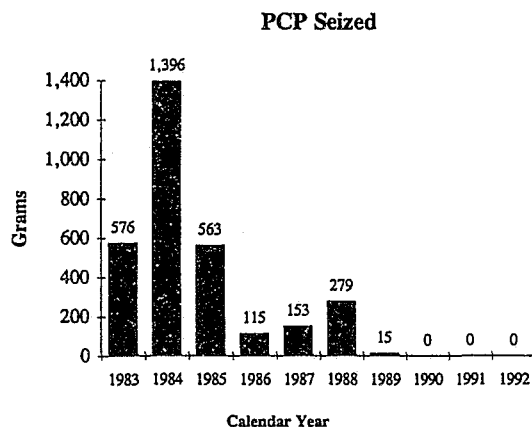
Exhibit 87



Illegal Drug Activity Investigations -- Phencyclidine (PCP) Seized

In 1983, the Department seized 576 grams of PCP. The amount seized increased to 1,396 in 1984 then declined to 563 the following year. From 1986 through 1988, PCP seized rose from 115 to 279, then declined to 15 grams in 1989. The Department did not seize any PCP from 1990 through 1992.

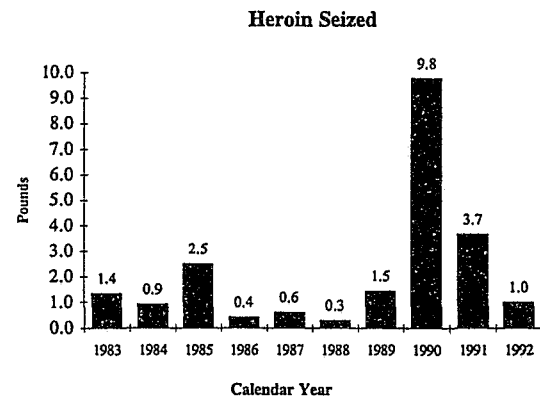
Exhibit 88



Illegal Drug Activity Investigations -- Heroin Seized

During the period 1983 through 1989, the amount of heroin seized by the Department ranged from 0.3 pounds to 1.5 pounds. In 1990, the amount of heroin seized increased considerably to 9.8 pounds. Heroin seized declined after 1990 to 3.7 pounds in 1991 and 1.0 pounds in 1992.

Exhibit 89

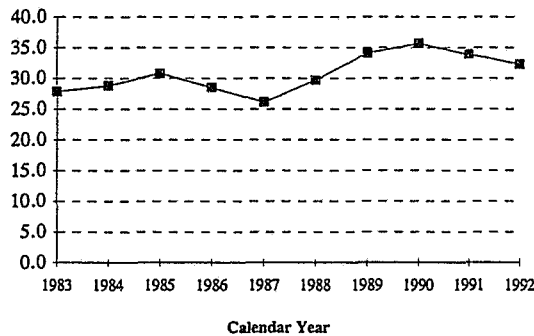


Illegal Drug Activity Investigations -- Employees

The number of employees providing illegal drug investigative services varied over the past ten years. Employees totaled 27.8 in 1983, rising to 30.8 in 1985. The number declined for two years to a low of 26.1 before climbing to a high of 35.7 in 1990. In 1991, employees investigating illegal drug activities dipped to 33.9 and continued to decline to 32.3 in 1992. The growth in the level of employees over the ten-year period represents an increase of 16.2%.

Exhibit 90

Employees Performing Drug Investigations

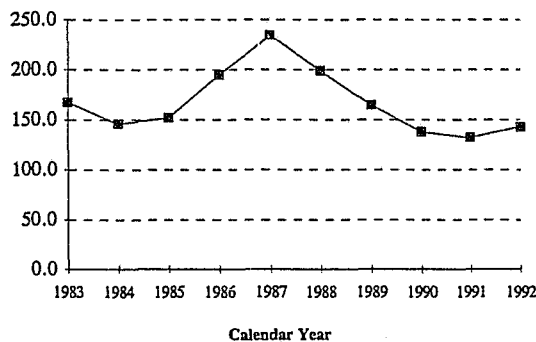


Illegal Drug Activity Investigations -- Arrests Per Employee

During the period 1983 through 1992, the number of narcotics arrests made per drug investigations employee varied substantially. In 1983, arrests per employee totaled 167.4. The number dipped to 145.7 in 1984, then rose for three years to 234.6 in 1987. After 1987, the number fell for four years to 132.2 in 1991 before climbing to 142.9 in 1992. The difference between the 1983 and 1992 levels represents a decrease of 14.6%.

