

POLICE OPERATIONS AND DATA ANALYSIS REPORT

SAN LUIS OBISPO, CALIFORNIA



CPSM[®]

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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

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INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their community members in an efficient and effective manner.

ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the staffing and operations of the San Luis Obispo Police Department. While our analysis covered many aspects of the department's operations, particular areas of focus of this study were identifying appropriate staffing of the department given the workload, community demographics, and crime levels.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, internal departmental focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the San Luis Obispo Police Department, it is our conclusion that the department provides quality law enforcement services. The staff is professional and dedicated to the purpose of the department. Throughout this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. The recommendations made in this report offer an opportunity for the department's strengths to become stronger and the challenges to become less challenging. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, following we list general observations that we believe identify some of the more significant issues facing the department. Additionally, in this summary we also include a comprehensive list of recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the addition of personnel or the creation of new job classifications. In the case of the San Luis Obispo Police Department, the recommendations we make will require a substantial financial commitment on the part of the jurisdiction. It is important to note that in this report we will examine specific sections and units of the department and will offer a detailed discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the City of San Luis Obispo choose to implement any or all recommendations, it must be recognized that this process should be approached as a long-term endeavor, since implementation of some recommendations could require a year, two years, or more. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. It is important that we emphasize that this list of recommendations, though lengthy, is common in our assessments of agencies around the country. The number of recommendations should in no way be interpreted as an indictment of what we consider to be a fine department.

Immediately following we offer a list of recommendations that CPSM advises be implemented within one year of the presentation of this report.

CPSM RECOMMENDATIONS FOR PRIORITY IMPLEMENTATION WITHIN ONE YEAR

The following recommendations are identified by CPSM as those that should be implemented within one year. This list is not ordered in terms of priority or importance; these recommendations are those that we advocate for implementation within one year from the data of this report.

- It is recommended that the role of the lieutenant watch commander be evaluated to make it more of a patrol operational role to allow more functional supervision.
- CPSM recommends evaluating and reducing supervisory collateral duties to ensure more proactive field supervision.
- CPSM recommends the department reevaluate the criteria for deployment and response by CSOs to calls for service so as to meet the community's and the department's needs.
- CPSM recommends that the response to calls for service by CSOs be in line with their training and compliance with department policy.
- CPSM recommends data from the top 10 collision locations and top 10 traffic complaint locations 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.
- It is recommended that the Department enhance the crime analyst role by expanding the focus to a real-time crime intervention program.
- CPSM recommends the SLOPD's executive staff establish an ad-hoc committee to recommend an approach to assigning ancillary duties to better define appropriate staffing levels throughout the organization.
- Regarding future staffing and development considerations, CPSM recommends that the SRO track all cases and CFS via the CAD system and a handwritten log that can be transferred to the RMS system for better tracking.
- CPSM recommends the department utilize a third-party background investigation firm as its primary resource for background investigations in order to reduce the auxiliary workload for detectives and patrol personnel currently performing these tasks. The department should refer to CA POST Training Bulletin No. 2024-08 for guidance and legal restrictions.
- CPSM recommends that department and procurement personnel identify strategies that allow the department to have greater influence in the selection of and timely acquisition of police vehicles to include purchasing non-hybrid vehicles.
- CPSM recommends that patrol vehicles be replaced or transferred to non-patrol functions in the department or city after logging 100,000 miles.
- CPSM recommends the department develop a methodology that ensures vehicles are consistently driven.
- CPSM recommends the SLOPD abandon the current methodology for assigning calls and move to a traditional beat designation; the department should use vehicle location technology to assign the closest available unit until a beat system is implemented

