



personnel along with the Mayor and Council Members and business owners and community members. Participants expressed their perspectives regarding their impression of the department, areas of concern they have regarding the department, the department's strengths as far as services or programs are concerned, and then specific programs and/or services they would like to see the department be involved in.

The final report of the Police Department Audit/Review is included as Attachment 1. The report includes 37 specific recommendations to improve the Police Department over the next several years. These recommendations are incorporated into the following areas within the report:

- Patrol operations
- Detective operations
- Dispatch center
- Property and evidence
- Citizen complaints
- Use of force by officers
- Community policing and outreach
- Building/facility evaluation

These recommendations provide a roadmap for continually improving law enforcement services in our community and how the Police Department delivers these services. Such improvements include enhancing succession planning efforts, increasing patrol and other staffing levels over time given the extent of service calls and needs, expanding the use of motorcycle and bike patrols, continuing to upgrade the records and property function, and better documenting citizen complaints. These recommendations also build on the department's many strengths identified in the report including a hardworking and resourceful department staff, strong use of technology throughout the department, responsiveness to community needs, and commitment to community policing.

In conjunction with the presentation of this report, Police Department staff are also working on the implementation process including development of a work plan to carry out these recommendations. Implementation of recommendations is already underway including updating the hiring incentive program, enhancing supervisory training for Senior Police Officers, expanding efforts to recruit bilingual dispatchers, and reinstating bicycle patrols with additional grant funding. Many of the remaining recommendations have anticipated completion dates in this fiscal year and other recommendations have variable completion dates associated with meet and confer requirements or future budget appropriations. Following this presentation, staff will work with the consultants on any final changes to the report reflecting Council input and direction and prepare an implementation plan for the Council's approval this fall. This plan will be carried out beginning in this new fiscal year and will be incorporated into the next two-year budget development process.

### **FISCAL IMPACT**

The funds necessary to complete this report were appropriated in the prior fiscal year 2017-18 budget and the initial implementation of recommendations will be carried out this year based on available resources. The cost of implementing future recommendations will be reviewed annually during each budgeting process.

### **ALTERNATIVES**

The City Council has the following alternatives to consider:

1. Receive a report on the results of a Police Department Audit/Review and provide input to staff in developing an implementation plan to carry out recommendations in the report; or
2. Provide direction to staff.

### **PUBLIC NOTIFICATION**

The agenda was posted in accordance with the Brown Act.

### **ATTACHMENTS**

1. Police Department Audit/Review Report (printed copies provided under separate cover)

**Police Department Audit / Review Report**

Printed Copy Provided Under Separate Cover

Electronic Copy Available on City Website

# **DEPARTMENTAL AUDIT/REVIEW**

of the

**Grover Beach  
Police Department**



May 9, 2018

PERFORMED BY: RW Martin Consulting in conjunction  
with RJ Haydon Management Services

**DEPARTMENTAL AUDIT/REVIEW  
OF THE  
GROVER BEACH POLICE DEPARTMENT**

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## **EXECUTIVE SUMMARY**

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In January of 2018, Grover Beach Chief of Police John Peters contacted the Consultants (Ralph Martin and Richard Haydon) to conduct a review of the Grover Beach Police Department and recommend any changes that would benefit the department and the community. The Consultants were contacted based on their overall years of experience in city government and police operations.

In early February, the consultants met with the City Manager and the Chief of Police at City Hall as a preliminary meeting to ascertain the feasibility of such the review. At the conclusion of the meeting, the consensus was to continue forward with a review of the department and an engagement letter was prepared for the City Manager's consideration. Over the next three-months a review of the Grover Beach Police Department was conducted.

The review assessed the department's policies and procedures, operational practices, staffing and personnel assignments, as well as address risk management issues, all in an effort to recommend best practices and operational efficiencies. Multiple areas were analyzed: patrol operations and associated response times, detective operations including caseloads and solve rates, dispatch, property and evidence, citizen complaints, use of force incidents, fleet equipment, as well as other personnel and operational-related matters.

The Consultants were provided unfettered access to the police facility and its personnel. Interviews were conducted of department personnel, other city staff, community members, neighboring jurisdictions, as well as representatives from other law enforcement agencies. The Consultants were provided multiple documents including but not limited to prior year budgets, annual reports, police reports, calls for service data, work schedules, the City's and department's policy and procedures manual, booking slips and supporting documents for arrestees, and training records.

The police department has a total of 28 full-time positions and three part-time positions. In 2017, the department recorded 25,271 calls for service of which 21,159 were for the police department. The department also dispatches calls for the Five Cities Fire Authority and recorded 4,811 emergency 911 calls in 2017. It should be noted that the department has a very impressive average emergency response time for calls for service of 2 minutes and 27 seconds.

The general consensus from those interviewed think very highly of the current Chief of Police and feel that he has brought about marked improvements and enhancements to the department since his appointment. The department and its personnel are both looked upon very favorably by those interviewed which is important since public safety is a high priority of the City Council. As such, the Consultants have concluded that, in their

opinion, the department is to be commended for providing an effective level of service to the public given its limited resources and staffing challenges.

A two-month review (July 2017 and February 2018) of the deployment in patrol was made in comparison to the calls for service. The average call for service during this two-month review period was 2.5 calls per hour compared to the average officer deployment of 2.7 officers per hour during this same time period. Since there doesn't appear to be a significant differential between the average calls for service and officers in the field, patrol coverage becomes an issue when one unit becomes unavailable (due to booking a prisoner, transporting a prisoner or attending to another emergency call). Accordingly, under these types of scenarios, only one unit is left available to respond to calls for service with the likelihood of no departmental backup for support. Based on this call volume versus officer comparison, the need for additional patrol personnel is warranted.

There is no doubt that the department has a very lean staff. As of the date of this review, the department has three police officer vacancies, reducing the sworn officer rank to seven patrol officers. Current practice will be to utilize overtime to fill these positions, but prolong use of this practice may cause officer "burn out" which is a serious concern, especially given the fact that current officers work 12-hour shifts.

With regard to tenure, the average tenure of a full-time employee in the department is almost ten years. However, 32 percent of all department personnel are already at retirement age and within three to four years, a total of 40 percent of the department will be at retirement age. Whether or not they retire will be predicated on their own specific set of circumstances; that notwithstanding, this is a large percentage of the workforce to be eligible for retirement. Consequently, the department is encouraged to start a succession planning process in anticipation of future openings.

From an equipment and technology perspective, the department has come a long way in the past few years, upgrading both equipment and technology. The Chief of Police and the department are to be commended for their forward thinking and being one of the first departments on the central coast to deploy body camera technology. The department is also in the process of upgrading its communication and radio system, along with its 911-phone equipment and associated dispatching consoles.

The Consultants also conducted a building and facility assessment and made a few observations and recommendations regarding site security and possible building improvements.

In all, 37 recommendations are being put forward by the Consultants for the City's consideration. The following (in no specific order) are some of the more noteworthy recommendations being set-forth in this report:

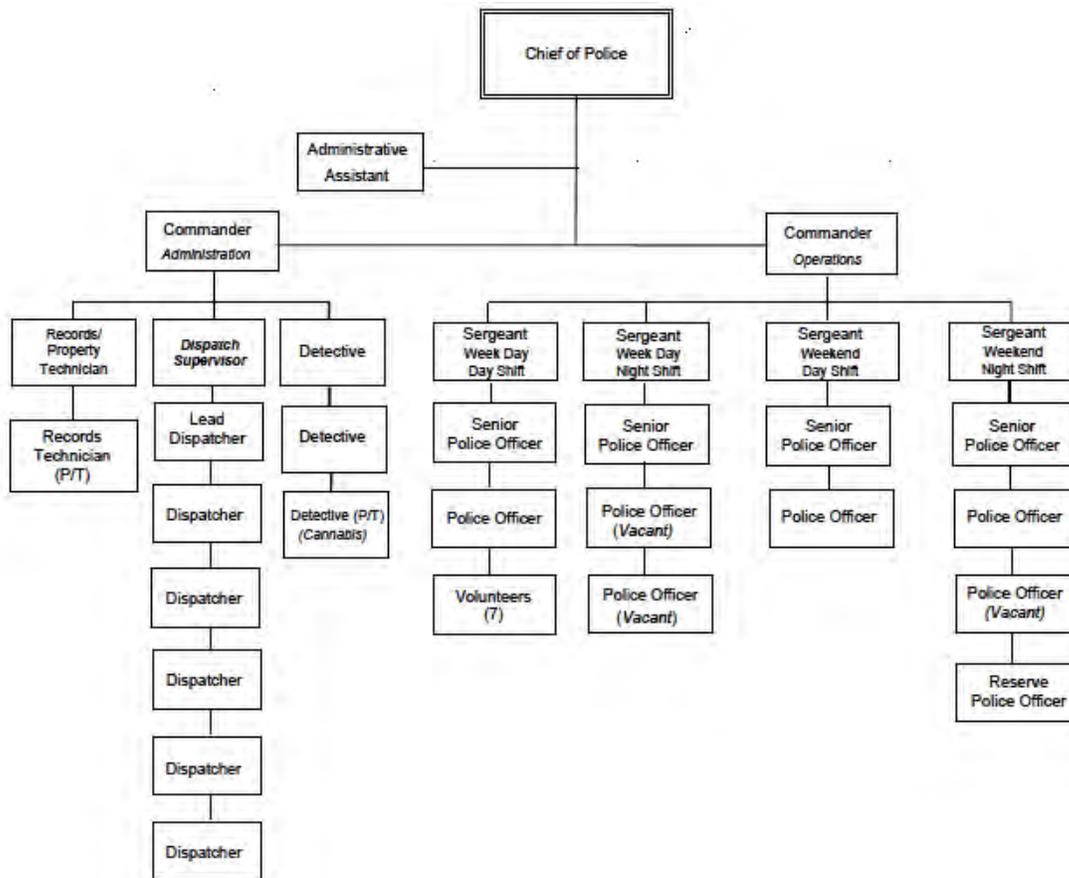
- That the current staffing of 19 sworn officers (which has not changed in over 10 years) be systematically phased-in and increased over time to 23 sworn personnel. Said increase should consist of one additional Sergeant position and three new police officer positions – all assigned to the patrol division

- That the City hire a full-time non-sworn Community Services Officer to assist in appropriate patrol-related matters as well as assist patrol officers assigned to the Community Partnership Program to address “quality of life” issues
- That the part-time Records/Property Technician position be upgraded to full-time
- That once the department is sufficiently staffed, motorcycle training should be provided to the appropriate personnel to allow for the deployment of a motor officer in the City (resources permitting)
- That the department, along with Human Resources, actively recruit for the vacant police officer positions by using hiring incentives (either signing bonuses or academy sponsorships) or referral incentives to assist in successfully recruiting officers from other law enforcement agencies
- That the department review call volume data and on-duty officer ratios and adjust officer coverage accordingly to optimize and maximize personnel resources, taking into consideration seasonal activities, vacations, and calls for service
- That the department should assign additional collateral duties to Sergeants according to departmental needs
- That the department start a succession planning process now in anticipation of the eventual retirement of the two Commanders
- That the department acquire a Detective Case Management System that could be tied into the District Attorney’s Office for ease of transmitting cases to them and record the outcomes
- That an audit of the entire property inventory be conducted prior to moving said inventory back into the newly remodeled property & evidence room
- That supervisors properly record ALL Citizens’ Complaints regardless of their level of severity
- That an audit of the reported “Use of Force” incidents be conducted and to separate “Use of Force” incidents with “Show of Force” incidents
- That when the department has a sufficient complement of officers assigned to the day shift, that the department deploy officers on bike patrols (when feasible)
- That the City explore developing an equipment replacement program for its technology-related equipment and its rolling-stock units and to set-aside annually, a predetermined amount for replacement costs
- That the City reassess Chapter 2.3 of Article III – Public Welfare, Morals and Conduct of the Grover Beach Municipal Code as it applies to Alarm Systems, update it accordingly

## BACKGROUND

The City of Grover Beach has a population of approximately 13,640 residents and 2.31 square miles in size. The population can change in the summer months due to an increase in tourism and those traveling down Grand Avenue heading towards the Oceano Dunes recreational area. It is a desirable community on the California Central Coast and is nestled alongside Pismo Beach, Oceano and Arroyo Grande in Southern San Luis Obispo County.

