

CPSM[®]

Center for Public Safety Management, LLC



National City Police Department Police Operations and Data Analysis

- Center for Public Safety Management
- Craig Junginger, Senior Associate (Project Lead)
- November 15, 2022

CPSM[®]

Center for Public Safety Management, LLC



CPSM Project Staff

- Craig Junginger, Police Chief (Ret.), MS., Senior Associate (Team Leader)
- Robert Handy, Police Chief (Ret.) Senior Public Safety Consultant
- Dov Chelst, Ph.D., Director of Qualitative Analysis
- Dennis Kouba, Senior Editor
- 70 + years of law enforcement experience



Methodology

- Time Period of Data Reviewed (2019)
- CPSM provides a standardized approach to understanding each agency
- Data Analysis (It all begins and ends with the data) 2019 data
- Site Visit (two days at the PD)
- Focus Groups (Sworn/Civilian)(Supervisor/Line level)
- Document Review

CPSM[®]

Center for Public Safety Management, LLC



General Observations

- The department's employees are dedicated, committed, and professional
- The Chief of Police appears to be well respected and manages the department well.
- Morale has remained high despite staffing issues and COVID related issues.
- Communications Unit is struggling with staffing (employees working mandated overtime)
- The department is struggling with filling officer vacancies
- The rank of corporal in the organization has created a roadblock to promotion and reduced career opportunities for officers
- Patrol officers are provided excellent training and equipment

CPSM[®]

Center for Public Safety Management, LLC



Recommendations

- **This report is not a “fix all” for the department, but should be used as a “roadmap” making it more efficient and effective**
- Overall report is 161 pages
- More than 100 recommendations in report (not all will be covered in this presentation)
- Range from simple operational or procedural to long term human resource and capital investments
- Some recommendations are general and call for research and deliberation
- Some recommendations may work in one community or one department, but not in a different community or different department
- Recommendations are based on data, legal considerations, best practices and experience



CPSM[®]
 Center for Public Safety Management, LLC

Recruitment, Hiring, and retention

- #1 issue facing law enforcement organizations across the nation
- In order to remain competitive in the lateral police officer market, CPSM recommends that National City should consider offering a hiring bonus to attract lateral officers.
- Outsource background investigations to qualified full or part-time civilians
- The department should strive to recruit and hire for diversity for sworn positions

	Male	Female	White	Asian	African American	Hispanic
City of National City	51.5%	49.5%	11.6%	18.5%	4.8%	68.5%
NCPD Sworn	90.5%	9.5%	44.3%	8%	2%	44.7%
NCPD Civilian	21.6%	78.3%	29.7%	13.5%	0	56.7

CPSM[®]