- CPSM recommends the SLOPD undertake a review of the reason for the delay in dispatching Priority 1 calls, particularly the definition of call types, and implement effective changes to protocols to reduce the dispatch delay. CPSM recommends the department continue to monitor response times to high-priority calls to ensure changes to practice have their intended result.
- CPSM recommends that SLOPD develop and implement a Quality Assurance program for the Communications Center and ensure that audits are being conducted of emergency medical dispatch calls. There are software programs that can assist as well as successful programs in other agencies that could be a model for the department.
- CPSM recommends SLOPD evaluate the use of Motorola's Video-Manager EL software product to administer and process all BWV and in-car digital video. The use of software to auto-populate and classify video will reduce the time P&E technicians expend in reviewing and categorizing videos for digital case folders.
- CPSM recommends the department implement a video recording system for all the property room locations.
- CPSM recommends the SLOPD return to annual audits and inventory of Property & Evidence to avoid potential issues that can develop quickly.
- CPSM recommends the department strive to complete misconduct investigations in 45 calendar days and service complaint investigations in 30 days, if possible, unless an extension is necessary. These time frames should be included in department policy.
- CPSM recommends that patrol supervisors complete internal investigations as appropriate.
- It is recommended that SLOPD establish an accurate tracking system of all Records Section tasks and use the data to determine workloads and staffing levels.
- It is recommended that SLOPD fill the current vacancy in Records as well as consider the hiring of part-time employees to include a cadet program to focus on front counter customers, requests for police reports, and work related to the release of property. This approach will allow the records clerk to focus on reducing backlogs and accomplishing needed data inputs.

§ § §

GENERAL OBSERVATIONS

The San Luis Obispo Police Department is a professional law enforcement organization that takes great pride in providing a “no-call is-too-small” philosophy of service. The members of the department, both sworn and civilian, are committed to the department and to the community.

The leadership of the department is aware of the challenges in leading a police organization during challenging times and is also focused on the future and the purpose of policing. One of the greatest challenges in policing today is staffing; the department is not immune from those struggles. The sworn membership of the department has not experienced a significant increase in staffing in decades while the demands of the profession and community have increased exponentially. The stagnated levels of sworn staffing have resulted in some creative staffing solutions such as using civilian employees. However, the sworn workforce is tired from working excessive overtime to cover patrol shifts, work special events, and fulfill collateral duty assignments. While all of these activities are the norm in the policing profession, reduced staffing makes each of them more challenging and onerous over a period of time.

According to a City budget document, the department's budget makes up 18 percent of the city's general fund budget expenditure; combined, public safety services make up 31 percent of the general fund budget. While the level of funding is a policy decision for elected leadership, it is important to recognize that public safety services provide essential safety services for 8,760 hours a year, not just during daytime office hours. Public safety staffing often requires backfilling via overtime for vacancies to ensure a minimum number of personnel are available to respond to emergency situations.

As noted previously, a comprehensive list of recommendations follows; each is discussed in the appropriate section of the report. These recommendations are offered to enhance the operation and service of the San Luis Obispo Police Department. The recommendations are aimed at ensuring that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the community members of the City of San Luis Obispo.

CPSM staff would like to thank Chief of Police Rick Scott and the entire staff of the San Luis Obispo Police Department for their gracious cooperation and assistance during this study.

§ § §

RECOMMENDATIONS

Operations Bureau

Patrol Deployment

(See pp. 19-46.)

1. It is recommended that the role of the lieutenant watch commander be evaluated to make it more of a patrol operational role to allow more functional supervision.
2. CPSM recommends evaluating and reducing supervisory collateral duties to ensure more proactive field supervision.
3. CPSM recommends that a more formal senior officer program be created and those selected for this role attend leadership and in-service supervisor training. These officers can act as a force multiplier and can be utilized to handle minor field issues requiring a supervisor's perspective.
4. CPSM recommends that SLOPD increase minimum staffing levels of patrol shifts by two police officers between the hours of 7:00 a.m. and 2:00 a.m. This can be accomplished by adding personnel to day watch and a mid-day watch through the addition of six officers and a patrol supervisor.
5. Examine shift deployment schedules and adjust as necessary to better align available personnel with workload demands.
6. Add a mid-day watch shift and one additional supervisor for the watch on a 4-10 schedule.

Community Service Officers

(See pp. 46-47.)