Exhibit 91

Narcotics Arrests Per Investigative Employee



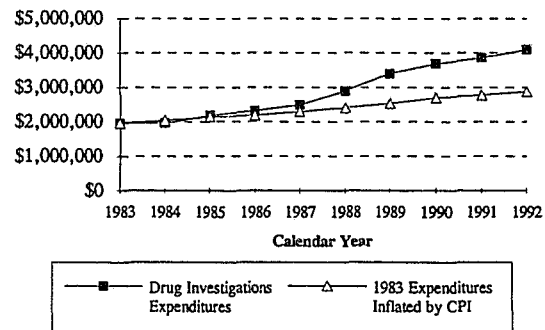
Illegal Drug Activity Investigations -- Expenditures

Expenditures for illegal drug investigations grew substantially over the past ten years. The Department spent \$1.96 million for drug investigations in 1983. Expenditures rose steadily to \$4.10 million in 1992, 109% above the 1983 level, or an average annual increase of 8.6%.

This rate of increase exceeded inflation for the period. If expenditures grew at the CPI rate, 1992 expenditures would have totaled \$2.88 million, \$1.22 million less than the amount expended.

Exhibit 92

Expenditures to Provide Drug Investigations



Illegal Drug Activity Investigations -- Expenditures Per Arrest

Over the ten-year period 1983 through 1992, drug investigations expenditures per narcotics arrests rose substantially. The amount totaled \$421 in 1983. In 1987, expenditures dropped to a low of \$407 before increasing steadily to \$888 in 1992. The difference between the 1983 and 1992 levels represents an increase of 111%, or an average of 8.7% annually.

Exhibit 93

Expenditures Per Drug Offense Arrest

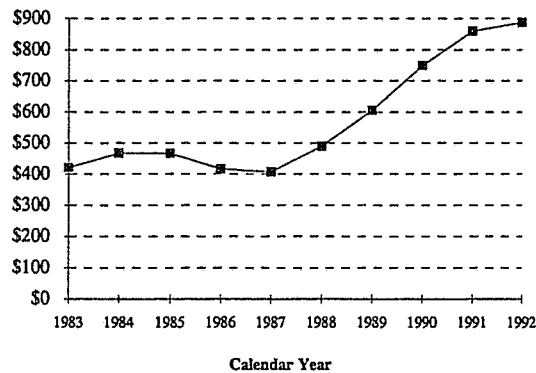
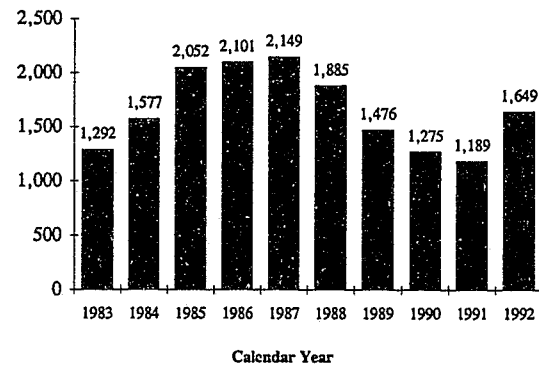


Exhibit 94

Felony and Misdemeanor Sex Offense Arrests



Note: Includes felony arrests for lewd conduct and misdemeanor arrests for lewd conduct, prostitution, and indecent exposure.

VICE CRIME INVESTIGATIONS

Employees assigned to vice investigate cases of prostitution, lewd behavior, and illegal gambling.

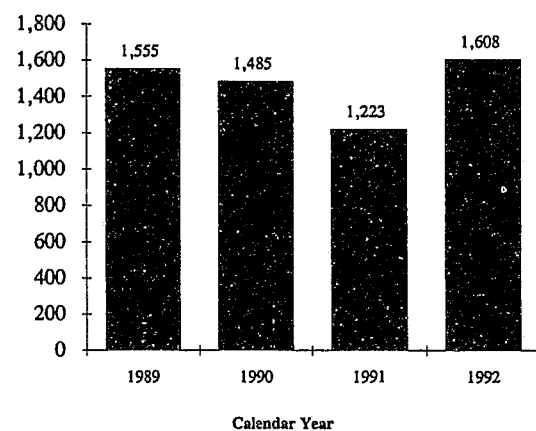
Sex Offense Arrests

During the ten-year period, the number of sex offense arrests (felony lewd conduct, misdemeanor lewd conduct, prostitution, and indecent exposure) varied considerably. In 1983, the Department made 1,292 sex offense arrests. Arrests rose for four years to 2,149 in 1987 before falling for four years to 1,189 in 1991. In 1992, arrests totaled 1,649, 27.6% above the 1983 level.

Vice investigators also enforce laws regarding the dispensing of alcoholic beverages. The number of bar citations or arrests over the last four years ranged from a low of 1,223 in 1991 to a high of 1,608 in 1992.