Center for Public Safety Management, LLC



Patrol Staffing

Patrol is the “backbone of American Policing

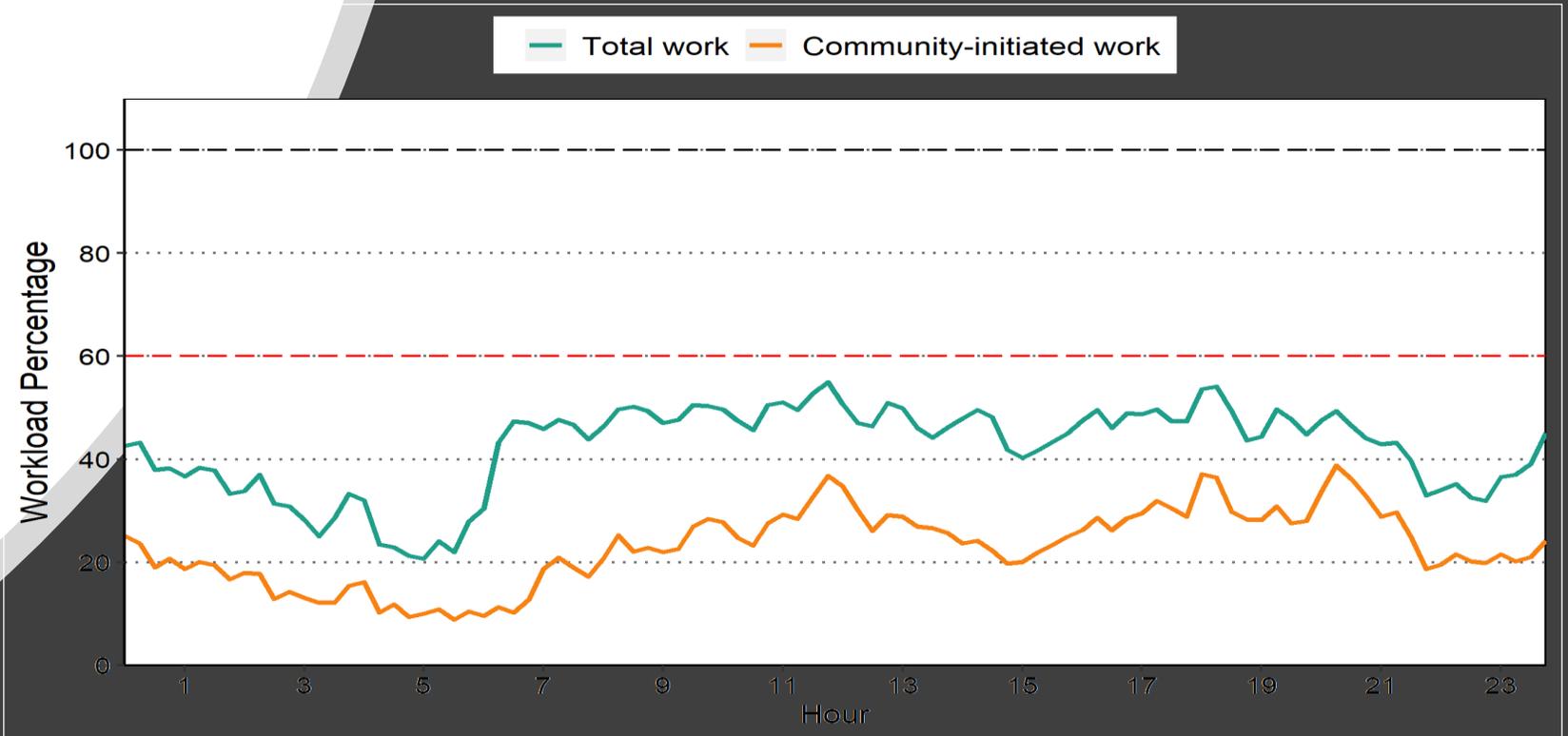
CPSM METHODOLOGY

- What activities do and should officers perform
- How many officers are necessary
- How should they be deployed (or how shouldn't they be)?

Workload Percentage by Hour, Winter 2019, Weekdays

When there is a steady amount of work above the 50% line, patrol resources are beginning to be stressed.

Officers will be going from “call to call”