7. CPSM recommends that the CSOs be provided with specific delineated duties.
8. CPSM recommends the department reevaluate the criteria for deployment and response by CSOs to calls for service so as to meet the community's and the department's needs.
9. It is recommended that the response to calls for service by CSOs be in line with their training and compliance with department policy.

Traffic Unit

(See pp. 47-48.)

10. CPSM recommends that the motor vacancy be filled.
11. It is recommended that SLOPD continue to embrace the mission philosophy of enforcement, education, and engineering. This will ensure a focused approach to handling traffic incidents and will maximize the traffic unit's efforts.
12. CPSM recommends that the traffic staffing be primarily used for the traffic mission.
13. CPSM recommends data from the top 10 collision locations and top 10 traffic complaint locations 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.

Downtown Bicycle Officers

(See pp. 48-49.)

14. CPSM recommends that the vacancy in the bicycle detail be filled.

Community Action Team

(See p. 49.)

15. CPSM recommends that the current vacancy be filled.

Crime Analysis Unit

(See pp. 49-50.)

16. CPSM recommends that the Department enhance the crime analyst role by expanding the focus to a real-time crime intervention program.

Administrative/Investigative Bureau

Criminal Investigations Section

(See pp. 50-59.)

17. Based on the findings of the detective workload and staffing assessment, CPSM found that the Investigative Division would immediately benefit from two additional full-time detectives.
18. CPSM recommends the department's executive staff establish an ad-hoc committee to recommend an approach to assigning ancillary duties to better define appropriate staffing levels throughout the organization.
19. It is recommended the department develop a process through Spillman Technologies to track clearance rates for all detectives and cases assigned to patrol officers.
20. It is recommended the department develop a succession plan for the computer forensic position to avoid a vacancy in this position. A temporary vacancy in this position would impact many complicated investigations as well as the daily guidance provided for detective and patrol personnel.

SROs

(See pp. 59-60.)

21. CPSM recommends one additional SRO to meet the NASRO national standards of one SRO per 1,000 students, as San Luis Obispo has surpassed 2,000 students.
22. If adding one SRO is not feasible, CPSM recommends adding one police officer to the authorized budget and utilizing this officer as a part-time officer at the middle school during the school year, allowing the full-time SRO to remain full-time at the high school.
23. Regarding future staffing and development considerations, CPSM recommends that the SRO track all cases and CFS via the CAD system and a handwritten log that can be transferred to the RMS system for better tracking.

Special Enforcement Team (SET)

(See pp. 61-63.)

24. It is recommended that the SET vacancy be filled as soon as staffing allows.

Training and Hiring Unit

(See pp. 64-66.)

25. CPSM recommends the department develop an approach to assign a part-time individual to assist with the regular tasks.

26. CPSM recommends the department evaluate the use of an administrative sergeant to assist the training manager with recruitment and hiring tasks and responsibilities in order to support the current workload and associated tasks.
27. CPSM recommends the department utilize a third-party background investigation firm as its primary resource for background investigations in order to reduce the auxiliary workload for detectives and patrol personnel currently performing these tasks. The SLOPD should refer to CA POST Training Bulletin NO. 2024-08 for guidance and legal restrictions.
28. The department should continue to invest in software to help track Training Unit responsibilities and reduce the training manager's workload.

Internal Affairs

(See pp. 67-70.)

29. CPSM recommends the SLOPD add an Administrative sergeant to assist the Administrative lieutenant with Internal Affairs and personnel investigations or use a third-party investigator to ensure the impartiality and timeliness of investigations.
30. CPSM recommends the department strive to complete misconduct investigations in 45 calendar days and service complaint investigations in 30 days, if possible, unless an extension is necessary. These time frames should be included in department policy.
31. CPSM recommends that patrol supervisors complete entire investigations as appropriate.
32. Patrol supervisors should attend internal affairs training in they are handling complaint investigations.

Support Services

Fleet

(See pp. 71-73.)