The police department has a total of 28 full-time positions and three part-time positions as illustrated in the below organizational chart. The vast majority of the full-time positions (19) are sworn positions. Of the 19 sworn positions, they consist of: 1 Chief, 2 Commanders, 4 Sergeants and 12 Officers (2 of which work as detectives). Of the remaining 9 full-time non-sworn positions, seven are assigned to Dispatch, and one to Records/Property and one to Administration. There are also three part-time positions, a detective, a records/property technician and a reserve police officer.



The main function of the police department is to patrol the City's residential neighborhoods, its commercial corridors, its industrial area, and respond to public safety-related calls for service. In 2017, the department recorded 25,271 calls for service of which 21,159 were for the police department.

The Grover Beach Police Dispatch also dispatches calls for the Fire Cities Fire Authority. During this same year there were 4,811 emergency 911 calls recorded. The department has a very impressive average emergency response time for calls for service of 2 minutes and 27 seconds. These call volumes represent an average of 57 calls for service per day, resulting in 2.41 calls for service per hour. These numbers can vary depending on the time of day and season of the year as discussed later in this report.

The general consensus from those interviewed think very highly of the current Chief of Police and feel that he has brought about marked improvements and enhancements to the department since his appointment. The department and its personnel are both looked upon very favorably by those interviewed which is important since public safety is a high priority of the City Council. In fact, during the 2017-18 City Council Goal-Setting Process, the Council identified five Major City Goals, one of which dealt specifically with Public Safety:

*Ensure a quality, contemporary public safety program (police, fire and medical) by providing the resources needed to meet existing demands (e.g. staffing, facilities, equipment, training); and seek ways to engage the community and local businesses in addressing public safety challenges, including reducing vagrancy problems near commercial areas, neighborhoods and City parks.*

In this regard, the Consultants have concluded that, in their opinion, the department is to be commended for providing an effective level of service to the public given its limited resources and staffing challenges.

The Consultants received feedback from the majority of department personnel. Overall, the vast majority of personnel are very pleased with the leadership of the department; however, the sentiment of those interviewed all expressed a concern regarding the department's limited personnel complement and the continued challenges it has had attracting qualified candidates for vacant police officer positions as well as the retention of existing officers. There was also a universal desire to have more department-sponsored training and a number of patrol personnel expressed a desire to have those in the detective bureau share more regional information (that they obtain from neighboring jurisdictions). Department morale was a topic of discussion with those interviewed, and while some voiced a concern regarding the possibility of low employee morale, there was no clear consensus on the level of morale in the department.

As part of this engagement, the Consultants also interviewed all five City Councilmembers, business owners and community members. Participants were very candid in their responses and were not hesitant to express their individual perspectives regarding their impression of the department, areas of concern they have regarding the department, what are the department's strengths as far as services or programs are

concerned, and then finally, what are some specific programs and/or services that they'd like to see the department be involved in. The following table depicts the feedback the Consultants received from Council, business owners and community members.

<b>Impression of the Department</b>	<b>Areas of Concern</b>
<p>Very proud of the Police Department; the department has come a long way in the last few years given their limited resources; have had predominately good and positive experiences with department representatives (officers in the field) – they are fair and respectful; would like to see more information from the department on their enforcement and community relations activity (<i>from Councilmembers</i>); the department has made a number of good technological improvements over the last few years benefitting not only the department but the safety of the community; for the most part, the majority of the officers have good customer service skills and contacts with department personnel have been professional; given that the department is “short-handed” and has limited resources, they still do a good job and have never felt unsafe; department leadership is very responsive to the needs of the community and is always striving to bring improvements to the department</p>	<p>Vehicle speed along Grand Avenue needs to be reduce; impact of homelessness on businesses along Grand Avenue; lack of motor officers in the department; difficulty in recruiting officers and retaining them and not losing officers to other departments; some indicated that they were not too sure what impacts the legalization of cannabis will have on the department while others thought that it might result in an increase of calls for service; lack of public education that may result in an increase in illegal (cannabis) grow operations; the department has limited staffing resources in patrol; the impact of ever increasing pension-related expenses on future budgets; lack of enforcement of no bike riding or skateboarding along Grand Avenue sidewalk; the perception that Council does not receive enough timely information from the department on current enforcement activities; the length of time it takes to respond to “non-emergency” calls for service</p>
<b>Departmental Strengths or Services/Programs You're Proud of</b>	<b>Programs or Services you'd like to see the Department be Involved in</b>
<p>Hard working and professional staff; the Chief has been very effective and has made great strides in making the department more effective; good social media presence; Coffee with a Cop is an effective event from a community policing perspective; Bike Rodeo and police officers being actively involved in the elementary schools; the technology that the department has deployed recently (surveillance cameras throughout the City and body cameras); proactively addressing the homeless encampments</p>	<p>Another Citizens' Academy; more Kids Day in the Park type of programs and activities; DARE Program; better police presence on Grand Avenue in order to slow down traffic; more officers on bike patrol in the business corridor; more Coffee with a Cop events; more neighborhood patrols (to increase visibility); beef up the volunteer program and possibly start an Explorer Program; have officers in the CPP make personal contact with individual business in the beat; more surveillance camera</p>

## PATROL OPERATIONS

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The main function of the Grover Beach Police Department is to provide public safety services to the community by patrolling the city's neighborhoods and responding to calls for service. The Department has 19 sworn positions, 14 of which (ten officers and four sergeants) are assigned to patrol duties, representing 73 percent of the sworn work force. Unfortunately, utilizing supervisors to handle routine calls and backup might seem to be a reasonable use of personnel, but in many ways places the supervisor side-by-side in situations that inserts them into precarious scenarios.

Actively engaging in arrests, using force and becoming a *defacto* patrol officer may interfere in the primary role of a supervisor. Additionally, a citizen complaint in any situation involving the supervisor places them as a subject or witness rather than the reviewer of the incident.

### Recommendation 1:

*Upon examining the patrol staffing model, although somewhat effective when including the supervisor as an assisting officer, is incongruent with the sergeant's primary duties and is inconsistent with best practices within the industry. Accordingly, the Consultant's recommendation is for the department to reduce the supervisors' involvement in handling routine calls for service with emergencies being the obvious exception.*

The Consultants noted that, on average, there are usually only two (single occupancy) patrol units (cars) on duty at any one-time with some variation of an overlap car. If one patrol car is out of service or not available (either booking a prisoner, transporting a prisoner to jail, attending to another emergency call or working a traffic collision investigation) the result leaves only one patrol officer available to patrol the entire City with no departmental back-up support. And while the department has a good working relationship with neighboring jurisdictions, they do come to rely heavily on officer assists from neighboring law enforcement agencies, but they too are subject to availability.

During the course of this review, it was noted that when incidents and/or calls for service occur, leaving only one patrol car available in the City, officers may, on occasion, change their approach to fielding calls as well as vehicle and pedestrian stops. Although the officers possess skills that keep them in a position of advantage, their ability to be pro-actively patrolling the streets might be diminished in the absence of having back up support or other assistance in the field, other than from outside agencies. And while this practice has allowed department personnel to deploy its limited personnel resources in order to provide 24/7 patrol coverage of the City, it is not a deployment that can be continued on an ongoing basis nor recommended by the Consultants on a continual basis.

In addition to the above concern regarding having only one officer patrolling the City during certain situations, it was also noted that during the month of July 2017, there were five occasions (representing six percent of the entire month's scheduled work shifts) that there were no supervisors in the field to oversee patrol operations (i.e. because of limited

staffing resources), resulting in officers working without the benefit of supervisory oversight. Consequently, the lack of appropriate supervision in the field creates a potential liability issue for the City.

Regarding patrol supervision, by comparison, the Police Departments in cities of Arroyo Grande and Pismo Beach both have a personnel complement of five police sergeants (compared to four in Grover Beach). In addition, to assisting in supervisory responsibilities, both departments also have more quasi-supervisory positions in the field than Grover Beach. For example, Arroyo Grande has six Senior Police Officers and Pismo Beach has three Corporals, compared to four Senior Police Officers in Grover Beach.

*Recommendation 2:*

*Consideration should be given to increase the personnel complement of Sergeants from four to five thereby providing more field supervision for the patrol division.*

The Consultants did note that the department has a policy of utilizing the shift supervisor to brief the on-coming shift officers, as opposed to their own shift supervisor. We found this to be outside the norm but creative and more impactful since that supervisor just spent 12 hours working in the city and would be more insightful as to the current events and calls for service. Also, the Consultants noticed that the department has an eighteen-month probationary period for its Police Officers. In the Consultants' opinion and experience, this is an excellent length of time in which to assess the skills of a new officer, as opposed to a one-year time period that other departments utilize.

In reviewing the Patrol Division, it was noted that, out of the fourteen sworn officers and one Reserve Police Officer (the other sworn officers are either in a Command position or in the Detective Bureau), that only one officer appears to be compensated by the City for his Spanish speaking bilingual skills. And while two of the detectives appear to be receiving bilingual pay for their Spanish speaking skills, having more officers with bilingual skills (i.e. Spanish speakers) in patrol is encouraged considering it appears that almost a fifth of the population of Grover Beach may only speak Spanish.

An April 18, 2015 article in the SLO Tribune did praise the department for their ethnic diversity in comparison to other neighboring law enforcement agencies stating "The Grover Beach Police Department stands out in San Luis Obispo County as the most racially diverse. The department also most closely matches the city's racial demographics" according to the Tribune article.



INVESTIGATIONS  
Most SLO County police agencies don't reflect their community's ethnic diversity

In Section 11 of the Memorandum of Understanding, the City has with the Grover Beach Police Department, it provides employees with an \$80.00 per month stipend if they are fluent in Spanish, Tagalog or other languages, and if the City Manager has determined it

to be beneficial to the City. And while this is a commendable incentive benefit, the department should look toward either attracting more bilingual officers or incentivizing the aforementioned bilingual pay stipend to encourage more officers to acquire a basic understanding of the Spanish language.