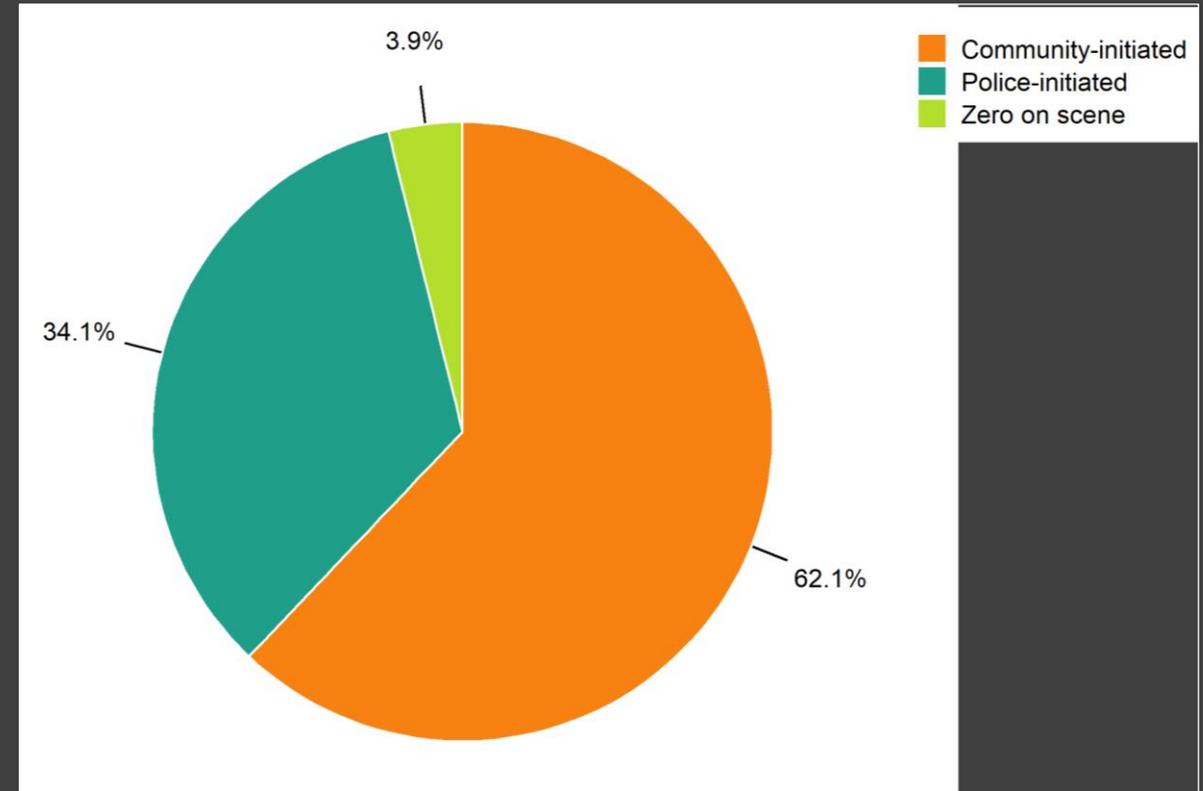


CPSM[®]

Center for Public Safety Management, LLC



Percentage of Events per Day, by Initiator



62% Community-initiated - 34% Police initiated. This tends to further support the officers' claims that during certain times of the day, they are going from call-to-call handling dispatched activity.

CPSM[®]

Center for Public Safety Management, LLC



Operations Recommendations

- Ensure the new police officer positions hired by NCPD are assigned to patrol operations. (Vacancies)
- National City update its alarm program to “*best practices through a model ordinance.*”
- Create a CFS working group to explore potential ways of eliminating workload demands and non-emergency CFS from patrol workload.
- Explore implementation of a web-based reporting system for nonserious crime reports.
- Consider the implementation of a 12-hour shift schedule for patrol.

CPSM[®]

Center for Public Safety Management, LLC



Traffic Unit Recommendations

- Fill the vacant traffic officer position
- Modify the Traffic Unit's hours to 8:00 a.m. to 6:00 p.m. to work busiest traffic hours
- Traffic officers should be assigned to all traffic related calls when working
- Discontinue responding to non-emergency traffic accidents
- Conduct directed enforcement at high accident locations
- Send all traffic officers to Accident Investigation schools
- The unit should have a paradigm shift from traffic enforcement to obtain OTS Grants, to reducing traffic accidents

CPSM[®]

Center for Public Safety Management, LLC



Investigations Unit Recommendations

- Addition of one civilian investigator to handle digital forensic evidence and property crime investigations
- Add a sworn detective position to assist in handling child sex crime cases
- Conduct a comprehensive review, reorganization, and modernization of how cases are reviewed, assigned, and managed
- Fill the vacant officer position in the Gang Unit
- Review and evaluate the need for each task force officer position

CPSM[®]

Center for Public Safety Management, LLC



Miscellaneous Recommendations

Community Services

- Replace the vacant HOT position
- Replace the vacant School Resource Officer position
- Contract out Animal Control Services
- Encourage the county to replace the two PERT positions

SWAT

- Explore creating a regional team to share liability, workload, and expenses

Canine Unit

- Use a cost-benefit approach to evaluate the need for three canine teams versus two canine teams.



Miscellaneous Recommendations (cont.)