33. CPSM recommends the department increase the number of patrol vehicles in its fleet by four to allow for spare vehicles and to accommodate the recommended new officer positions.
34. CPSM recommends that department and procurement personnel identify strategies that allow the department to have greater influence in the selection of and timely acquisition of police vehicles to include purchasing non-hybrid vehicles.
35. CPSM recommends that patrol vehicles be replaced or transferred to non-patrol functions in the department or city after logging 100,000 miles.
36. CPSM recommends that the city purchase a fleet management system that is shared with a designee at the police department to more effectively track maintenance and repairs for police vehicles.
37. CPSM recommends the department purchase a portable disinfecting system that can be used to disinfect the vehicles from bacteria and viruses.
38. CPSM recommends the department develop a methodology that ensures vehicles are consistently driven.
39. CPSM recommends the Department move the evidence vehicles to an off-site location to free up parking spaces and limit the trauma of staff seeing the vehicles on daily basis.

Facility

(See pp. 73-75.)

40. CPSM recommends the City move the Traffic Unit into the 1042 building.
41. CPSM recommends the city prioritize the updating of the 1042 Walnut building to provide a professional, esthetically appealing and safe environment for police employees.
42. CPSM recommends the Department move the evidence vehicles to an off-site location to free parking spaces and limit the vicarious trauma of staff seeing the vehicles on daily basis.
43. CPSM recommends the City strengthen the fence on the Santa Rosa side of the building to discourage access to the patio area of the building.
44. CPSM recommends the installation of bullet resistant glass at the Records window and bullet resistant material below the glass.
45. CPSM recommends the city prioritize the abandonment of the property and 1016 Walnut and the updating of the 1042 Walnut building to provide a professional and esthetically appealing environment for police employees.

Communications Center/Dispatch

(See pp. 75-85.)

46. CPSM recommends adding two dispatchers for peak call periods from 7:00 a.m. to 7:00 p.m.
47. CPSM recommends the SLOPD abandon the current methodology for assigning calls and move to a traditional beat designation; it should use vehicle location technology to assign the closest available unit until a beat system is implemented
48. CPSM recommends that the GPS of the patrol vehicles be used to dispatch the closest available unit to calls if the designated beat officer is unavailable.
49. CPSM recommends the SLOPD undertake a review of the reason for the delay in dispatching Priority 1 calls, particularly the definition of call types, and implement effective changes to protocols to reduce the dispatch delay. CPSM recommends the department continue to monitor response times to high-priority calls to ensure changes to practice have their intended result.
50. CPSM recommends that SLOPD develop and implement a quality assurance program and ensure that audits are being conducted of emergency medical dispatch calls. There are software programs that can assist as well as successful programs in other agencies that could be a model for SLOPD.

Property and Evidence

(See pp. 85-89.)

51. CPSM recommends the SLOPD evaluate the use of Motorola's Video-Manager EL software product to administer and process all BWV and in-car digital video. The use of software to auto-populate and classify video will reduce the time P&E technicians expend in reviewing and categorizing videos for digital case folders.
52. CPSM recommends the SLOPD develop a solution to implement a video recording system for all the property room locations.
53. CPSM recommends the SLOPD return to annual audits and inventory of Property & Evidence to avoid potential issues that can develop quickly.

Records Unit

(See pp. 89-92.)

54. It is recommended the SLOPD establish an accurate tracking system of all Records tasks and use the data to determine workloads and staffing levels.
55. It is recommended the SLOPD fill the current vacancy and also consider the hiring of part-time employees to include a cadet program to focus on front counter customers, requests for police reports, and work related to the release of property. This approach will allow the Records clerk to focus on the reducing backlogs and accomplishing needed data inputs.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the San Luis Obispo Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the San Luis Obispo Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, communications, and property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a “participant observation” perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In this report we will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of San Luis Obispo is the county seat of the County of San Luis Obispo; the city had a population as of 2023 of 48,249. San Luis Obispo also the home to Cal Poly University, a renowned public university. The city's largest employers are the university and County of San Luis Obispo. The city is characterized by a year-round temperate climate and is known for its weekly farmer's market and thriving downtown. The city has a total land area of 14.1 square miles.