Recommendation 3:

*It is recommended that a lower level bilingual stipend (possibly \$30.00 per month) also be extended to those employees that demonstrate appropriate skills in both speaking and understanding the Spanish language, at a basic level. Bifurcating this benefit stipend would provide an incentive to employees (that currently are not fluent in Spanish) but have a basic understanding of Spanish to use their skill more thereby increasing their ability to understand Spanish - which benefits the department and the community they serve.*

Aside from patrolling the City streets, the department also places a high premium on traffic safety and the department coordinates with other City departments to identify opportunities to improve traffic safety and mitigate traffic issues. The department did have a motor officer; however, with the limited personnel resources, they no longer have an officer assigned to motors on a full-time basis. During the course of interviewing City Council members and residents it became very evident that traffic enforcement is a high priority, especially along Grand Avenue.

Recommendation 4:

*Since traffic safety and enforcement is a high priority in the eyes of those interviewed during this engagement, once the department is sufficiently staffed, it should provide motorcycle training to the appropriate personnel and start deploying a motor officer in the City (resources permitting).*

With regards to job descriptions of positions in the Patrol Division, it was noted that the department has comprehensive job descriptions for each of their respective positions except Senior Police Officer. It was also discovered that the job description of the Sergeant classification requires updating. In addition, all the job descriptions in the police department should also have some additional language inserted in the “essential abilities” section to more clearly reflect the requirements of the job.

Recommendation 5:

*That the City creates a job description for Senior Police Officer and that a minimum requirement of the position is to have a Police Officer Standards and Training (POST) Intermediate Certification.*

Recommendation 6:

*That the department look to provide its Senior Police Officers with POST Leadership training, POST Supervisory training or some other type of supervisory training in order to assist them in the roles as lead officers.*

Recommendation 7:

*It was noted that the job description of Sergeant needs to be updated and any reference to Lieutenant be either removed and replaced with Police Commander or left as-is and the phrase “and/or Police Commander” be inserted. In addition, under the “Essential Functions” section, it should begin with the following language “Effectively supervise subordinate staff...”*

Recommendation 8:

*In all job descriptions, under the heading “Abilities to:” it is recommended that the following language be inserted, “take a proactive approach to problem solving; demonstrate an awareness and appreciation of the cultural diversity of the community; attend work, as scheduled, on a regular basis, to effectively perform the position’s required duties and responsibilities; as well as practice and exemplify the Department’s Vision for Service”.*

## **CURRENT STAFFING**

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During this review, the Consultants did note strong concerns regarding staffing levels, recruitment, retention and future turnover of staff. Those interviewed were also cognizant of the budget restrictions, thus displaying a mature understanding of the process and not just a “we need to hire more officers” attitude.

Staffing a patrol division is challenging for large, moderate and small police departments. However, smaller agencies suffer a greater loss when just three or four officer positions are vacant as it represents 25 percent to 30 percent of the entire work force.

The International City/County Managers Association (ICMA), in conjunction with the Center for Public Safety Management (CPSM) developed and presented a white paper and explored the various staffing models used in police departments throughout the nation. Based on the research conducted by ICMA/CPSM, it was concluded that there is typically four approaches or methods used in determining patrol workforce levels in law enforcement agencies: the *Per Capita Approach*, the *Minimum Staffing Model*, the *Authorized Level Model*, and the *Workload Based Model*. A review of each of these models and their applicability to Grover Beach is as follows:

*Per Capita Approach*

It should be noted that the Federal Bureau of Investigation (FBI) is frequently cited as establishing a recommendation for officers per thousand residents, but that is a misnomer as the FBI simply reports per capita data per jurisdiction and does not make recommendations. A study by the FBI found that the ratio of full-time officers per 1,000 residents vary from per jurisdiction, and is often not reliable and that the optimal size of a police department depends on many factors. According to Mr. Leonard Matarese, the Director of Research and Project Development Center for Public Safety Management (a very well-known and respected national law enforcement expert), he concluded that there

is no correlation found between officers per capita and any other factor except cost, and even the International Association of Chiefs of Police agree. Still many agencies use the resident population to estimate their needs. They also compare themselves to other similar cities/jurisdictions. This is hard to justify because departments and communities across the country vary widely in multiple areas. Some cities draw a substantial population from outside the city for entertainment purposes, tourism purposes or some due to nearby student campuses. As an example, the nearby City of Pismo Beach has a per capita ratio of 2.7 officers presumably because of their large tourism population. In comparison, Arroyo Grande's officer per capita is 1.5, with Grover Beach having a somewhat similar ratio of 1.4 officers per 1,000 residents.

#### *The Minimum Staffing Model*

In this model, supervisors determine the sufficient number of officers to provide adequate levels of protection to the public and officers. There are no objective standards but many agencies use population, call volume, crime rates and street gang activity. In Grover Beach, the Police Commander develops the patrol schedule based on past practice and historical call volumes. That said, the department attempts to keep, as a minimum standard, a two officer minimum on patrol at all times. However, the challenge with such minimum staffing models is twofold: 1) staffing for the unexpected and 2) adequate supervisory oversight.

Staffing for the unexpected is a challenge under the minimum staffing model when minimum patrol staffing is deployed in the field and an incident happens requiring the full attention of an officer (whether that be a traffic collision, a medical aide or a prisoner transport). During this engagement, the Consultants were advised that this type of scenario does periodically happen resulting in only one officer patrolling. In such a scenario, the remaining officer is without backup support unless they receive assistance from an outside agency - which brings into question the way in which an officer might handle calls for service or self-initiated patrols.

Adequate supervisory oversight is another challenge under the minimum staffing model, especially for a department the size of the Grover Beach Police Department since they have only four Sergeant positions. For example, in the Consultants' review of the month of July 2017, there were five documented occasions where officer(s) were patrolling the streets without any supervisory oversight (Sergeants or Senior Officers). Accordingly, from a risk management perspective, proper supervisory oversight during patrol operations is paramount and without it, creates a potential liability issue for the department and the City.

#### *The Authorized Level Model*

Simply put, the budget determines the allocation. No other criteria are used for analysis. Basically, its "what can we afford?" And from a budgeting perspective, the per capita appropriation allocation of the City of Grover Beach to its Police Department is \$304 compared to \$384 per capita in Arroyo Grande and \$783 in Pismo Beach. But here again, this model is based on an ability of resources and varies based on community profiles and economic vitality.

*The Workload Based Model*

This approach uses a systematic analysis of staffing needs through workload demand. This model has been codified by the Commission on Accreditation for Law Enforcement Agencies. The Grover Beach Police Department’s staffing approach is consistent with this model as the department appears to increase its patrol staffing during the weekdays between 0700 and 1900, during the weekend evening hours (Friday and Saturday nights) between 1900 to 0300, and during holidays.

When comparing the patrol workload in calls for service in the 2017 calendar year versus sworn Police Officer ratio, Grover Beach has the second highest workload of municipal law enforcement agencies, slightly behind Paso Robles, in San Luis Obispo County as illustrated in the below table.

<u>2017</u>	<u>Arroyo Grande</u>	<u>Atascadero</u>	<u>Grover Beach</u>	<u>Morro Bay</u>	<u>Paso Robles</u>	<u>Pismo Beach</u>	<u>San Luis Obispo</u>
<b>Population</b>	18,097	30,330	13,560	10,648	31,907	8,198	47,536
<b># of Sworn Officers</b>	26	29	19	18	34	23	59
<b># of Calls for Service</b>	17,925	25,440	21,159	12,314	41,850	21,147	45,236
<b>Officer per Capita Ratio</b>	1.4	1.0	1.4	1.7	1.1	2.8	1.3
<b>Officer per calls for Service Ratio</b>	689	877	1,114	684	1,231	919	767

And as of the date of this review, the department has three Police Officer vacancies, reducing the officer ranks to seven patrol officers. Current policy is to utilize overtime to fill these positions, but prolong use of this practice may cause officer “burn out” which is a serious concern, especially given the fact that current officers work 12-hour shifts. Of the current 14 police officer positions, two are assigned to the detective bureau. If the department loses another officer to a resignation, lateral transfer, long-term injury or administrative leave because of a personnel-related matter, the Chief of Police will be forced to reassign one detective back to patrol operations. This is not a good option, but a reality, requiring the lone remaining detective to carry all the cases and in many situations be required to investigate cases in the field without a partner - which may bring into consideration officer safety concerns.

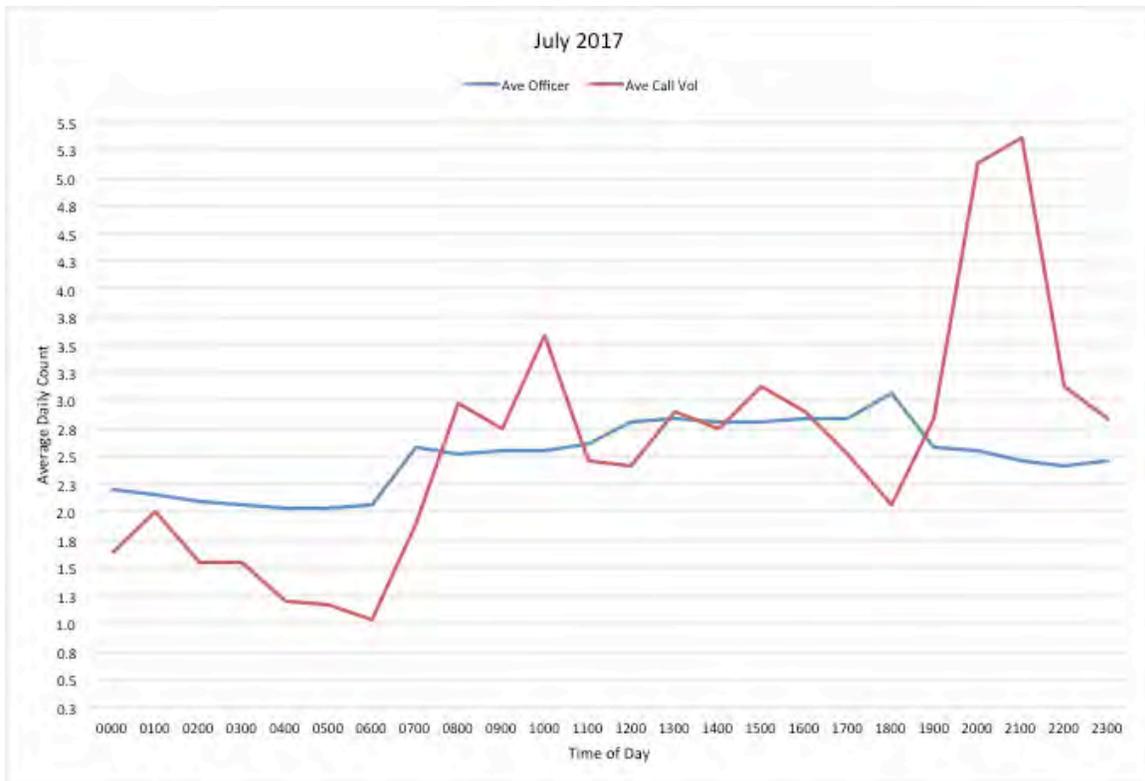
*Recommendation 9:*

*Because of the need to attract qualified applicants, it is recommended that the department, along with Human Resources, actively recruit for the vacant police officer positions by using hiring incentives (either signing bonuses or academy*

*sponsorships) or referral incentives (payments to current department personnel) to assist in successfully recruiting officers from other law enforcement agencies. Accordingly, these incentives would more than be offset by a reduction in overtime expenses.*

As part of this review, the Consultants examined the patrol deployment during a two-month period of time, July 2017 and February 2018. The results indicated that during the month of July 2017, the department scheduled two sworn officers to patrol the City 63 percent of the time, with 27 percent of the time there being more that two officers deployed in the field. Conversely, during the month of February 2018, the opposite held true - the department scheduled two sworn officers to patrol the City only 27 percent of the time, with more that two officers deployed in the field 63 percent of the time. And while there may be a number of varying factors as to why there was such a large discrepancy between the two months, the department is encouraged to further analyze this variance to see if scheduled vacations might be one of the contributing factors and if so, an adjustment in the time-off scheduling policy may be in order.