Communications

- Consideration should be given to combining Police and Fire Dispatch Centers
- Priority should be given to quickly filling all vacant Dispatcher positions
- Review and revise Communication's Center Policy Manual (2018 last time)
- Re-classify two dispatcher positions to a supervisory position to provide direct supervision
- Add two dispatch positions

CPSM[®]

Center for Public Safety Management, LLC



Miscellaneous Recommendations (cont.)

Records

- Add a position to handle the processing of Public Records Requests

Crime Analyst

- Re-assign her current duties (PRA) to allow her to focus on crime analysis

Property/Evidence

- Develop a plan of action to purge more items of evidence/property than the department takes in

Personnel and Recruitment

- Outsource all hiring background investigations
- Offer a hiring bonus to attract lateral police officers

CPSM[®]

Center for Public Safety Management, LLC



Recommended New Personnel Positions

- Detectives–2
- Civilian Investigator–1
- Gang Officer–1
- Traffic Officer–1
- School Resource Officer–1
- Records Clerk–1
- Senior Dispatchers–2
- Dispatchers–2

NOTE: All of CPSM's recommended police officer positions are to fill current vacancies in those units; however, since all new officer positions hired will be going to patrol to fully staff that function, these will need to be new funded positions.

CPSM[®]

Center for Public Safety Management, LLC



Recommended New Personnel Positions

- Detectives–2
- Civilian Investigator–1
- Gang Officer–1
- Traffic Officer–1
- School Resource Officer–1
- Records Clerk–1
- Senior Dispatchers–2
- Dispatchers–2

NOTE: All of CPSM's recommended police officer positions are to fill current vacancies in those units; however, since all new officer positions hired will be going to patrol to fully staff that function, these will need to be new funded positions.

CPSM[®]

Center for Public Safety Management, LLC



National City Police Department

Staff Report on the CPSM priorities

CPSM[®]

Center for Public Safety Management, LLC



NCPD Immediate Priorities (<1 year)

- Continue to develop and complete the strategic plan, which should include a succession plan.
- Recommend a monthly, instead of an annual report be developed to provide timely use of force analytics information for the command staff to review.
- Install an electronic temperature monitoring system on DNA cold storage equipment to avoid accidental losses of DNA evidence.
- Increase Crisis Negotiations Team (CNT) training to 40 hours annually.
- NCPD should review traffic accident data for locations where a large number of traffic accidents are either occurring and after identifying primary collision factors, conduct directed enforcement to reduce the number of accidents at those locations.

CPSM[®]

Center for Public Safety Management, LLC



NCPD Mid-Term Priorities (2 - 3 years)

- Create a Calls for Service Working Group to explore potential ways of eliminating workload demands and non-emergency Calls for Service from patrol workload
- Overall update of PD website - explore web-based reporting system for non-serious crime reports.
- Increase the department's complement of full-time employees, consideration should be given to include several more Community Services Officer Positions.
- Reassign the Crime Analyst's administrative duties unrelated to crime analysis or intelligence-related function, particularly regarding the processing of public record requests.

CPSM[®]

Center for Public Safety Management, LLC



NCPD Long Term Priorities (4 – 5 years)

- The department continue to move forward with any needed remodeling and renovations to improve the facility
- A comprehensive review, reorganization, and modernization of how cases are reviewed (NetRMS), assigned, and managed, (This is a county-wide project led by the San Diego Sheriff's Department to replace the existing Records Management System – NetRMS.

CPSM[®]

