



Police and Fire Department

Comprehensive Analyses





Comprehensive Analyses

- Preliminary Department Analysis prior to Measure U
- Center for Public Safety Management (CPSM)
Comprehensive Analyses - Purpose and Scope



CPSM Police Operations and Data Analysis Report



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POLICE DEPARTMENT



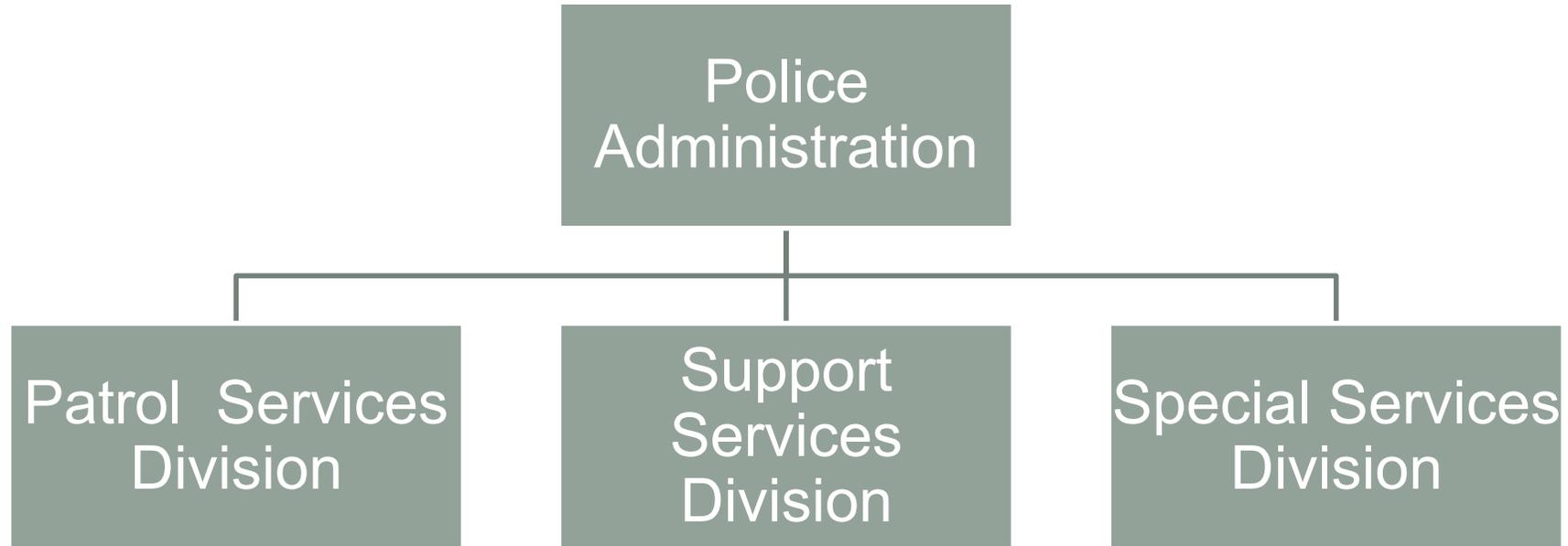
Our Mission

Working With Our Community To Provide
Professional Police Services Since 1858



The Department FY22

101 FTE 70 Sworn



Handling approximately 60,000 events annually the Department provides full-service policing services to our community 24/7/365

Focusing on the Future



- Current 3-year strategic plan
- January 2022 - December 2024
- Strategic goals:
 1. Organizational Wellness and Professional Development
 2. Crime and Collision Reduction
 3. Active Partnerships
 4. Safe Spaces
 5. Transparent Accountability

Focus Areas

Organizational Wellness
and
Professional
Development

Identify Violent
Crime and Collision
Reduction Strategies

Stabilize and Maintain
Patrol Staffing

Focus on Evidence
Based Policing
Through Data

Increase Officer
Available Time to
40% or Greater

Complete Organizational
Workload and
Facility Analysis





The Department Today

103 FTE 70 Sworn



16% of dispatched calls for service now being diverted to SAFE Team Annually

Implemented/In Progress Recommendations



- Organizational Restructuring (28)(48)(49):
 - Rename Patrol Services to Field Services (4)(27)
 - Restored funding for Civilian Manager – Technical Services Division (62)
 - Established Professional Standards Division (112)(113)
- Evaluate updating/expanding/rebuilding main police facility (110) (111)
- Completed and adopted Department Training Plan (1) (2) (3) (31)
- Additional Patrol Sergeant Pilot Program (5)
- Fund Police Officer over hire positions to maintain 95% staffing levels (10)
- Develop and Deploy Community Impact Response Team (CIRT) (17) (18)
- Relocate PD IT Specialist (47)
- Institute Vehicle Replacement Benchmarks (19)(20)(21)(22)(23)
- Policy and Oversight – Hybrid Model (116)(117)(118)(119)
- Professional Standards (120-131) all items
- Use of Force Recommendations (132-134)