In addition to reviewing deployment, the Consultants reviewed the calls for service during this same time period. In July 2017, the department had 1,914 calls for service equating to an average of 61.7 calls per day or an average of 2.6 calls for service per hour. Accordingly, the department averaged 2.5 officers scheduled on patrol per hour for the month of July 2017. Below is the chart depicting the average calls per hour and average officers per hour for the month of July 2017.



You will notice that there are peaks and valleys in the call volume. Consequently, the department is encouraged to review this information as well as other months in order to optimize its deployment of personnel resources.

Of particular interest was the amount of 1151 calls (otherwise known as extra patrol checks) recorded during this specific timeframe. Such extra patrol checks are activities that are actually generated by patrol officers and include performing safety details or checking on businesses when they are closed (physically getting out of their police units and walking the perimeter of buildings), public restroom patrols, addressing security issues in City parks, etc.

In July 2017, 292 calls for service were recorded as extra patrol activities, which represent twenty percent of the total call volume. This illustrates that there are a fair amount of officer-initiated calls being performed by department personnel, primarily during the late evening hours.

The below graph depicts the average calls per hour (minus extra patrol checks or 1151 calls) and average officers per hour for the month of July.



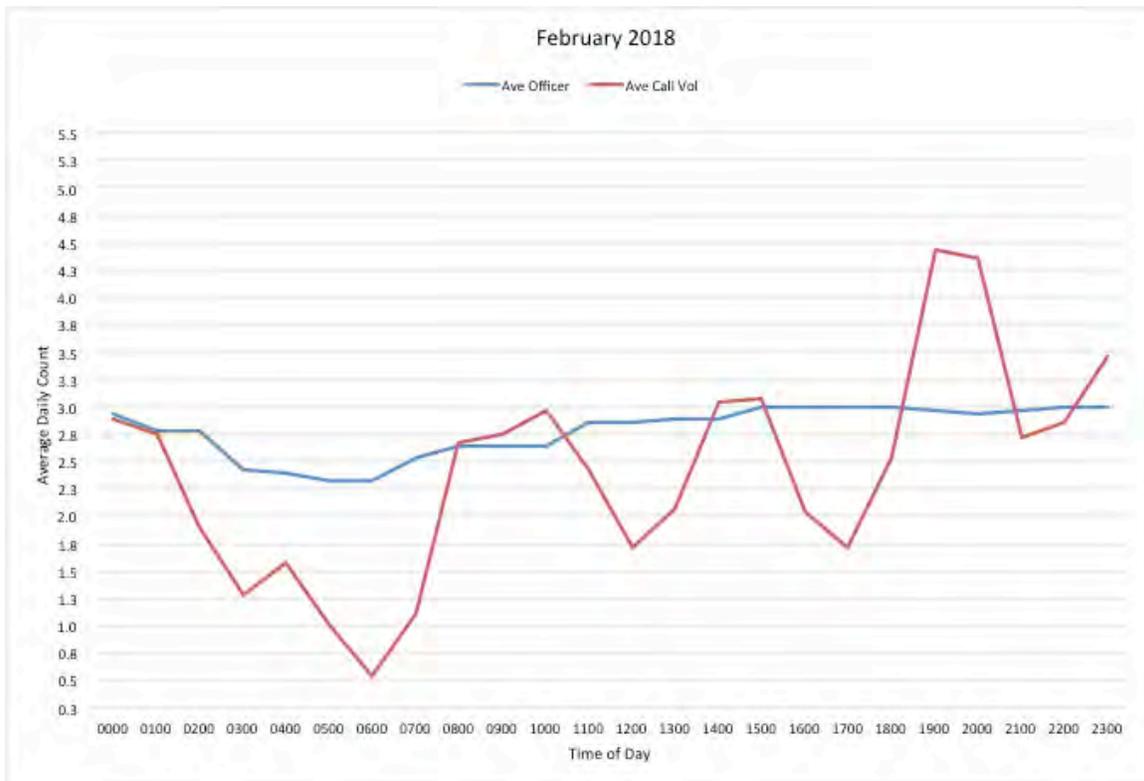
In February 2018, the department had 1,620 calls for service representing an average of 57.9 calls per day or an average of 2.4 calls for service per hour. When examining the deployment of officers in patrol for the month of February 2018, the department averaged 2.8 officers per hour.

It should be noted that not all calls for service come via phone calls into the Dispatch Center. Any time an officer is “flagged down” or witnesses an event, Dispatch is notified and it is given a computer generated number in order to track all activity. For instance, if an officer stops a car and eventually arrests the driver for DUI, then a call for service or event number is assigned.

Recommendation 10:

*That the department review the call volume data information and on-duty officer ratios to adjust officer coverage to optimize and maximize personnel resources, taking into consideration seasonal activities, vacations, and average hourly calls for service data.*

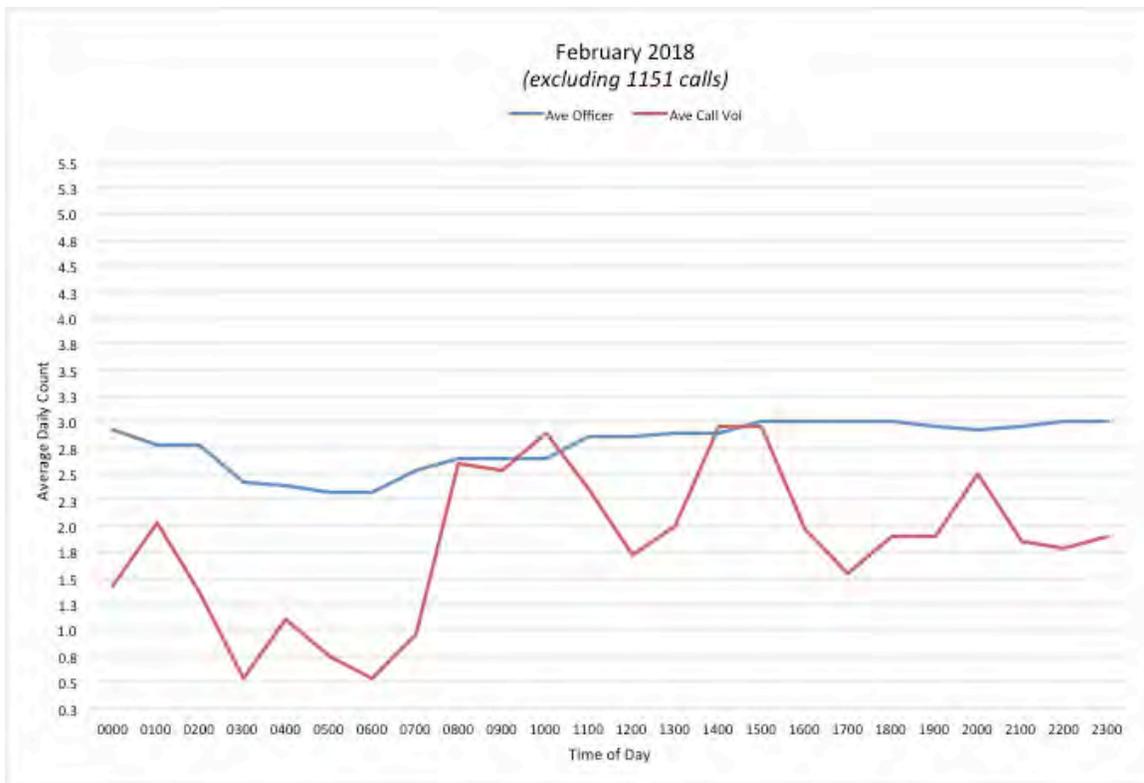
The below chart is an illustration of the average calls per hour and average officers per hour for the month of February 2018. Here again, the department is encouraged to review this information to possibly reassess its deployment of personnel resources to address peak hour call volume. However, it should be noted that the average call for service per hour for the months of July 2017 and February 2018 as indicated previously, do not take into consideration the number of officers required to respond to those calls. For example, one call may have necessitated a response by two or three officers, thereby possibly leaving no other officers in the field to respond to calls.



Further analysis of each individual call during the above time periods would be warranted in order to determine a more precise and accurate call volume versus workload analysis. However, that notwithstanding, an argument can be made that the average call per hour compared to the average officer per hour clearly indicates that additional patrol personnel is warranted.

With regard to the amount of extra patrol checks recorded during the month of February 2018, there were 386 calls for service that were recorded as extra patrol activities, representing twenty-four percent of the monthly call volume – which shows that officers are proactively patrolling the streets and making self-initiated observations during their respective shifts.

The below graph illustrates the average calls per hour (minus the extra patrol checks or 1151 calls) and average officers per hour for the month of February. Here you will notice (in the below chart) that the average officer per hour versus the average calls per hour is a more favorable illustration from a workload standpoint. However, this is only a point-in-time count (for the month of February 2018) - which is a winter month and might not be indicative of the call volume in other months.



In addition to reviewing the call volume and officer deployment, the Consultants also reviewed the Command structure and its staffing model. Currently, the Chief works Monday through Friday and significantly more hours in the evening and weekends when needed. The two Commanders work a 4/10 work week with each working Monday through Thursday, leaving no managerial support to assist the Chief on Fridays. Since

each Commander has his own areas of oversight, this leaves employees like the detectives to wait three days if they need a supervisor.

In reviewing the staffing at two neighboring police departments (Arroyo Grande and Pismo Beach), both of these agencies have two Commanders. The Commanders in Arroyo Grande each work Monday through Friday along with their Chief. The Pismo Beach Police Department Commanders work a 9/80 schedule with every other Friday off, which leaves at least one Commander on-duty every Friday.

*Recommendation 11:*

*Given the opportunity to provide more supervisory oversight on a weekly basis, it is recommended that the department give consideration to adjusting the work schedules of the Commanders to one of the two schedules utilized by the Commanders in neighboring jurisdictions.*

The Chief has assigned each Commander with oversight of the department, thus creating a two-division department. This is found to be the industry norm in smaller departments; however it was noted that at the Sergeant level there could be additional duties assigned which would assist the Commanders and fulfill the mission of cross-training and succession planning. In reviewing the current Sergeants' list of collateral duties, the Consultants found that there are additional areas that would not only assist the department, but also add more exposure to the Sergeants' breath of experience thereby assisting in the succession planning process and preparing them (Sergeants) for possible future advancement within the department.