Center for Public Safety Management, LLC



NCPD Wish List

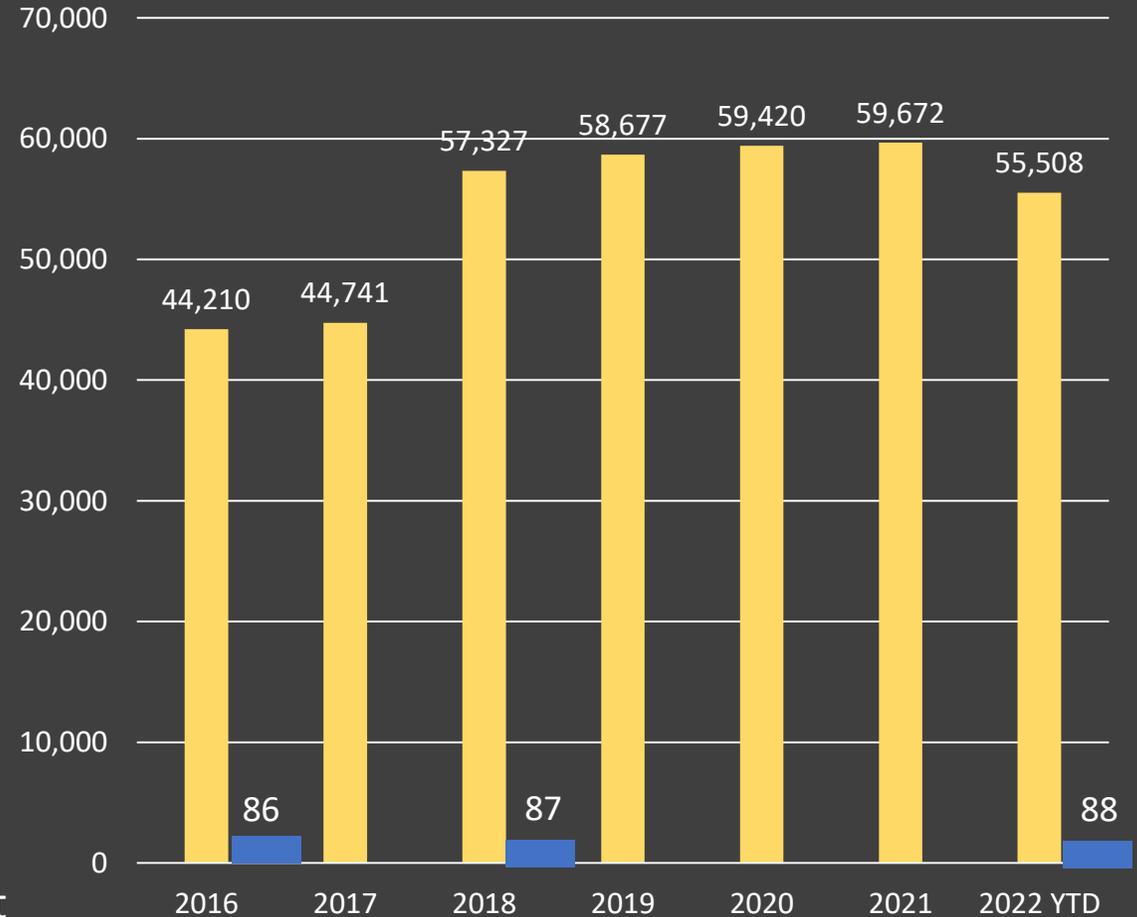
- As standard practice, replace patrol vehicles at five years or 100,000 miles.
- As there is no administrative assistance in the I/A unit, it is recommended the department create an administrative assistant position to assist with CPRA requests as well as to assist with other administrative work in the unit.
- The department emphasizes recruitment for that segment of the community who would qualify for the Senior Volunteer Program.
- The department should consider offering a Community Police Academy at least twice a year to residents and business owners in the city.
- The department and city collaborate to move the police department to the same electronic parking ticket system and vendor used by the city. Records should not be processing and filing paper copies of thousands of parking citations while a third-party electronic process is in place elsewhere in the city.

CPSM[®]

Center for Public Safety Management, LLC



Calls for Service per year Budgeted Officers



*In 2008, the department was budgeted 92 officers

CPSM[®]

Center for Public Safety Management, LLC



Staffing Implementation

- CPSM recommended the department increase staffing levels in the five classifications listed below. Therefore, the department is providing the following recommendations for implementation over a five year period (FY23 – FY27).
 - (1FTE) Records Clerk – recommend adding position on year one
 - (2FTE) Dispatcher – recommend adding both positions on year one
 - (5 FTE) Police Officer - recommend adding one per year
 - (2FTE) Senior Dispatcher – recommend adding one per year
 - (4FTE) Community Service Officer – recommend adding one per year

Cost for the (6) positions in the first year is \$575,712.00 (Approx.) The remaining personnel will be added incrementally between year 2 through year 5.



Questions?