Exhibit 95

Bar Citations or Arrests

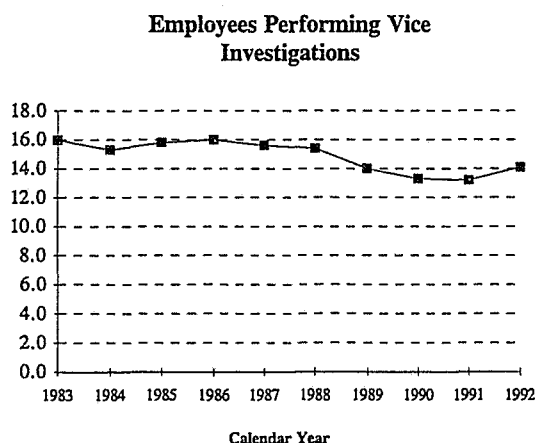


Note: Data prior to 1989 is unavailable.

Vice Crime Investigations -- Employees

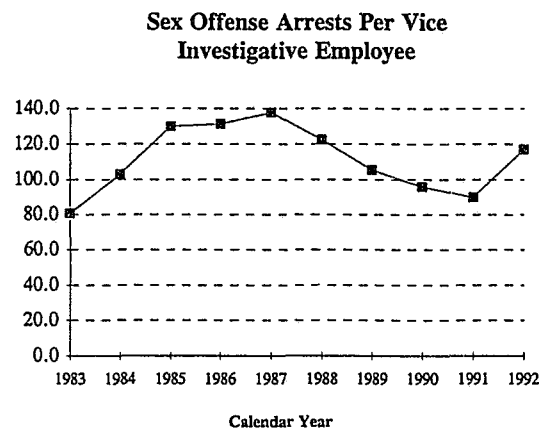
The number of employees providing vice investigative services remained relatively stable for the past ten years. In 1983, the number of employees totaled 16.0. During the period, employees ranged from a high of 16.0, in both 1983 and 1986, to a low of 13.2 in 1991. There were 14.1 employees investigating vice cases in 1992, 11.9% below the level in 1983.

Exhibit 96

**Vice Crime Investigations -- Arrests Per Employee**

During the period 1983 through 1997, sex offense arrests per vice investigations employee rose from 80.8 in 1983 to 137.8 in 1987. After 1987, arrests per employee declined for four years to 90.1 in 1991. In 1992, the number climbed to 117.0, an increase of 44.8% above the 1983 level.

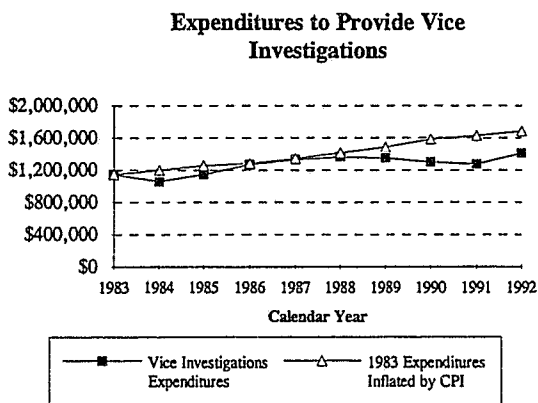
Exhibit 97

**Vice Crime Investigations -- Expenditures**

Over the past ten years, expenditures to provide vice investigations varied slightly. In 1983, expenditures totaled \$1.15 million. Expenditures dropped to a low of \$1.06 million the next year before gradually climbing to \$1.37 million in 1988. After 1988, expenditures fell for three years to \$1.27 million in 1991 before climbing to \$1.41 million in 1992, 22.6% above the 1983 level.

The difference in expenditures represents an average increase of 2.3% per year, below the CPI for the period. Had expenditures kept up with inflation during the ten-year period, 1992 expenditures would have totaled \$1.69 million or \$280,000 more than the amount expended.

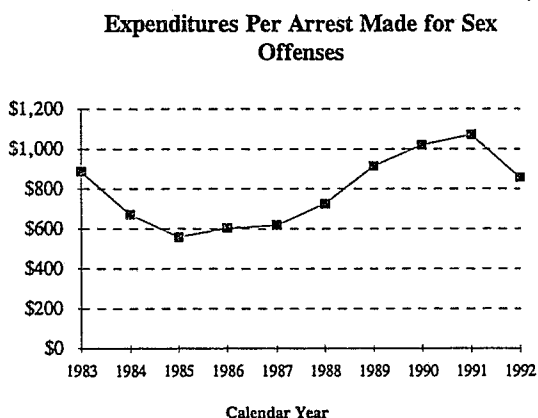
Exhibit 98



Vice Activity Investigations -- Expenditures Per Arrest

In 1983, vice investigations expenditures per sex offense arrest totaled \$887. The amount fell for two years to \$558 then rose for six years to \$1,072 in 1991. In 1992, expenditures per arrest totaled \$856, 3.5% below the 1983 level.