*Recommendation 12:*

*The following are examples of collateral duties that the department could review and (if applicable) assign to the Sergeants according to departmental needs: ABC Grant program, Spanish Media Liaison, Mental Health Liaison, Veterans Liaison, ABC Day permits, SCARS coordinator, Workers Comp & IOD coordinator, Lexipol Policy update, Crime Analysis, Parade Permits, Block Party/Street Closure Permits, Medical Facility liaison, DA office liaison, CHP 10851 Award Program, Station Security Manager, Title 15 coordinator, State Park Ranger liaison, City Council Sergeant at Arms, Equipment/Logistics coordinator and Peer Counseling.*

*It is also recommend that the Support Commander assume oversight responsibilities of the EOC and DARE programmatic areas as well as the Surveillance Cameras program; and the Operations Commander assume Building/Facilities Maintenance and SWAT liaison oversight responsibilities.*

Of the current personnel complement, the average tenure in the department is almost ten years. With regards to those in a protective group, 64 percent are in a protective class; in addition, four employees are classified as being bilingual in Spanish and one in Korean.

The average age of the full-time personnel in the department is 43 years old. However, 32 percent of all department personnel are already at retirement age and within three to four years a total of 40 percent of the department will be at retirement age. Whether or not they retire will be predicated on their own specific set of circumstances; that notwithstanding, this is a large percentage of the workforce to be eligible for retirement. What is even more concerning is the fact that two-thirds of the Command Staff (i.e. both Commanders) are already at retirement age which creates a succession planning quagmire as both maybe retiring about the same time.

*Recommendation 13:*

*It is recommended that department personnel start a succession planning process now in anticipation of the eventual retirement of the two Commanders. Such a process should consist of an inventory of those viable internal candidates from within the organization and make a concentrated effort on providing them the necessary training and job-related skills needed to competitively compete for these future job openings.*

The department is to be commended for providing an effective level of public safety services with its current complement of personnel, given the nature and demands of their work. Based on the above information and the fact that the department hasn't really been fully staffed in its patrol operations for quite a while, it is evident, that additional personnel resources in patrol are warranted.

*Recommendation 14:*

*It is the Consultant's recommendation that the current staffing of 19 sworn officers (which has not changed in over 10 years) be systematically phased-in and increased over-time to 23 sworn personnel. Said increase should consist of one additional Sergeant position (as mentioned previously) and three new police officer positions – all assigned to the patrol division.*

The additional three Patrol Officers will have a major impact on eliminating the “one officer” left in the City to handle all calls. The scheduling of these officers should be in conjunction with the calls for service and seasonal activity as noted above. This additional personnel complement could also be assigned to the overlap car that was being scheduled until its recent elimination.

The Consultants also recognized the need to introduce a non-sworn uniformed position to assist in patrol-related matters. Non-sworn uniformed positions, which are widely used in many law enforcement agencies, can handle routine reports, non-injury traffic collisions and property crimes where there is no suspect information; thereby, relieving sworn personnel of such duties and enabling them to actively patrol the City streets. The Consultants also recommend that they be assigned to the day shift on a standard forty-hour work week 8am to 5pm. This non-sworn position could allow the department to reassess its deployment of sworn staff during the day and possibly shift an officer to the evening hours. A large percentage of the department's calls for service are for these types of reports, thus freeing up the patrol officers to focus on more serious crimes. During the

course of this engagement, it was determined that such a non-sworn personnel handling these types of calls would be acceptable to not only those in patrol, but also members of the public. However, it should be noted that, the recommendation of the above additional supervisor (Sergeant) is a more pressing issue and priority as it will provide better supervisory coverage in the City and not place Senior Police Officers or Patrol Officers into the role of supervisor, which helps mitigate potential liability issues.

*Recommendation 15:*

*That the City hire a full-time non-sworn Community Services Officer to assist in appropriate patrol-related matters as well as assist patrol officers assigned to the Community Partnership Program to address “quality of life” issues within the City.*

## **DETECTIVE OPERATIONS**

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One of the areas in reviewing police operations in general is the detective bureau; however, it does not rise to the level of scrutiny given to the patrol operations. The reasoning behind this rationale is that detectives usually are assigned a case well after the incident and rarely does a detective get involved in shootings or use of force incidents. The exceptions are those cases that require an immediate response by a detective such as a homicide, home invasion robbery or major sexual assault.

Because of the nature of police work, a good percentage of the hard work performed by patrol officers typically reaches its way to the detective bureau. The first reports are reviewed and assigned to a detective for either follow-up investigation, prisoner interviews and reviews to ascertain connection to other similar crimes. Ultimately filing the case with the District Attorney’s Office (DA) is the beginning of the court process.

The Grover Beach Police Department wrote 2,206 incident reports in 2017. This includes 215 traffic collisions, 269 towed vehicles, 166 vandalism cases, 105 petty thefts accounting for one-third of the total reports. The department arrested 868 persons, 74 of which were felony arrests or approximately 8.5 percent of all arrests. (Only 11 juveniles were arrested; resulting in one felony charge and ten misdemeanors). These arrest reports account for another 40 percent of all reports.

The department has two full-time Detectives who are assigned cases by the Support Services Commander. The process for assigning cases to detectives includes reading each report, ascertaining if there was an arrest, reviewing “workable” information and the egregiousness of the offense. Many cases such as vandalism or theft have no workable information and these cases are “screened out” and made “Inactive” until some additional facts are revealed. The department reported 290 Part 1 crimes to the State of California and FBI. Part 1 crimes include: Homicide, Robbery, Aggravated Assault and Rape (these are called crimes against persons). The remaining four Part 1 crimes are: Burglary, Arson, and Grand Theft Auto (crimes against property).

Detectives are usually assigned the Part 1 crimes to investigate. Persons arrested for misdemeanors such as DUI and petty thefts are usually sent a letter from the DA advising them that there has been a filing of some crime against them and to appear on a certain date. This usually occurs after the DA is provided a copy of the patrol officer's crime report which is the only interaction they have with these misdemeanor cases, although there could be minor exceptions.

In reviewing the Detective Bureau operations, it was found that each detective is carrying approximately six to ten cases per month. Many of these cases are Child Abuse, Sexual Assault, Credit Card scams, ID Theft, Aggravated Assault and Rape cases. These cases are complex and can require many hours of follow-up with the victims, banks, DOJ Crime lab (DNA) and time with the DA to gauge the strength of the case.

In 2017, the Detective total cases assigned resulted in an approximate Solve Rate/DA filing rate of 37 percent equaling 87 criminal cases. (some of these were missing persons that were found); 69 cases were made Inactive/Unsolved due to lack of information or lack of cooperation by victim(s) or witnesses and the remaining 78 cases were Unfounded SCARS (suspected child abuse reports) that were deemed non-criminal. A few 2017 cases are still active.

In 2015, the lone Detective was assigned 99 cases to investigate. In 2016, 120 cases were assigned. (A second Detective was assigned to the bureau in November). In 2017, 237 cases were assigned to the two full-time detectives, revealing that the Commander had to screen over 100 cases in the previous years due to there only being one detective. This increase in assigned cases to the Detective Bureau supports the need for two full time detectives.

The two Detectives report directly to the Support Services Commander who has a very busy job. There is no middle supervisor such as a Sergeant to assist the detectives. On many occasions, the detectives do not want to "bother" the Commander with questions or requests. Another set of eyes on the reports is needed so that the Support Commander can focus on his areas of responsibilities. While a full-time supervisor is not warranted in the Detective Bureau, should a 5<sup>th</sup> supervisor be authorized and allocated, then one of the supervisors should be assigned part-time to the Detective Bureau, for half of his/her time.

*Recommendation 16:*

*Since supervision of the Detective Bureau does not warrant a full-time supervisor, it is recommended that the department assign supervisory oversight of the Detective Bureau to one of the Sergeants.*

The Consultant's noted a level of frustration from staff regarding the San Luis Obispo County District Attorney's Office (DA) requiring an extremely high level of facts/evidence for a case(s) to be filed.

The Detective Bureau does not have a Management Tracking System in place to quickly review, assign cases, and track their progress. Each Detective has a log and the Support

Services Commander uses an excel spreadsheet to assign and note the final outcome of cases. To know the percentage of cases filed, rejected or sent back for additional information, the Support Services Commander would have to do a “hand count” as opposed to automating this process.

*Recommendation 17:*

*It is recommended that the department acquire a Detective Case Management System that could be tied into the District Attorney’s Office for ease of transmitting cases to them and record the outcomes. Currently, a volunteer hand carries cases over to the District Attorney’s Office and drops them off. If a case is rejected, then it is returned to the Detective Bureau with the reason - asking for additional information, interviews or clarification to the original report. This additional information is then processed through a Supplemental Report with the same original file number. The acquisition of a Case Management System could speed up the process, obtain timely filings and allow for better communications between the two agencies.*

In reviewing the Detectives training classes, both are up-to-date and have attended all mandated training for an investigator per POST requirements. The Consultants were impressed to see that one of the Detectives spent a full week in Los Angeles working side-by-side with Robbery/Homicide detectives to gain valuable insight and experience. In addition, time was also spent shadowing Detectives from the Santa Maria Police Department on recent homicide cases in order to gain more investigative exposure. The Consultants encourage the Command Staff to continue this practice of sending Detectives to other larger law enforcement agencies to gain valuable insight and experience when opportunities arise.

*Recommendation 18:*

*It is recommended that the Detective Bureau continue to be staffed with two full-time Detectives even when faced with patrol shortages. If that is not possible, then it is recommended that one Detective spend two shifts in patrol and two shifts in the Detective Bureau as the lone detective will not be able to provide the quality time necessary to fulfill even the most minimal of service to the department.*

## **DISPATCH CENTER**

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The Grover Beach Police Department operates a Communications Center (Dispatch Center) that fields calls from outside parties and routes them to the appropriate personnel. They handle calls for service for the Police Department as well as calls for the City of Grover Beach during non-business hours. The Dispatch Center also handles calls received for the 5 Cities Fire Authority and dispatches those calls appropriately, as well as routinely performs status checks for San Luis Obispo County probation officers when they are in the City limits.

Accordingly to dispatch personnel, they received approximately 25,271 inbound telephone calls last year along with over 4,800 emergency 911 calls for service. Last year, the average response time for a call for service (i.e. from when the call was received by dispatch to when an officer arrived on the scene) was an impressive 2 minutes and 27 seconds. And while the City maybe only slightly larger than 2 square miles, this is still an impressive response time and something for the department to be particularly proud of.

Dispatch is staffed by five Communications and Records Technicians (Dispatchers), a Lead Technician, and a Communications Supervisor. The dispatchers work 10-hour shifts as does the Communications Supervisor. They bid on their assigned shifts and because of the concern regarding perishable skills, they rotate shifts every three months (similar to patrol). Like the Sergeants in patrol, the Communications Supervisor is also a working supervisor, backing up the dispatchers when needed. Accordingly, the dispatch operation, like the patrol operation, has a very lean staff - which creates challenges for coverage issues.

Because of the nature of its 24/7 operation in dispatch, and because of their limited complement of staff, there is only one supervisor and one lead technician, resulting in no supervisory oversight in dispatch for approximately 60 percent of the time during a given workweek.

