



Department: Police
Cost Center: 8001
For Agenda of: 1/14/2025
Placement: Business
Estimated Time: 30 Minutes

FROM: Rick Scott, Police Chief
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SUBJECT: PRESENT THE 2024 POLICE DEPARTMENT STAFFING STUDY

RECOMMENDATION

Receive and file the 2024 San Luis Obispo Police Department staffing study final report.

POLICY CONTEXT

The Police Department completed development work on a 5-year strategic plan, which was [presented to the City Council](#) on January 23, 2024. One of the action items from the strategic plan was to conduct a department-wide staffing study to inform and direct future staffing needs for the Police Department.

DISCUSSION

Background

On January 27, 2024, the Police Department released a request for proposals (Attachment B) to conduct a department-wide staffing study, as recommended in the strategic plan. After receiving and reviewing twelve proposals, the Center for Public Safety Management (CPSM) was selected and awarded the contract based on their proposal (Attachment C).

Over the 10 months that followed, CPSM worked closely with department staff to gather data, conduct departmental interviews and focus groups, compare what they learned to law enforcement industry best-practices, and identify areas for improved efficiencies and staffing recommendations to better serve the community.

CPSM defined the following objectives in their proposal:

- Conduct a forensic data analysis to identify actual workload and locations of incidents that will create a picture of the as-is condition of service delivery and service demands, evaluating all facets of the department to establish workloads and service demands.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function for policing.

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- Examine the department's organizational structure and culture.
- Perform a gap analysis, comparing the as-is state of the department to the industry's best practices.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Complete a staffing analysis using workload and performance, based on research conducted by the International City/County Management Association, International Project Management Association, Commission on the Accreditation for Law Enforcement Agencies, and Center for Public Safety Management.

CPSM delivered a comprehensive and detailed study of departmental staffing, thorough analysis of police calls for service, current staffing levels, and departmental procedures. In total, CPSM identified 55 recommendations (including procedural and operational recommendations) related to improving efficiencies and increasing staffing to better serve the community today and in the future.

Many of the 55 recommendations in the staffing study do not require additional staff and are procedural in nature. The department will be implementing these recommendations as operationally possible. Some examples of procedural recommendations include:

- Examine shift deployment schedules and adjust as necessary to better align available personnel with workload demands.
- Reevaluate the criteria for deployment and response by Community Service Officers (CSOs) to calls for service to meet the community's and the department's needs.
- Data from the top 10 collision locations and top 10 traffic complaint locations should be used to generate a monthly report for supervisors to review and share with field enforcement teams to ensure traffic stops are occurring where needed to address safety issues.
- The department should enhance the crime analyst role by expanding the focus to a real-time crime intervention program.
- Patrol supervisors should complete entire disciplinary investigations as appropriate.
- Identified the need for bullet resistant glass at the Records window and bullet resistant material below the glass.

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The following table summarizes the additional full-time equivalent employees (FTEs) recommended by CPSM based on the data analyzed:

SWORN POSITIONS	FTE
Police Officer	9
Patrol	6
Detective	2
School Resource Officer	1
Sergeant	2
Patrol	1
Admin Training/Internal Affairs	1
TOTAL SWORN	11
CIVILIAN POSITIONS	FTE
Communications	2
Dispatcher	2
Civilian Positions	1
Assist Hiring/Training	0.5
Records Front Counter	0.5
TOTAL CIVILIAN	3
TOTAL SWORN AND CIVILIAN	14

Given the significant costs associated with adding new FTEs to the department, in addition to the length of time required to hire and train employees, the department developed several implementation timelines ranging between 5 and 8 years (Attachment D). These timelines were designed to strike a balance between addressing departmental staffing needs, while allowing for budgetary allocation in a tiered manner over several budget cycles. The initial prioritization of patrol officers and a patrol sergeant will address an immediate need identified to increase the number of officers working during high call for service timeframes.

One dispatcher was also prioritized in year 1 as this position has been hired as over strength, on prior approval of the City Manager, and is currently in the training program. The City Manager can approve an over strength hire to address a critical staffing need that cannot wait for a budget cycle FTE addition. Dispatch candidates have been extremely difficult to find in recent years, and the transition from a civilian dispatch

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manager to a Lieutenant dispatch manager has left the center with one less employee that can work a console as a solo dispatcher. An immediate need was identified to have a 12th dispatcher, to balance staffing on day shift and night shift. This position has been funded by department salary savings and savings in other contract services from the vacant social worker position, which was recently hired. Any additional positions will be considered as part of the 2025-27 Financial Plan and future financial plan processes based on available resources.

The department was recently awarded a Community Oriented Policing Services (COPS) grant, which provides a total of \$250,000 over three years to offset the costs of two new patrol officers. [Council approved the acceptance of this grant on 11/12/2024](#). If the new officer positions are authorized through the 2025-27 Financial Plan, spending of the COPS grant funds must begin by 2026 to comply with the grant deadlines. (Additional COPS funding details are provided in Attachment D.)

Previous Council or Advisory Body Action

City council received and filed the Police Department 5-year Strategic Plan on January 23, 2024, which included a recommendation to conduct a staffing study. There has been no additional prior Council action related to the staffing study.

Public Engagement

Robust public engagement occurred during the creation of the 5-Year Strategic Plan. The feedback gained from these efforts produced the action items in the strategic plan, including the commission of a staffing study to better analyze police staffing levels across the organization. CPSM focused their efforts to employee feedback, and intensive departmental statistical data collection to inform and develop their recommendations.

CONCURRENCE

The staffing study final report has been shared with the Human Resources and Finance Departments.

ENVIRONMENTAL REVIEW

The California Environmental Quality Act does not apply to the recommended action in this report, because the action does not constitute a "Project" under CEQA Guidelines Sec. 15378.

FISCAL IMPACT

The implementation of new positions will have a fiscal impact to the City. The exact impact is unknown at this time as it will vary depending on the number of positions hired and the cadence at which they are hired. The department completed cost estimates for several implementation models that incrementally add positions over five to eight years (Attachment D). A phased implementation approach will allow for fiscal planning and hiring of recommended positions.

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Budgeted: No
Funding Identified: No

Budget Year: 2025-2033

Fiscal Analysis:

Funding Sources	Total Budget Available	Current Funding Request	Remaining Balance	Annual Ongoing Cost
General Fund	\$	\$	\$	\$
State				
Federal				
Fees				
Other:				
Total	\$TBD	\$TBD	\$	\$TBD

ALTERNATIVES

Council could decide to not receive and file the staffing study. This action is not recommended by staff as the staffing study provides an updated, comprehensive department analysis and identifies areas for procedural and staffing improvements.

ATTACHMENTS

- A - 2024 Police Department Staffing Study Final Report
- B - Staffing Study RFP
- C - CPSM Staffing Study Proposal
- D - Staffing Study Implementation Options