Exhibit 99



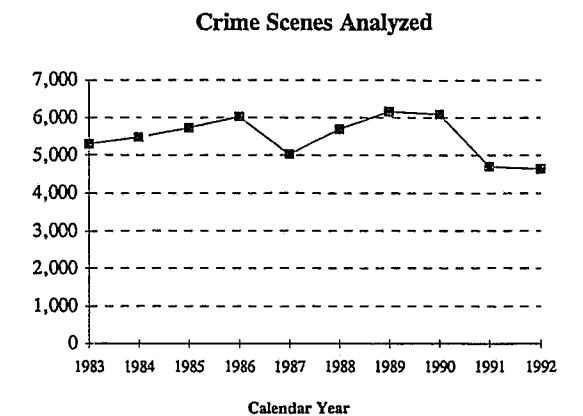
CRIME SCENE ANALYSIS

The Department's crime laboratory personnel provide a number of services to support investigators in solving crimes and

prosecuting criminals. Crime lab personnel conduct crime scene investigations, analyze and identify fingerprints, examine evidence, and testify in court.

During the period 1983 through 1992, the number of crime scenes analyzed by lab personnel varied. In 1983, crime lab personnel analyzed 5,303 crime scenes. Investigations climbed for three years to 6,031 in 1986 before dropping to 5,031 in 1987. Crime scenes analyzed reached a high of 6,163 in 1989. After 1989, crime scene investigations fell for three years to 4,647 in 1992 due to the LA County Sheriff's providing service in a portion of the City during this period.

Exhibit 100



SUPPORT SERVICES TRENDS

SUPPORT SERVICES TRENDS

In addition to direct services provided to the public, the Department provides indirect services which support the direct services. Major support services in the Department include jail services, records management, personnel management, budget management, community relations, and internal affairs. Presented below are employee and expenditure trends for these support services.

JAIL SERVICES

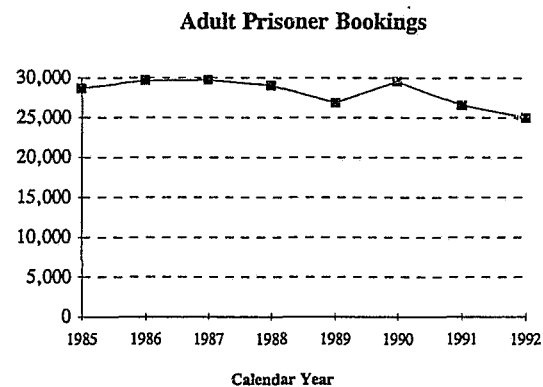
Jail-related services is a primary support service of the Department. The function involves prisoner processing, bookings, detention, and food services.

Jail Services -- Adult Prisoner Bookings

In 1985, the number of adult prisoners booked by the LBPD totaled 28,694. The number increased for two years to 29,736 in 1987 then declined for two years to 26,857 in 1989. Adult prisoners booked climbed to 29,553 in 1990 then fell for two years to 25,010 in 1992. The difference between the 1985 and 1992 levels represents a 12.8% decrease, or an average decline of 1.9% per year.

A reason for the decline in the 1991 and 1992 is the contract with the LASD to patrol portions of the City. Prisoners arrested by the Sheriff were booked at the LASD facility in Lakewood.

Exhibit 101

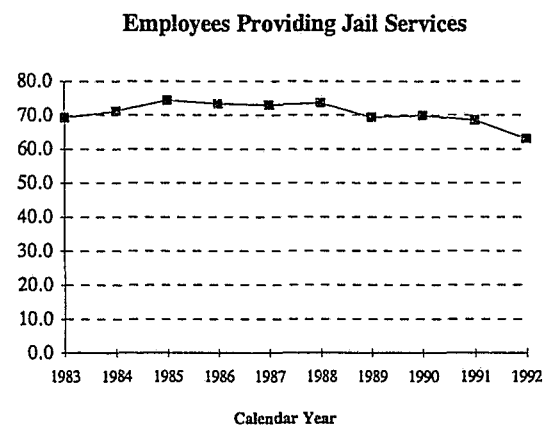


Note: Adult bookings information prior to 1985 is unavailable.

Employees Providing Jail Services

From 1983 through 1992, the number of Department employees providing jail services declined slightly. In 1983, the number of jail employees totaled 69.3. The number rose to a high of 74.4 in 1985 then trended downward to a low of 63.1 in 1992, or 8.9% below the 1983 level.