In an effort to maximize personnel resources to address anticipated call volumes, the department does provide double coverage during certain peak periods of the day; namely mid-morning and during the evening hours which is an effective use of its personnel resources. Some consideration should be given to reassess its double coverage staffing in light of peak call volume times. Also, it was noted that the department has only one dispatcher that is receiving bilingual compensations.

*Recommendation 19:*

*It is recommended that the department place a premium on attracting and recruiting more bilingual candidates for future dispatcher openings and should the opportunity presents itself during a future recruitment process, the department is encouraged to hire more bilingual dispatchers.*

Due to limited staffing and the need to provide coverage 24/7, the department has an informal policy of allowing shift swaps between dispatchers. This is a very common industry practice; however, it was determined that the department's ability to provide shift swaps is not codified anywhere in writing which could be problematic in the future should a discrepancy be raised in the swapping of a shift.

*Recommendation 20:*

*It is recommended that language be inserted into Article III of the MOU to address the shift exchange program currently being sanctioned by the department in both dispatch and patrol operations. An example of such language for the department's consideration might be "that exchanges be done in a manner consistent with the FLSA and Departmental policy; that exchanges are done in a*

*manner that ensures that the replacements are qualified employees; that the City is not responsible for shift exchange arrangements made between employees and is not responsible for any record keeping; and that outstanding shift exchange paybacks are the responsibility of the individuals involved.”*

The City of Grover Beach and its residents are very fortunate to have dozens of surveillance cameras (pods) throughout the City. A number of these pods send a live feed back to the dispatch center where the dispatchers can view live action at each of the locations where these pods are located. The department is to be commended for their forward thinking on deploying this type of technology throughout the City.



The Communications Supervisor has been the point of contact for ensuring that the live feeds are operational in dispatch. However, during this engagement, it was discovered that there were periods of time when some of the pods were down and not sending any video-feed back to dispatch. This happened during a period of time when the Communications Supervisor was away from the office, and no one took the initiative to correct the problem - which brings to light the need for cross training for those singular classifications.

*Recommendation 21:*

*Identify those singular classifications (i.e. the Communications Dispatcher, Records/Property Technician and Administrative Secretary) and cross-train other staff members to assume their duties in their absence.*

The Computer Aided Dispatching (CAD) system is a dated system and the department is in the process of assessing how best to upgrade its existing system. The department is also in the process of upgrading its communication radio system to modernize the radio equipment in dispatch. The 911 phone equipment is being upgraded for three dispatch consoles, a new network clock is being installed along with new backroom equipment, a UPS and a voice logger. The department does not encrypt its channels and the officers have scanners in their units in order to listen to the activities in neighboring jurisdictions. In discussions with dispatch personnel, it would appear that additional servers are warranted and future server acquisitions should be considered. However, space is a premium in the current facility (especially for IT equipment) and there's a tendency for servers to overheat in small environments - which may pose an issue.

During the course of this management audit there was a lot of discussion regarding the fate of the current dispatch operation and whether or not the City of Grover Beach would continue to provide dispatching to the Five Cities Fire Authority or if that function would be transitioned over to Cal Fire. Because this is an emerging issue, this programmatic area will be highlighted further under the Emerging Issues Section of this document.

## **PROPERTY & EVIDENCE**

One of the most important areas of responsibility for Law Enforcement agencies is the handling and storage of Property & Evidence. Although it gets addressed on a day-to-day basis, if not managed properly, entire criminal cases can be subject to dismissal if even the slightest doubt about its handling comes into question.

Police agencies are required to tag, transport, analyze, store and ensure that items are available for court procedures, sometimes even years after it is taken into custody. Police evidence rooms run the entire gamete of properties: narcotics, weapons, blood, urine samples, photographs, audio/video tapes of crime scenes and officers body cams. Even the storage of public surveillance camera footage can be challenging.

The Command staff is to be acknowledged for taking the effort to proactively remodel and expand the Property & Evidence Room and make some significant upgrades. The department has purchased and has had installed a state-of-the-art movable shelving unit for property storage, a one-way cabinet for officers to leave their evidence in for processing (by the Property Technicians), two refrigeration units with temperature sensors and a laptop and bar coding equipment to properly inventory the evidence when its being processed.

There is one full-time Records/Property Technician who oversees areas of responsibility in both the Records Division and the Property & Evidence Room. There is also one part-time employee who assists the Records/Property Technician Monday through Wednesday, totaling 24 hours a week. The Records Division is open to the public Monday through Thursday, thereby allowing the full-time technician to concentrate on her property and evidence-related duties on Fridays. The full-time technician estimates that the workweek requires that ninety percent of her time be focused on her Records Division responsibilities and the remaining ten percent on her Property & Evidence responsibilities.

In the Consultants' review of the department's Property & Evidence system, it was noted that a new property room is currently undergoing construction downstairs and the total amount of property currently in storage is estimated to be approximately 13,000 items.

It was determined that there has not been an audit of the contents in the Property & Evidence room since 2015. During that audit, the State of California Commission on Police Officers Standards and Training (POST) made three recommendations and as a result of the recent remodel, all three recommendations have been addressed.

There appears to be a tremendous backlog of property that could/should be destroyed, through court order, as many of the cases are old and the department no longer has a requirement to store the materials. It was also conveyed to the Consultants that in the absence of the full-time Records/Property Technician, evidence is not processed in a timely manner and usually does not get processed until her return from being away from the office; hence, the need for cross-training.

Recommendation 22:

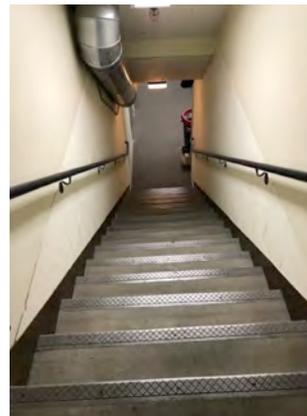
*It is recommended that prior to moving any inventory back into the newly remodeled Property & Evidence Room, an audit of the entire inventory is warranted in order to ensure its credibility and to reduce the unnecessary items that are no longer required to be retained.*

Given the current workload of the Records/Property Technician, the destruction of appropriate inventory could take years, and the consultants are recommending that additional personnel be assigned to assist in reducing the inventory in conjunction with court ordered destruction.

Recommendation 23:

*Consideration should be given to upgrade the part-time Records/Property Technician to full-time. The current workload associated with purging property & evidence items as well as the need for a qualified backup to the existing full-time position is warranted.*

The Consultants also recognize that there is a challenge in maneuvering up and down the stairs leading to the Property & Evidence Room (which is downstairs), when carrying heavy property or rather large property that is awkward to carry. This challenge creates a concern from a risk management perspective on the possibility of someone tripping and falling and then sustaining an on-the-job injury.



Recommendation 24:

*Consideration be given by department personnel to retaining one of the existing seatrains (or obtain a smaller one) in the parking lot to house heavy or rather large property items that are awkward to carry up and down the stairway leading to the property & evidence room. In the alternative, the department should look into the acquisition of mechanical/hydraulic lift system in the stairwell corridor underneath the exposed air duct to assist staff in moving/carrying heavy pieces of property up and down the stairs.*

## CITIZEN COMPLAINTS

Police departments by their design are statistic driven and mandated to report to the federal government all Part 1 crimes. Cities and communities are even compared to each other based on population and the crimes reported.

One of the other areas that police departments are judged is by their relationship with the communities they serve. Crime numbers, traffic collisions and citations issued are empirical, but trust in a police department is difficult to gauge and can even be more important, especially when faced with a major event such as an officer involved shooting or personnel incident.

One of the areas the Consultants reviewed was the Citizen Complaint process and reporting. The California Penal Code mandates that every department have a policy for handling complaints and that each year the total number of complaints is reported to the state. It also mandates that the policy/forms be posted in the lobby of each department. Having said that, the Consultants did find the appropriate complaint forms in the lobby, but it was in a display/collage with other government brochures and forms. Although it was in its separate compartment, an individual has to search through the various forms to find it. Consideration should be given to have the forms be more prominently displayed by using some type of placard to identify them.



The Grover Beach Police Department, like all policing agencies, is required to report the number of citizens' complaints to the State of California. Additionally, they are to be numbered as to how many were Founded, Unfounded or Unable to be Determined; also, if it resulted in any discipline or termination. The department reported five Citizen Complaints in 2014, five in 2015, two in 2016 and eight in 2017. In the Consultant's opinion, these numbers are very low.

In our review of the complaint process, it was discovered that many of the complaints were not documented by supervisors. These complaints are "handled" by the supervisor verbally with the citizen and on occasion the supervisor will discuss the incident with the officer. This is problematic, as the only complaints written appear to be the "egregious" complaint resulting in possible discipline. If complaints are not recorded, then it sends a message to the officer that his/her behavior was appropriate, when in fact it may need to be corrected. In addition, if handled informally, this information would generally not be shared with other supervisors, which results in the officer's actions possibly continuing.

In reviewing some of the complaints lodged against officers over the last two years (with the appropriate officer's name redacted), the Consultants found them to be well documented, objective and that appropriate administrative action was taken.

*Recommendation 25:*

*The Consultants recommend that supervisors properly record ALL Citizens' Complaints regardless of their level of severity. This will ensure that policy is being upheld, the correct number of complaints is being sent to the State and corrective action is being implemented when needed. Most complaints are for rudeness, discourtesy or inattention to the victim or caller. Management can then address those officers who receive a substantial number of complaints. Corrective action at this level will pay dividends in the future.*

## **USE OF FORCE BY OFFICERS**

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With the exception of Officer Involved Shootings, no other area draws greater news coverage locally or nationally than Officers using force or police pursuits, especially if the incident is caught on video. Now that many departments have officers wearing body cams (Grover Beach being one) and with the onset of in-car dash cameras, the number of incidents has increased exponentially.

The California Penal Code gives officers the right to use force when it is deemed necessary in the performance of their duties. The incidents that cause the greatest criticism are when the force used is either "Unnecessary or Excessive". In the past few years, we have witnessed civil unrest on the national level when videos capture an incident where force is used by officers. However, it should be noted that videos only capture the incident that the camera is aimed at and many times does not provide the entire incident from start to finish and that's why body cameras are so important. Body cameras are a great defense for officers who are accused of unnecessary or excessive force. Accordingly, we commend the department and the Chief of Police for being one of the first departments on the central coast to deploy such technology to its officers.

Department policy requires that a Use of Force report be written by a supervisor when an officer notifies them of an incident wherein force was used. Force is usually described as "...that force which was used to overcome routine handcuffing..." Most force used by officers is considered "less than significant", resulting in the arrestee not having to be treated by a medical professional. Nationally, only 2 arrests out of every 100 arrests (2 percent) require some force to take the suspect into custody.

In reviewing Use of Force Reports provided to the Consultants, it was noted that the reports were well written, concise and directly addressed the type of force that was used and whether it was necessary and within policy. One Use of Force report was a "take down" of the suspect as he attempted to assault another person. Another incident described the "take down" of a person under the influence of drugs. The officers also had to use restraints to keep the arrestee from assaulting the officers. In one other incident, the mere use of ordering a felony suspect out of a vehicle with the officers' weapons

drawn, initiated a Use of Force report. The Consultants found this to be unusual as no actual physical force was used to take the suspect into custody. In fact, the suspect was handcuffed without incident. When asked about this incident, department administration stated that it is their policy to write a Use of Force report in this type of felony stop.