The city operates under a Council/Mayor/Manager form of government. The City Council consists of a Mayor and four council members. All members of council are elected to four-year terms and serve the city at large. The Mayor is elected to a two-year term.

Demographics

According to 2023 U.S. Census information, the city's demographic makeup is 79.1 percent White, 17.9 percent Hispanic, 1.3 percent African-American/Black, 0.5 percent Native American, 5.5 percent Asian, and 10.3 percent two or more races.

The owner-occupied housing rate in the city is 38.0 percent; 62.0 percent of the residents live in rental housing. The median household income is \$65,000 for the City of San Luis Obispo, compared to \$90,158 for the County of San Luis Obispo. Persons living in poverty make up 18.0 percent of the city's population. The median home price in the City of San Luis Obispo is \$841,700, compared to \$726,700 for the entire county.

LAW ENFORCEMENT SERVICES

The San Luis Obispo Police Department is the largest municipal law enforcement agency in the County of San Luis Obispo, and provides a range of law enforcement services, excluding custody operations.

Uniform Crime Report/Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in the City of San Luis Obispo measure up against those of similarly sized jurisdictions in the state as well as the State of California and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, representing the most serious crimes, the UCR index is split into two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

Data acquired by CPSM from the FBI for use in this report is for 2023, which is the most recent annual information available. As indicated in the following table, in 2023 the San Luis Obispo Police Department reported a UCR Part I violent crime rate of 526 (indexed per 100,000) and a property crime rate of 2,698 (indexed per 100,000).

In comparing San Luis Obispo's data with other California cities, one can see that San Luis Obispo reports a violent crime rate that is higher than many of the other cities, and a property crime rate that is the highest of the comparable cities in the table. San Luis Obispo's crime rates are somewhat higher compared to the State of California as a whole.

TABLE 3-1: Crime Rates, 2022 and 2023

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Atascadero	CA	30,226	390	1,403	1,793	30,323	214	999	1,214
Goleta	CA	32,296	152	1,657	1,808	32,503	172	1,449	1,621
Hollister	CA	42,681	323	806	1,129	42,547	343	879	1,222
Lompoc	CA	43,654	499	1,936	2,435	43,591	484	1,762	2,246
Paso Robles	CA	30,906	317	1,695	2,013	30,792	403	1,598	2,001
Porterville	CA	62,653	487	2,086	2,573	62,508	445	2,070	2,515
Santa Barbara	CA	85,847	480	2,152	2,631	85,382	611	1,815	2,427
Santa Cruz	CA	62,809	712	3,544	4,256	62,929	655	2,390	3,045
Santa Maria	CA	109,348	650	2,780	3,430	109,687	617	2,367	2,984
Santa Paula	CA	31,118	328	1,102	1,430	31,400	382	847	1,229
Seaside	CA	32,390	417	1,216	1,633	30,187	434	831	1,265
San Luis Obispo	CA	47,394	563	3,682	4,245	48,249	526	2,628	3,154
California		39,114,785	500	2,343	2,843	39,109,070	511	2,273	2,784
National		332,403,650	380	1,954	2,334				NA

Note: National crime statistics are not yet available for 2023. The FBI usually reports these statistics in late September or early October of the following year. We used population estimates from the State of California's Department of Finance.

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FIGURE 3-1: Reported San Luis Obispo Violent and Property Crime Rates, by Year