Remaining Priority CPSM Recommendations



- **Police Facility** - Investigate the feasibility of updating and expanding the main police facility to meet the current needs of the department. (110)(111)
- **Employee Wellness** - Create an employee wellness committee to annually review the employee wellness programs offered. (114)
- **Patrol Supervision** - Seek funding for one additional new sergeant position to, where practical, assume responsibility for the vast number of collateral duty assignments assigned to patrol supervision, thus allowing for patrol lieutenants and sergeants to more effectively supervise and direct 24/7 patrol deployments. (5)
- **Crime Analyst** - Seek funding to add one civilian FTE position as a crime analyst. (50)

Remaining Priority CPSM Recommendations



Technical Services Division:

- **Dispatch Staffing** - Seek funding for an increase to authorized dispatcher staffing by one position to twelve full-time dispatchers, and additional part-time and per-diem should be authorized as necessary to meet the recommended minimum staffing increase. (67)
- **Dispatch Supervision** - Create a lead dispatcher classification. Lead Dispatchers could serve as quasi-supervisors and be assigned to shifts where no full-time supervisor is available. Staffing for such a classification can be accomplished by upgrading existing dispatcher positions. A combination of one additional supervisor with two lead dispatcher positions would be optimal. (65)
- **Records Staffing** - Seek funding to establish a “Discovery Unit” with the addition of one FTE, with the option to add personnel based upon demand, to respond to PRA, Discovery, and similar document/information demands; this will lift the workload burden on current staff. (74)



CPSM Fire and EMS Operational and Administrative Analysis



FIRE DEPARTMENT



Committed to Professional Excellence Through a Tradition of Protecting Lives, Property and the Environment by Providing the Highest Quality of Service in Prevention, Fire Protection, Emergency Medical Services and Community Preparedness



67 Full-Time Staff Protecting the Community through:

- Emergency Operations Response
- Dual-Role Paramedic Ambulances
- Fire Prevention/Risk Reduction
- Emergency Management
- Program Management: Training, Safety/Wellness, Technology, Fleet Maintenance, Disaster Preparedness, Weed Abatement/Wildfire Mitigation



Call Volume:

- 8000 Annual Calls for Service
- Average of 20 per day
- 52% increase in the past 10 years

Current Facilities

- 3 Fire Stations, each with an ambulance and fire engine
- Station #2's engine is cross-staffed with the ladder truck
- Administration and the on-duty Battalion Chief (shift commander) are at Fire Headquarters/Station #1, 198 D Street
- Fire Prevention Bureau at City Hall
- Emergency Operations Center, at Police Department in the shift briefing room



CPSM Report Recommendations

18 Total Recommendations are Categorized into 7 areas;

- Community Risk Reduction
- Education and Training
- ISO-PPC Rating
- Facilities
- Fleet
- Staffing and Deployment
- EMS Operations and Deployment



CPSM Report

Many of the 18 recommendations have more than one action items within it, and in several cases, action items cover recommendations in multiple categories.

What we've done so far;

- FD Leadership took the 18 recommendations and identified 22 action items.
- These 22 action items were prioritized with a "Top 10", highlighted in **Red**



Staffing and Deployment

- Move ladder truck to alternative location to meet NFPA and ISO standards
- Evaluate current staffing models to accomplish a staffed ladder truck, including:
 - *Evaluate partial single-role staffing of ambulances
 - *Evaluate transitional staffing of two-person squad
- Evaluate turnout times against NFPA standards
- Evaluate response plans for commercial/high-risk buildings to meet NFPA 1710 standards



Education and Training

- Fund and permanently staff the currently interim Training Officer position

ISO-PCC Rating

- Pre-fire surveys/building familiarization for engine companies
- Community risk reduction education programs
- Annual fire hydrant inspection/flow testing
- Officer Training Program



Facilities

- Conduct facility needs assessment/ evaluation, and develop a strategic plan
- Determine and implement stopgap station safety/diversity improvements

Fleet

- Schedule and fund the replacement of two ambulances
- Evaluate program and staffing for proper fleet and equipment management and maintenance
- Maintain and fund current fleet replacement plan



EMS Operations and Deployment

- Evaluate Medical Priority Dispatch System (MPDS) and tiered response dispatch (BLS)
- Analyze ambulance on-scene times
- Evaluate current 48-hour shifts on ambulances
- Evaluate current SAFE program for efficacy
- Consider use of clinical dashboards
- Evaluate implementation of patient experience surveys



Community Risk Reduction

- Community Wildfire Preparedness and Mitigation
- Annual permitted and mandated inspections





PFD "Top 10" Summary

- Fund and permanently staff the currently interim Training Officer position
- Conduct facility needs assessment/evaluation, and develop a strategic plan
- Determine and implement stopgap station safety/diversity improvements
- Evaluate current staffing models to accomplish a staffed ladder truck
- Move ladder truck to alternative location to meet NFPA and ISO standards
- Evaluate program and staffing for proper fleet and equipment management and maintenance
- Maintain and fund current fleet replacement plan
- Schedule and fund the replacement of two ambulances
- Evaluate and improve turnout times
- Establish a Community Wildfire Preparedness and Mitigation Program



Next Steps



- Develop action plan to further evaluate and prioritize each recommendation with measurable milestones for completion.
- As priority recommendations are completed, additional recommendations will be elevated for completion.
- Update City Council and Community on progress.

QUESTIONS?