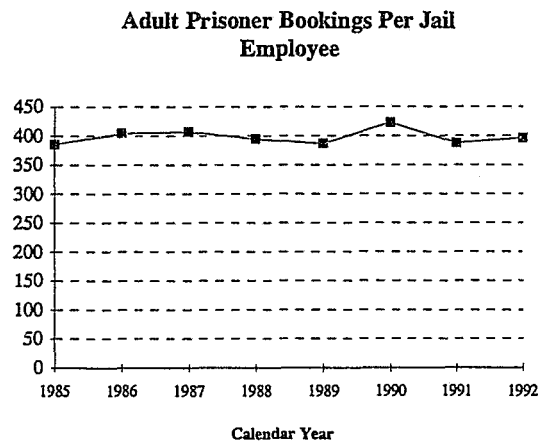
Exhibit 102



Adult Prisoner Bookings Per Jail Employee

During the six-year period 1985 through 1990, the number of adult prisoner bookings per jail employee ranged from a low of 386 in 1985 to a high of 423 in 1990. In 1991, the number dropped to 388 before rising to 396 in 1992. The difference between the 1985 and 1992 levels represents a 2.6% increase.

Exhibit 103



Note: Booking information prior to 1985 is unavailable.

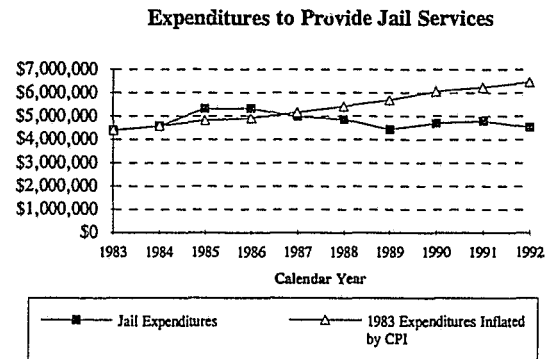
Expenditures to Provide Jail Services

Expenditures for jail services remained relatively stable over the ten-year period 1983 through 1992. In 1983, jail expenditures totaled \$4.40 million. Expenditures grew to a high of \$5.33 million in 1985 before falling to \$4.53 million in 1992.

The difference between the 1983 and 1992 levels represents an increase of 3%, or an annual average of 0.3%, well below the average annual CPI increase for the period. Had expenditures increased at the CPI, 1992 expenditures would have totaled

\$6.47 million, \$1.94 million more than the amount expended.

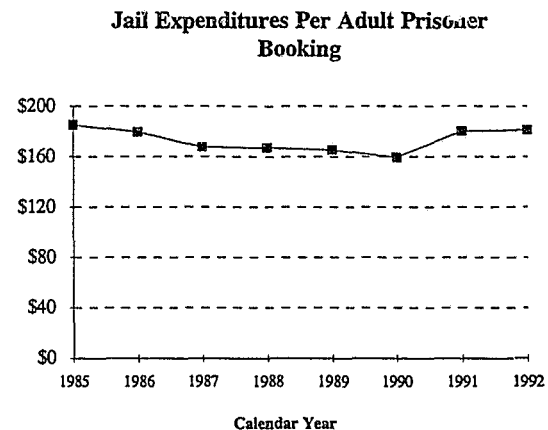
Exhibit 104



Jail Expenditures Per Adult Prisoner Booking

Jail expenditures per adult prisoner booking fluctuated slightly over the past eight years. In 1985, jail expenditures per booking amounted to \$185. Expenditures declined for five years to \$159 in 1990. After 1990, expenditures rose for two years to \$181 in 1992, 2.2% below the 1985 amount.

Exhibit 105



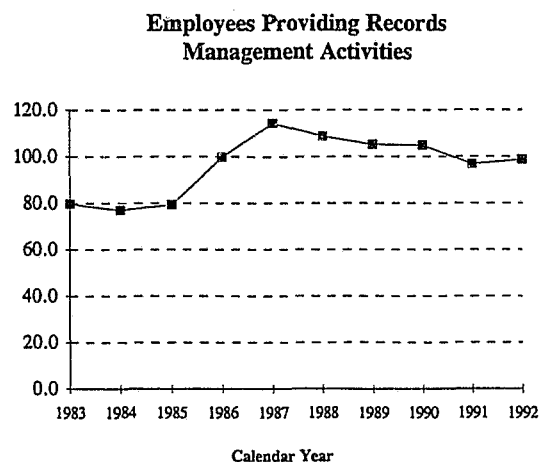
RECORDS MANAGEMENT SERVICES

Records management is another major support function in the Department. It involves various services including processing crime and arrest reports, preparing monthly statistical reports, and maintaining files of individuals arrested.

Employees Providing Records Management Services

The number of employees providing records management services varied moderately during the ten-year period 1983 through 1992. In 1983, the number of records employees totaled 79.7; it dipped to 77.0 in 1984 then grew to 114.5 in 1987. After 1987, the number of employees showed a downward trend to 98.8, 24.0% above the 1983 level.