The department classifies and records Use of Force incidents when there is a “show” of force in addition to an actual “physical” use of force. Accordingly, because of this, the department’s Use of Force statistics are higher than the national average as the total number of Use of Force incidents by the department compared to the total number of arrests is nearly three times higher than the national average and those of surrounding agencies as illustrated in the below information:

<u>YEAR</u>	<u>ARRESTS</u>	<u>FORCE INCIDENTS = %</u>
2012	980	54 = 5.5%
2013	843	52 = 6.0%
2014	802	52 = 6.5%
2015	848	58 = 6.8%
2016	875	53 = 6.0%
2017	868	52 = 6.0%

Recommendation 26:

*The Consultants recommend that the department perform an audit of the reported Use of Force incidents for the past three years. If the department policy is to initiate a Use of Force incident report when only the “Show of Force” is used, then a separate category should be made and not reported to the State as an actual “Use of Force”. The inclusion of these incidents skews the actual numbers and makes it appear that the Grover Beach Police Department is a department that is more apt to use force in arrest incidents than other police agencies - which does not appear to be the case.*

**COMMUNITY POLICING & OUTREACH**

The Police Department has a number of community based policing type of programs that it utilizes in outreach efforts to engage the community. These programs include, but are not limited to, the department’s Community Partnership Program, the annual National Night Out Event, the Neighborhood Watch Program, the Special Olympics Torch Run, Cops & Kids Field Day, Tip-A-Cop, Coffee with a Cop, and the Pink Patch Project - a project that, with the assistance of the Police Officers Association, has raised funds for

the Hearst Cancer Resource Center. The department also has a volunteer program and from a social media perspective, has a good presence on Facebook, Twitter and Nextdoor.

The Department's Community Partnership Program is a form of community-oriented policing or otherwise known as community based policing where specific officers are assigned and the department's designated point-of-contact for quality of life type of issues with a well-defined geographic area of the City. The department is to be credited for having such a progressive program geared toward a more cooperative approach between residents and the department when addressing community "quality of life" type of issues or concerns.

The Community Partnership Program divides the City into four geographical areas and assigned a Senior Police Officer to be the point of contact for the department in their respective area. During a review of the City's website, it was observed that the website did not have an officer listed as assigned to the Northeast section; however, by the conclusion of the Consultants engagement the webpage had been somewhat updated to provide the name of a sergeant responsible for the Northwest section.

*Recommendation 27:*

*Provide more detailed information on the department's website on the officer responsible for the Northeast section of the Department's Community Partnership Program.*

During the Consultants' engagement, the department had a "Coffee with a Cop" event that afforded them an opportunity to attend and observe how department representatives interacted with the public. The Consultants were pleased to see that the department had about a half-dozen representatives at the event and over a dozen residents were observed to be in attendance while the Consultant was there. These types of opportunities allow department personnel to engage residents in a more relaxed environment while discussing items of mutual interest and concern. Advertising for the event consisted of posting the event on the City's website, Facebook, Twitter and placing an announcement on the local government access television channel, Channel 20.



*Recommendation 28:*

*While the department had a good representation of residents at the "Coffee with a Cop" event, it was observed that there were a couple of missed opportunities to possibly attract more public participation. It is recommended that the department send a flyer to the Arroyo Grande – Grover Beach Chamber of Commerce for*

*them to e-file to their membership as well as a press release to the media outlets found on Attachment "A".*

The department previously had officers patrolling on bicycle as a number of them were trained to patrol on mountain bikes. The officers patrolled businesses and residential neighborhoods and this activity was financed through grant funding. This program was very well received in the community; in fact, the bike patrol was something that both Councilmembers and members of the community would like to see reinstated should future funding become available.

*Recommendation 29:*

*Both City Councilmembers and community members enjoyed seeing officers patrolling on bicycle. Therefore, in those rare instances when the department has a sufficient complement of officers assigned to the day shift, the department is encouraged to deploy, when feasible, officers on bike patrols for a limited period of time.*

## **BUILDING/FACILITY EVALUATIONS**

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Perhaps no other buildings or structures in cities throughout the country are as important as Police and Fire stations. Even State of California building standards are increased for this very purpose i.e. essential services standards. Maintaining the security for these venues is critical. They not only house the personnel, but records, communications, property and evidence and the housing of prisoners. The Consultants were provided a tour of the facility and have made a few observations and recommendations. The Consultants did not; however, making any recommendations from an ADA perspective as this was not within their scope of work.

Given the fact that the police facility is land-locked, sandwiched in-between City Hall to the east, the Fire Department to the west, and two private businesses to the north, they do make the best of the limited space they have. Having said that, the department is to be commended for its ability to expand the Property & Evidence Room.

*Recommendation 30:*

*Since space in the current facility is a premium, if and when the properties to the north of the existing police facility become available (702 West Grand and 750 West Grand), that the City look into acquiring those properties for expansion of the existing facility.*

*Recommendation 31:*

*Reassess the AB1600 Growth Mitigation Fee Program to increase the cost associated with purchasing the two properties to the north of the existing police facility: 702 West Grand and 750 West Grand for expansion purposes.*

Some of the information and recommendations regarding the facility assessment is deemed confidential due to the sensitivity of this section with regard to staffing and officer safety issues. Consequently, the remaining portion of this assessment will be provided to the City pursuant to the Attorney-Client Privilege under separate cover.

## **OTHER RECOMMENDATIONS**

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As discussed previously in this report, the Consultants reviewed a number of policies and procedures (both department-specific and Citywide), as well as different reports and documents. One of the documents reviewed was the labor agreement and/or Memorandum of Understanding (MOU) between the City and the Grover Beach Police Officers' Association. In a review of this document, the Consultants noted two areas that the department may consider modifying: Section 10 pertaining to leave buy-back and Section 14 regarding uniform allowance, both Article IV provisions.

Section 10 of the MOU discusses vacation leave buy-back and it allows employees to buy back vacation leave in excess of 60% of the employee's maximum authorized accrual amount regardless of their performance. Section 14 of the MOU pertains to Uniform Allowance as the City provides a uniform allowance for employees in job classes on a payroll basis.

### *Recommendation 32:*

*It is recommended that language in Section 10 be modified in the MOU to allow employees to be eligible for this buy-back provision on 1) a fiscal year basis and 2) contingent on employees performing at an overall performance rating level of "meeting expectations" or above. The rationale for this change is twofold: 1) that this benefit only be afforded on an annual basis and not into perpetuity; and 2) that this benefit be based on merit and only be afforded to those employees meeting expectations.*

### *Recommendation 33:*

*It is recommended that language in Section 14 (Uniform Allowance) in the MOU be modified to allow for said uniform allowance to terminate on the 31<sup>st</sup> consecutive calendar day of absences other than for vacation. The rationale for this change is as follows: if an officer is not wearing a uniform because s/he is off-work for a prolonged period of time, then there is no need for s/he to be entitled to receive a uniform allowance.*

Performance evaluation templates were also reviewed as part of this engagement and the department appears to do a good job in systematically providing police officers with period performance evaluations. Police Officers are routinely provided Summary Shift Evaluations when they transition from one shift assignment to another and then those Summary Shift Evaluations are culminated into an annual performance evaluation. As part of the Annual Performance Evaluation of Police Officers, there is a one page sign-off

sheet that ensures employees are aware of the Department's Discriminatory/Work Environment/Sexual Harassment Policy.

*Recommendation 34:*

*It is recommended that, along with providing the employee a copy of a summary sheet regarding the Department's Discriminatory/Work Environment/Sexual Harassment Policy, that an additional page (Policy Acknowledgement Page) be added to the Performance Evaluation process to ensure that employees are familiar with a number of important City policies. The recommendation calls for the "Improper Employee Conduct" provision of the City's Personnel Rules & Regulations be added to said Policy Acknowledgement Page along with Police Department policy 705 Off-Duty Emergency Vehicles and Motorcycles. It is further recommended that department personnel work with the City Manager's Office to develop the following policies and incorporate them in the aforementioned Policy Acknowledgement Page, an Anti-Bullying Policy and a comprehensive Ethics Policy.*

The Consultants also reviewed the inventory of fleet vehicles in the department and assessed the criteria for replacement and disposition thereof. The Consultants observed that the average age of the patrol units is slightly more than three years old and the standard practice of the department is to retire the units from patrol at either the five year mark or 85,000 miles – both of which are reasonable industry standards. The department's past practice is to replace one patrol vehicle each year for four consecutive years and then in the fifth year, replace two vehicles. After the fifth year, this annual replacement process starts over.

The City is to be commended for its disposition of surplus vehicles and selling them to other agencies while they still have a market value as opposed to turning them over to an auctioneer. However, what is noticeably missing about Grover Beach's vehicle replacement program is that the City does not annually set-aside replacement funds for its rolling stock replacement. Rather, they routinely budget the replacement of a specific number of vehicles per year. It was also learned that the City does not set-aside the depreciable value of technology-related equipment (such as computers, radios, cameras, etc.) on an annual basis. Rather, the replacement of these assets are done, when needed, and through the budget process.

*Recommendation 35:*

*That the City explore developing an equipment replacement program for its technology-related equipment and rolling-stock units and set-aside annually, a predetermined amount for replacement costs based on annual depreciation values plus like-kind replacement costs. By placing aside annual replacement cost funds, the department could have more flexibility to evaluate each piece of equipment and unit on an annual basis to determine if replacement is warranted or if the life of the unit can be extended. In such a program, there could be incentives for departments to effectively maintain their equipment and vehicles, thereby*

*extending the life of the asset and making available replacement dollars for other associated needs.*

## **EMERGING ISSUES**

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Prior to concluding this report, there were two emerging issues that the Consultants felt were noteworthy of discussion: dispatching of fire-related calls and the legalization of cannabis.

As mentioned previously, the Dispatch Center provides emergency communications for police services in Grover Beach as well as for the Five Cities Fire Authority, with the latter providing fire service in the communities of Arroyo Grande, Grover Beach and Oceano. Recent discussions between public safety agencies, both police and fire, in San Luis Obispo County has determined a greater need for regionalizing emergency communication centers. Currently, the San Luis Obispo County Sheriff's Office and Cal Fire are designing a combined multi-faceted communications center that can be responsible for all fire communication services in the county and a majority of all police communication services as well.

Although this partnership is, at a minimum, four years away from daily operations, the various agencies are currently exploring multiple options for combining resources and regionalizing emergency communications within the county. As a result of these discussions, the Five Cities Fire Authority is preparing to move their emergency communication services from the Grover Beach Dispatch Center to the current Cal Fire Communications Center in the Fall of 2018. As a result of this expected change, the Grover Beach Dispatch Center will no longer provide fire communications, which may reduce the number of dispatcher positions by one. And while the Grover Beach Dispatch Center will continue to provide police communication services for the foreseeable future, because these discussions continue to evolve, the Consultants did not undertake a full evaluation of the dispatch operation other than what has already been mentioned previously in this report.