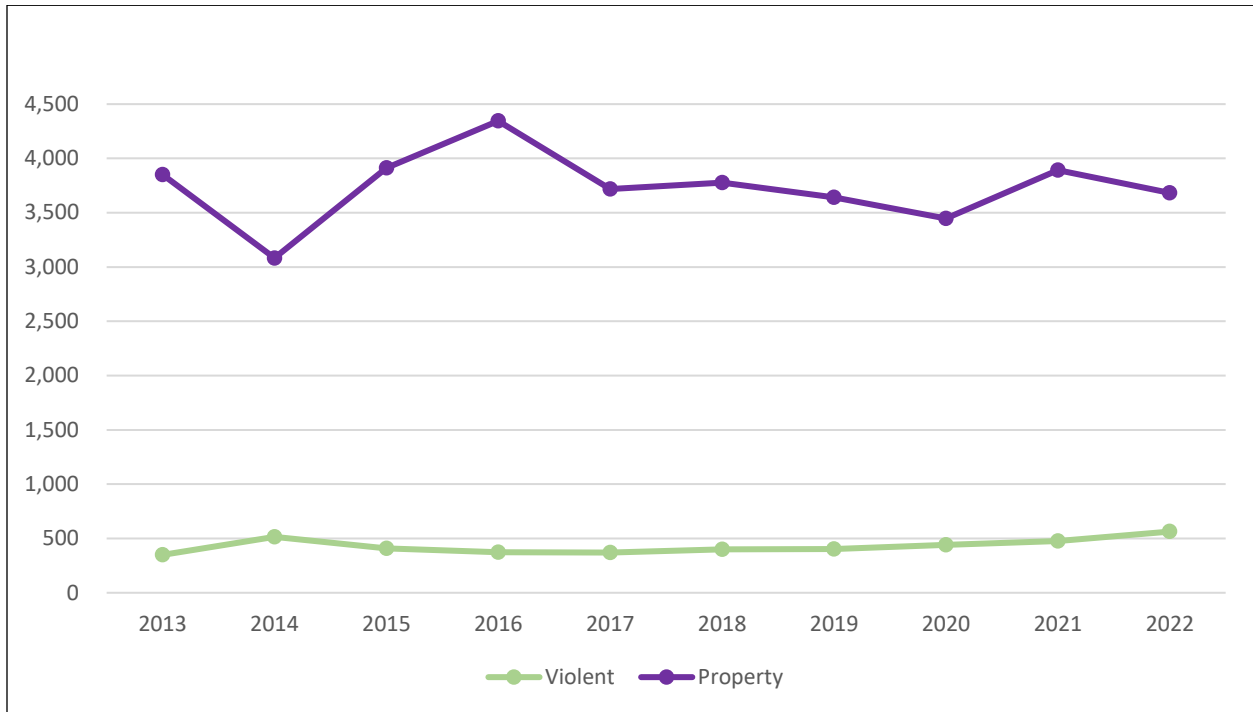
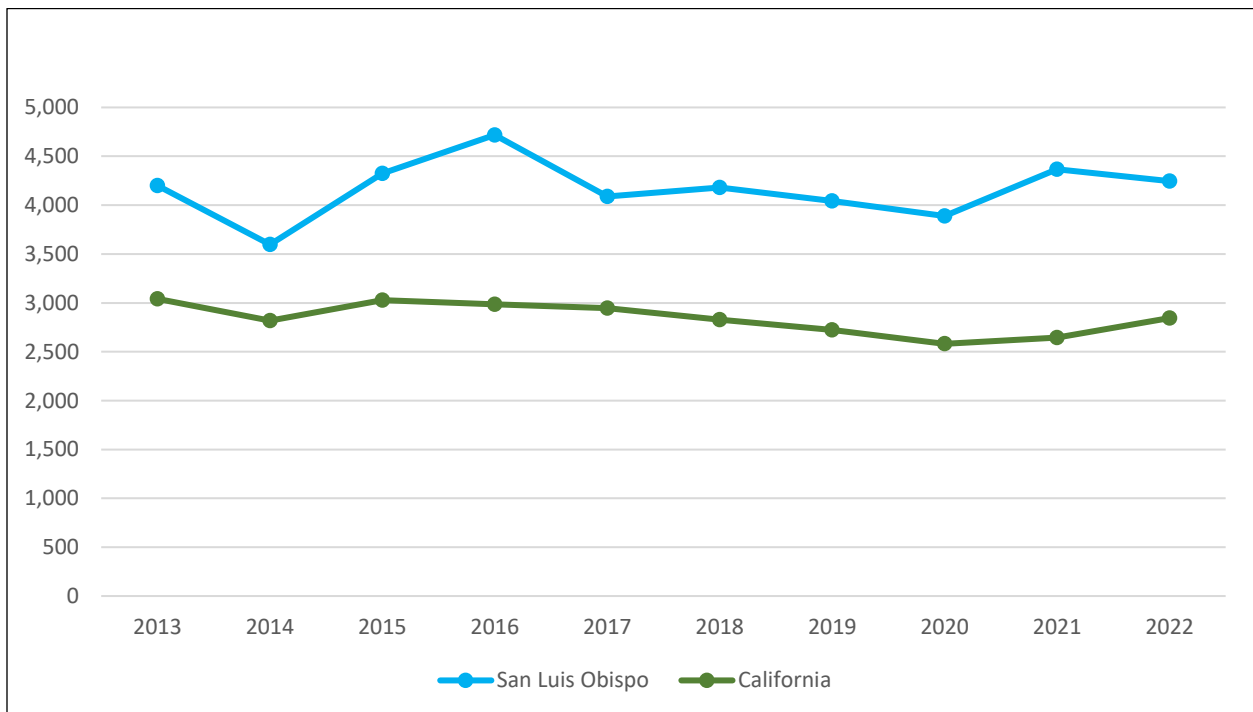