Exhibit 106



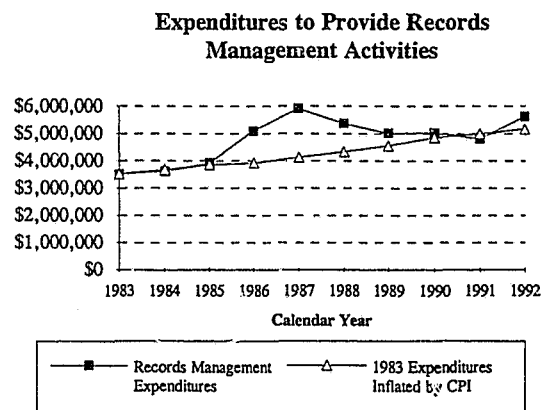
Expenditures to Provide Records Management Services

Expenditures for records management showed an upward trend over the past ten years. In 1983, outlays for records

management totaled \$3.51 million. Expenditures grew for four years to \$5.91 million in 1987, then declined to \$4.80 million in 1991. In 1992, expenditures rose substantially to \$5.62 million, or 60.1% over the 1983 expenditure level.

This difference represents an average increase of 5.4% per year, above the CPI increase for the period. Had expenditures grown at the inflation rate, 1992 expenditures would have totaled \$5.16 million, or \$460,000 less than the amount expended.

Exhibit 107



PERSONNEL MANAGEMENT SERVICES

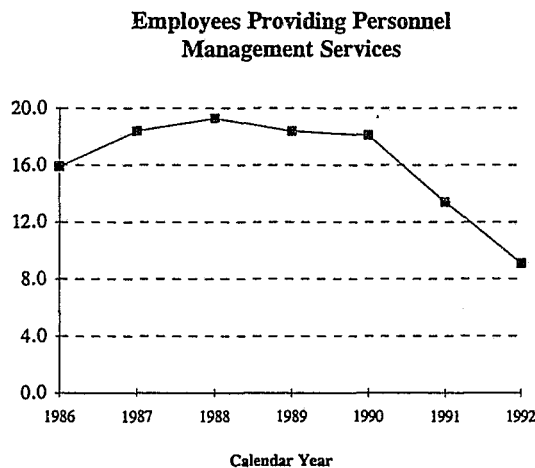
Personnel management is another significant support function. It involves the recruiting, hiring, and training of Department personnel.

Employees Providing Personnel Management Services

The number of employees providing personnel management services during the seven-year period 1986 through 1992

fluctuated somewhat. In 1986, 15.9 Department employees provided personnel services. Employees reached a high of 19.3 in 1988 before declining yearly to 9.1 in 1992. The difference between the 1986 and 1992 employee levels represents a 42.8% decrease.

Exhibit 108



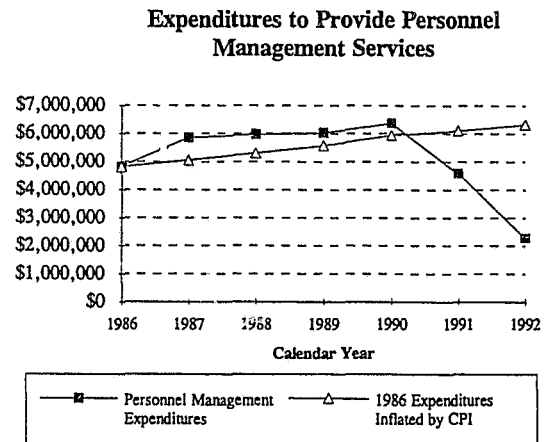
Note: Number of personnel management employees prior to 1986 are not specifically identified in FMS. Decline in employees since 1990 due in part to Department reorganization.

Expenditures to Provide Personnel Management Services

In 1986, expenditures to provide personnel management services totaled \$4.81 million. Expenditures rose steadily to \$6.73 million in 1990 before declining sharply for two years to \$2.28 million in 1992.

The difference between the 1986 and 1992 expenditure levels represents a 52.6% decline. Had expenditures kept pace with inflation, 1992 expenditures would have totaled \$6.32 million, or \$4.04 million more than the amount expended.

Exhibit 109



Note: Personnel management expenditures prior to 1986 are not specifically identified in FMS. Decline in expenditures due in part to Department reorganization.