The other emerging issue is the legalization of marijuana. On November 8<sup>th</sup>, 2016, the voters in California passed Proposition 64, legalizing the use of recreational marijuana. Some twenty years earlier, the voters approved of the use of medical marijuana. Following its passage in 2016, the State of California then provided a time period to allow cities to determine if they wanted to ban or allow dispensaries within their respective city limits. In 2017, the City of Grover Beach voted to allow four medical marijuana dispensaries within their city limits. As a result of this decision, the City stands to become the beneficiary of additional tax revenue from these regulated dispensaries. Business licenses would also be required. A Police Commander has been designated as the liaison for the dispensaries along with a part-time detective.

The Police Department is very cognizant of the need to work collectively with the cannabis industry and the dispensaries to not negatively impact the safety of the

community and has diligently done their homework in anticipation of this new commercial endeavor. However, since the cannabis issue is an emerging issue within the State of California as well as here on the central coast, the Consultants did not fully explore the potential impact(s) that the legalization of cannabis will have on the Police Department other than to obtain some anecdotal information from comparable sized law enforcement agencies in the states of Colorado and Washington.

Recommendation 36:

*It is recommended that the department work closely with the District Attorney's Office to ensure that both agencies are "on the same page" when it comes time to identifying those cannabis-related violations that will result in 1) an arrest (based on the department's interpretation of a violation of the law) and 2) a prosecution by the District Attorney's Office (based on their criteria for prosecuting such offenses).*

After having a number of lengthy discussions with these agencies, in states where the use of cannabis is legal, the Consultants commend the department for having the foresight to resurrect its Drug Abuse Resistance Education (DARE) Program as early education regarding this issue is paramount. However, having a part-time detective bifurcating his (already limited amount of hours) toward the DARE program and toward the cannabis issue may not be a sufficient use of personnel resources.

Also, with new marijuana dispensaries on the horizon and the requirement for them to have well-functioning alarm systems, calls into question the need to have an effective alarm system ordinance in place. In reviewing the City's current alarm system ordinance, it looked very favorable in comparison to other jurisdictions. However, it was learned that the City does not currently enforce certain provisions of the ordinance – so revisiting the City's alarm system ordinance and its enforcement efforts are recommended.

Recommendation 37:

*It is recommended that the City reassess Chapter 2.3 of Article III – Public Welfare, Morals and Conduct of the Grover Beach Municipal Code as it applies to Alarm Systems, update it accordingly, and start enforcing the provisions thereof. In addition, for efficiency purposes, the City should look into contracting-out the billing portion of this process to a third-party administrator.*

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## **COMPREHENSIVE LIST OF RECOMMENDATIONS**

The following is a comprehensive list of the 37 recommendations of the Consultants being submitted herein for the City's consideration.

### **Recommendation 1:**

Upon examining the patrol staffing model, although somewhat effective when including the supervisor as an assisting officer, is incongruent with the sergeant's primary duties and is inconsistent with best practices within the industry. Accordingly, the Consultant's recommendation is for the department to reduce the supervisors' involvement in handling routine calls for service with emergencies being the obvious exception.

### **Recommendation 2:**

Consideration should be given to increase the personnel complement of Sergeants from four to five thereby providing more field supervision for the patrol division.

### **Recommendation 3:**

It is recommended that a lower level bilingual stipend (possibly \$30.00 per month) also be extended to those employees that demonstrate appropriate skills in both speaking and understanding the Spanish language, at a basic level. Bifurcating this benefit stipend would provide an incentive to employees (that currently are not fluent in Spanish) but have a basic understanding of Spanish to use their skill more thereby increasing their ability to understand Spanish - which benefits the department and the community they serve.

### **Recommendation 4:**

Since traffic safety and enforcement is a high priority in the eyes of those interviewed during this engagement, once the department is sufficiently staffed, it should provide motorcycle training to the appropriate personnel and start deploying a motor officer in the City (resources permitting).

### **Recommendation 5:**

That the City creates a job description for Senior Police Officer and that a minimum requirement of the position is to have a Police Officer Standards and Training (POST) Intermediate Certification.

### **Recommendation 6:**

That the department look to provide its Senior Police Officers with POST Leadership training, POST Supervisory training or some other type of supervisory training in order to assist them in the roles as lead officers.

### **Recommendation 7:**

It was noted that the job description of Sergeant needs to be updated and any reference to Lieutenant be either removed and replaced with Police Commander or left as-is and the phrase "and/or Police Commander" be inserted. In addition, under the "Essential Functions" section, it should begin with the following language "Effectively supervise subordinate staff..."

Recommendation 8:

In all job descriptions, under the heading “Abilities to:” it is recommended that the following language be inserted, “take a proactive approach to problem solving; demonstrate an awareness and appreciation of the cultural diversity of the community; attend work, as scheduled, on a regular basis, to effectively perform the position’s required duties and responsibilities; as well as practice and exemplify the Department’s Vision for Service”.

Recommendation 9:

Because of the need to attract qualified applicants, it is recommended that the department, along with Human Resources, actively recruit for the vacant police officer positions by using hiring incentives (either signing bonuses or academy sponsorships) or referral incentives (payments to current department personnel) to assist in successfully recruiting officers from other law enforcement agencies. Accordingly, these incentives would more than be offset by a reduction in overtime expenses.

Recommendation 10:

That the department review the call volume data information and on-duty officer ratios to adjust officer coverage to optimize and maximize personnel resources, taking into consideration seasonal activities, vacations, and average hourly calls for service data.

Recommendation 11:

Given the opportunity to provide more supervisory oversight on a weekly basis, it is recommended that the department give consideration to adjusting the work schedules of the Commanders to one of the two schedules utilized by the Commanders in neighboring jurisdictions.

Recommendation 12:

The following are examples of collateral duties that the department could review and (if applicable) assign to the Sergeants according to departmental needs: ABC Grant program, Spanish Media Liaison, Mental Health Liaison, Veterans Liaison, ABC Day permits, SCARS coordinator, Workers Comp & IOD coordinator, Lexipol Policy update, Crime Analysis, Parade Permits, Block Party/Street Closure Permits, Medical Facility liaison, DA office liaison, CHP 10851 Award Program, Station Security Manager, Title 15 coordinator, State Park Ranger liaison, City Council Sergeant at Arms, Equipment/Logistics coordinator and Peer Counseling.

It is also recommend that the Support Commander assume oversight responsibilities of the EOC and DARE programmatic areas as well as the Surveillance Cameras program; and the Operations Commander assume Building/Facilities Maintenance and SWAT liaison oversight responsibilities.

Recommendation 13:

It is recommended that department personnel start a succession planning process now in anticipation of the eventual retirement of the two Commanders. Such a process should consist of an inventory of those viable internal candidates from within the organization and make a concentrated effort on providing them the necessary training and job-related skills needed to competitively compete for these future job openings.

Recommendation 14:

It is the Consultant's recommendation that the current staffing of 19 sworn officers (which has not changed in over 10 years) be systematically phased-in and increased over-time to 23 sworn personnel. Said increase should consist of one additional Sergeant position (as mentioned previously) and three new police officer positions – all assigned to the patrol division.

Recommendation 15:

That the City hire a full-time non-sworn Community Services Officer to assist in appropriate patrol-related matters as well as assist patrol officers assigned to the Community Partnership Program to address “quality of life” issues within the City.

Recommendation 16:

Since supervision of the Detective Bureau does not warrant a full-time supervisor, it is recommended that the department assign supervisory oversight of the Detective Bureau to one of the Sergeants.

Recommendation 17:

It is recommended that the department acquire a Detective Case Management System that could be tied into the District Attorney's Office for ease of transmitting cases to them and record the outcomes. Currently, a volunteer hand carries cases over to the District Attorney's Office and drops them off. If a case is rejected, then it is returned to the Detective Bureau with the reason - asking for additional information, interviews or clarification to the original report. This additional information is then processed through a Supplemental Report with the same original file number. The acquisition of a Case Management System could speed up the process, obtain timely filings and allow for better communications between the two agencies.

Recommendation 18:

It is recommended that the Detective Bureau continue to be staffed with two full-time Detectives even when faced with patrol shortages. If that is not possible, then it is recommended that one Detective spend two shifts in patrol and two shifts in the Detective Bureau as the lone detective will not be able to provide the quality time necessary to fulfill even the most minimal of service to the department.

Recommendation 19:

It is recommended that the department place a premium on attracting and recruiting more bilingual candidates for future dispatcher openings and should the opportunity presents itself during a future recruitment process, the department is encouraged to hire more bilingual dispatchers.

Recommendation 20:

It is recommended that language be inserted into Article III of the MOU to address the shift exchange program currently being sanctioned by the department in both dispatch and patrol operations. An example of such language for the department's consideration might be “that exchanges be done in a manner consistent with the FLSA and

Departmental policy; that exchanges are done in a manner that ensures that the replacements are qualified employees; that the City is not responsible for shift exchange arrangements made between employees and is not responsible for any record keeping; and that outstanding shift exchange paybacks are the responsibility of the individuals involved.”

Recommendation 21:

Identify those singular classifications (i.e. the Communications Dispatcher, Records/Property Technician and Administrative Secretary) and cross-train other staff members to assume their duties in their absence.

Recommendation 22:

It is recommended that prior to moving any inventory back into the newly remodeled Property & Evidence Room, an audit of the entire inventory is warranted in order to ensure its credibility and to reduce the unnecessary items that are no longer required to be retained.

Recommendation 23:

Consideration should be given to upgrade the part-time Records/Property Technician to full-time. The current workload associated with purging property & evidence items as well as the need for a qualified backup to the existing full-time position is warranted.

Recommendation 24:

Consideration be given by department personnel to retaining one of the existing seatrains (or obtain a smaller one) in the parking lot to house heavy or rather large property items that are awkward to carry up and down the stairway leading to the property & evidence room. In the alternative, the department should look into the acquisition of mechanical/hydraulic lift system in the stairwell corridor underneath the exposed air duct to assist staff in moving/carrying heavy pieces of property up and down the stairs.

Recommendation 25:

The Consultants recommend that supervisors properly record ALL Citizens’ Complaints regardless of their level of severity. This will ensure that policy is being upheld, the correct number of complaints is being sent to the State and corrective action is being implemented when needed. Most complaints are for rudeness, discourtesy or inattention to the victim or caller. Management can then address those officers who receive a substantial number of complaints. Corrective action at this level will pay dividends in the future.

Recommendation 26:

The Consultants recommend that the department perform an audit of the reported Use of Force incidents for the past three years. If the department policy is to initiate a Use of Force incident report when only the “Show of Force” is used, then a separate category should be made and not reported to the State as an actual “Use of Force”. The inclusion of these incidents skews the actual numbers and makes it appear that the Grove Beach Police Department is a department that is more apt to use force in arrest incidents than other police agencies - which does not appear to be the case.

Recommendation 27:

Provide more detailed information on the department's website on the officer responsible for the Northeast section of the Department's Community Partnership Program.

Recommendation 28:

While the department had a good representation of residents at the "Coffee with a Cop" event, it was observed that there were a couple of missed opportunities to possibly attract more public participation. It is recommended that the department send a flyer to the Arroyo Grande – Grover Beach Chamber of Commerce for them to efile to their membership as well as a press release to the media outlets found on Attachment "A".

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