FIGURE 3-2: Reported San Luis Obispo and State Crime Rates, by Year



The following table compares San Luis Obispo's crime rates to both the state and national rates year by year for the period 2013 through 2022. Again, this data is indexed per 100,000 population. It is provided for illustration purposes only.

TABLE 3-2: Reported San Luis Obispo, State, and National Crime Rates, By Year

Year	San Luis Obispo				California				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	46,672	514	3,083	3,597	38,970,399	389	2,430	2,819	324,699,246	357	2,464	2,821
2015	47,116	410	3,914	4,323	39,315,550	424	2,605	3,029	327,455,769	368	2,376	2,744
2016	47,774	373	4,345	4,718	39,421,283	443	2,541	2,984	329,308,297	383	2,353	2,736
2017	47,934	371	3,718	4,089	39,536,653	449	2,497	2,946	325,719,178	383	2,362	2,745
2018	47,885	401	3,778	4,179	39,557,045	447	2,380	2,828	327,167,434	369	2,200	2,568
2019	47,735	402	3,641	4,043	39,959,095	434	2,290	2,724	328,239,523	379	2,010	2,489
2020	46,986	441	3,448	3,888	39,538,223	442	2,139	2,581	331,449,281	399	1,958	2,357
2021	47,326	475	3,892	4,368	39,368,613	466	2,178	2,645	332,031,554	396	1,933	2,329
2022	47,394	563	3,682	4,245	39,114,785	500	2,343	2,843	332,403,650	380	1,954	2,334
2023	48,249	526	2,628	3,154	39,109,070	511	2,273	2,784	NA			

The following table compares San Luis Obispo's crime clearance rates to the state and national averages. These clearance rates are based on the department's reporting to the UCR. At the same time, it is difficult to make an apples-to-apples comparison in the data because of the many variables involved, such as relative resources of a jurisdiction to solve crimes.

TABLE 3-3: Reported San Luis Obispo, State, and National Crime Clearance Rates, 2022

Crime	San Luis Obispo			California			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	2,206	1,294	59%	21,797	10,752	49%
Rape	38	2	5%	14,346	3,970	28%	132,997	27,856	21%
Robbery	40	22	55%	47,669	13,356	28%	215,760	51,930	24%
Aggravated Assault	189	96	51%	128,798	60,502	47%	756,601	334,405	44%
Burglary	254	25	10%	143,429	14,348	10%	916,970	125,838	14%
Larceny	1,372	96	7%	577,733	12,817	2%	4,947,709	633,098	13%
Vehicle Theft	119	16	13%	181,815	37,846	21%	953,827	87,140	9%