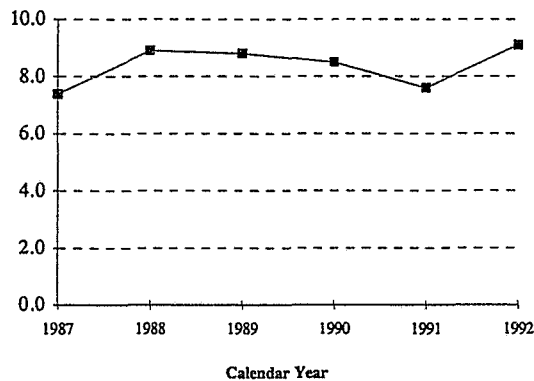
BUDGET MANAGEMENT SERVICES

Another major support function is budget management. It provides a number of services including compiling the Department's budget for inclusion in the City's annual Resource Allocation Plan, monitoring Department revenues and expenditures, and performing Department purchasing.

Employees Providing Budget Management Services

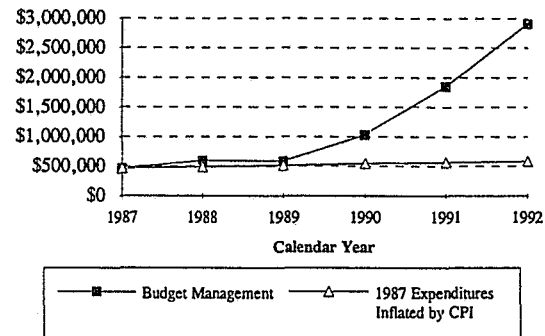
In 1987, 7.4 employees provided budget management services. The staffing level rose to 8.9 in 1988 before falling for three years to 7.6 in 1991. In 1992, the number of employees climbed to 9.1, an increase of 23% above the 1987 level.

Exhibit 110

Employees Providing Budget Management Services

Note: Number of Budget Management employees prior to 1987 are not specifically identified in FMS.

Exhibit 111

Expenditures to Provide Budget Management Services

Note: Budget Management expenditures prior to 1987 are not specifically identified in FMS. Increase in expenditures due to Department reorganization.

Expenditures to Provide Budget Management Services

Expenditures to provide budget management services rose sharply during the period 1987 through 1992, particularly since 1990. In 1987, budget management expenditures totaled \$466,000. Expenditures rose to \$1.03 million in 1990. In 1991, expenditures grew to \$1.84 million and continued to rise to \$2.91 million in 1992, an increase of over 500% above the 1987 amount.

If expenditures rose with inflation, 1992 expenditures would have totaled \$583,000, or \$2.33 million less than the amount expended.

COMMUNITY RELATIONS SERVICES

The community relations function serves as a link between the Department and the public. Community relations staff work with public advisory and neighborhood groups to keep the community informed of police and related issues, as well as to obtain suggestions from the public for improvements to the Department.

Employees Providing Community Relations Services

The number of employees providing community relations and neighborhood watch rose during the ten-year period 1983 through 1992. In 1983, the number of employees totaled 14.5; it increased to a high of 21.2 in 1987. Following 1987, the number showed a slight downward trend to 18.4 in 1992, or 26.9% above the 1983 level.

Exhibit 112

Employees Providing Community Relations and Neighborhood Watch Activities

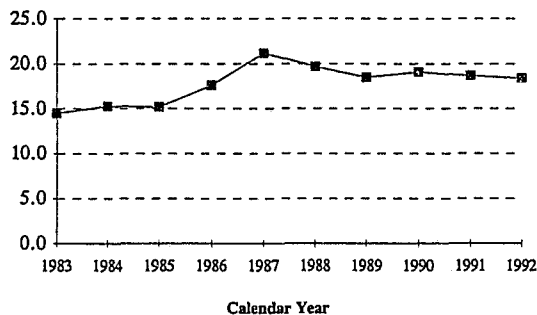
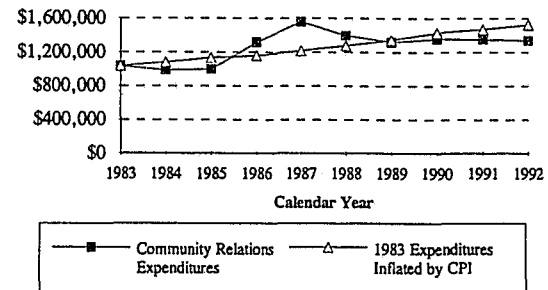


Exhibit 113

Expenditures to Provide Community Relations and Neighborhood Watch Activities



Expenditures to Provide Community Relations Services

Expenditures for community relations services including the neighborhood watch program grew slightly over the period. Community relations and neighborhood watch expenditures totaled \$1.04 million in 1983. Expenditures declined to \$989,000 the following year before rising to a high of \$1.56 million in 1987. In 1988, expenditures amounted to \$1.40 million then trended downward to \$1.34 million in 1992.

The difference between the 1983 and 1992 expenditure levels represents an 29% increase, or an average increase of 2.9% per year, below the CPI for the period. If expenditures rose at the inflation rate, 1992 expenditures would have totaled \$1.53 million, or \$190,000 more than the amount expended.

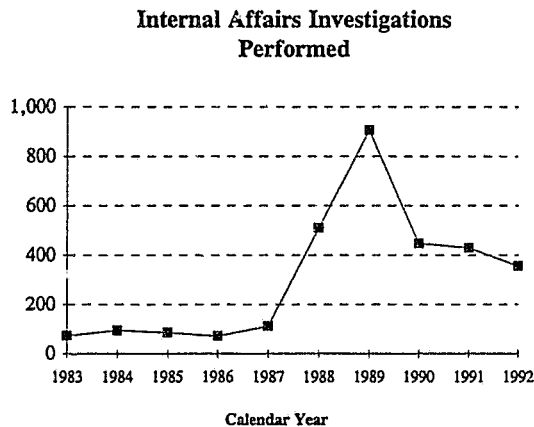
Internal Affairs

The LBPD's Internal Affairs Division investigates complaints of misconduct made by the public and complaints initiated from within the Department. The Division reports directly to the Chief.

Over the past ten years, the number of investigations performed by Internal Affairs varied widely. From 1983 through 1987, the number of complaints investigated by Internal Affairs ranged from a low of 72 to a high of 112. During this period, Internal Affairs did not handle and track all complaints. Some complaints were handled at the Bureau level.

After 1987, Internal Affairs investigated all complaints received. In 1988, the number of investigations performed by Internal Affairs totaled 510. The number rose sharply in 1989 to 906 then declined to 447 the next year. Internal Affairs investigations continued to decline for two years to 356 in 1992.

Exhibit 114

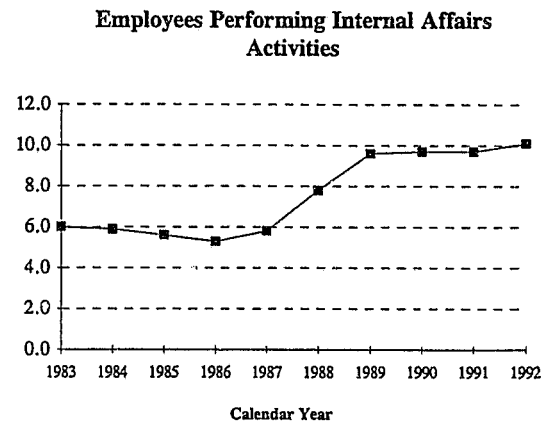


Note: Prior to 1988, Internal Affairs did not handle and track all citizen and administrative complaints. Some complaints were handled at the Bureau level. For the period 1983 through 1987, the number of investigations includes only those conducted by Internal Affairs.

Employees Performing Internal Affairs Activities

The number of employees performing internal affairs activities grew during the past ten years. In 1983, Internal Affairs employees totaled 6.0. The number declined slightly for three years to 5.3 in 1985 before rising to a high of 10.1 in 1992. The rise over the ten-year period represents an increase of 68.3%, or an annual average increase of 6.0%.

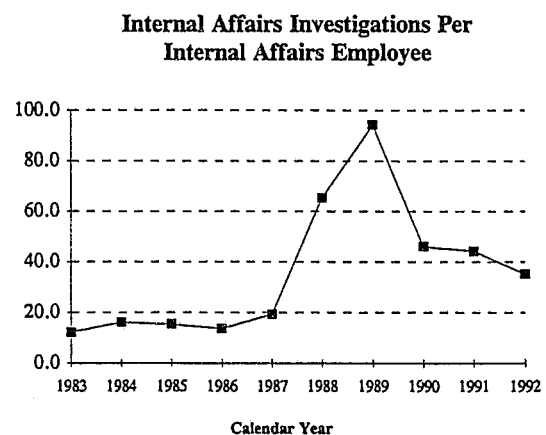
Exhibit 115



Internal Affairs Investigations Per Employee

Prior to Internal Affairs reviewing all complaints, investigations per Internal Affairs employee ranged from a low of 12.2 in 1983 to a high of 19.3 in 1987. In the two years after 1987, investigations per employee rose significantly, totaling 94.4 in 1989. Following that year, investigations per employee declined for three years to 35.2 in 1992.

Exhibit 116



Expenditures to Provide Internal Affairs Activities

Expenditures to provide internal affairs activities rose significantly over the past ten years. In 1983, Internal Affairs expenditures amounted to \$355,000. Since then, expenditures increased steadily each year. In 1992, expenditures totaled \$1.05 million, about 195% more than the 1983 amount.

This difference represents an average increase of 12.8% per year, substantially above inflation for the period. If 1983 expenditures rose with the CPI, 1992 expenditures would have totaled \$522,000, \$528,000 less than actual expenditures.

Exhibit 117