TABLE 3-4: Department Authorized Staffing and Actual Levels, 2023

Position	2023 Budgeted	2023 Actual	2023 Vacancies
Chief of Police	1	1	0
Deputy Police Chief	2	2	0
Lieutenant	4	4	0
Sergeant	8	8	0
Police Officer	37	33	4
Detectives	9	9	0
Sworn Total	61	57	4
Dispatcher Supervisors	2	2	0
Dispatchers	11	8	3
Records Supervisors	1	0	1
Records Lead	1	1	0
Records Clerk	4	4	0
Community Service Officers	6	6	0
Property and Evidence Lead	1	1	0
Property and Evidence Tech	1	1	0
Senior Admin Analyst	1	1	0
Forensic Evidence Analyst	1	1	0
Training and Hiring Manager	1	1	0
Public Affairs Manager	1	1	0
Crime Analyst	1	0	1
Executive Assistant	1	1	0
Administrative Assistant	1	1	0
Civilian Total	34	29	5
Total Authorized Personnel	95	86	9

Source: SLOPD

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SECTION 4. ADMINISTRATIVE

STRATEGIC PLAN

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust an organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is headed, and the actions needed to make progress, but also how it will know if it is successful.

The San Luis Obispo Police Department recently invested considerable time and energy into the development of a five-year plan that serves as a visionary framework for leadership. The department is commended for the development and implementation of the plan.

The Strategic Plan has six goals and an implementation plan and timeline. The six goal areas are:

- Service to the Community
- Community Engagement
- Diversity, Equity, and Inclusion
- Recruitment and Retention
- Health and Wellness
- Improve Infrastructure, Equipment, and Technology

VISION STATEMENT AND VALUES

Vision Statement

"A community partnership built on trust, focused on safety, and shared values to ensure the SLO quality of life."

Our Values

- *Life – We believe in the sanctity of life. Our policies, decisions, and actions are guided by least harm approaches to first protect life and reduce the fear of crime.*
- *Integrity – We are accountable to our community and ourselves through our professional oath and most importantly our actions. We embrace transparency to build trust and promote credibility in our community.*
- *Service – We take pride in providing the highest quality of service to our community, ensuring we treat each person with dignity and equity in the pursuit of justice.*
- *Teamwork – We work best when we work together. We support each other through an organizational culture based on humility, respect, and shared responsibility.*

- *Nurture – We are dedicated to personal and organizational growth by providing a learning culture, equipped to persevere in adversity. We safeguard our future by supporting one another through optimism, strength, and resilience.*

“We L.I.S.T.N. and give voice to our community through living these shared values which guide every decision and action in service to our community and to one another.”

A vision statement and supporting values can provide a common theme around which members of the agency can base their day-to-day public interactions, tactical decision-making, and long-term strategic planning. When they are properly integrated within the organization, vision and value statements can create a sense of unity, direction, and opportunity. Vision and value statements also will provide the foundation for an organization's strategic planning efforts and can guide budgetary decisions that align and support the long-term strategic plan.

POLICY MANUAL

Every law enforcement organization should have a comprehensive policy and procedure manual governing the operation of the department and the conduct of its employees. The challenge is keeping that manual up to date with current trends, laws, and best practices. If a department does not make timely revisions of its manual, it could lead to operational deficiencies and employee misconduct.

SLOPD's policy manual is provided by Lexipol, a firm that provides a policy service for most law enforcement agencies in California. The benefits of the Lexipol policy service are the regular updates that are provided by Lexipol and the department's ability to tailor policies to the needs of the department and community.

ORGANIZATION COMMUNICATION

In virtually all police studies conducted by CPSM, lack of communication is cited as an organizational impediment. That sentiment was expressed in San Luis Obispo Police Department as well. In some cases, the concern raised is justifiable as communication in any organization is challenging and even more so in one that works shifts covering all hours of the day and night throughout the year. In some cases those who express concerns about communication have subjected themselves to selective awareness. In any event, we suggest open, constructive communication up and down the line is vital to any organization.

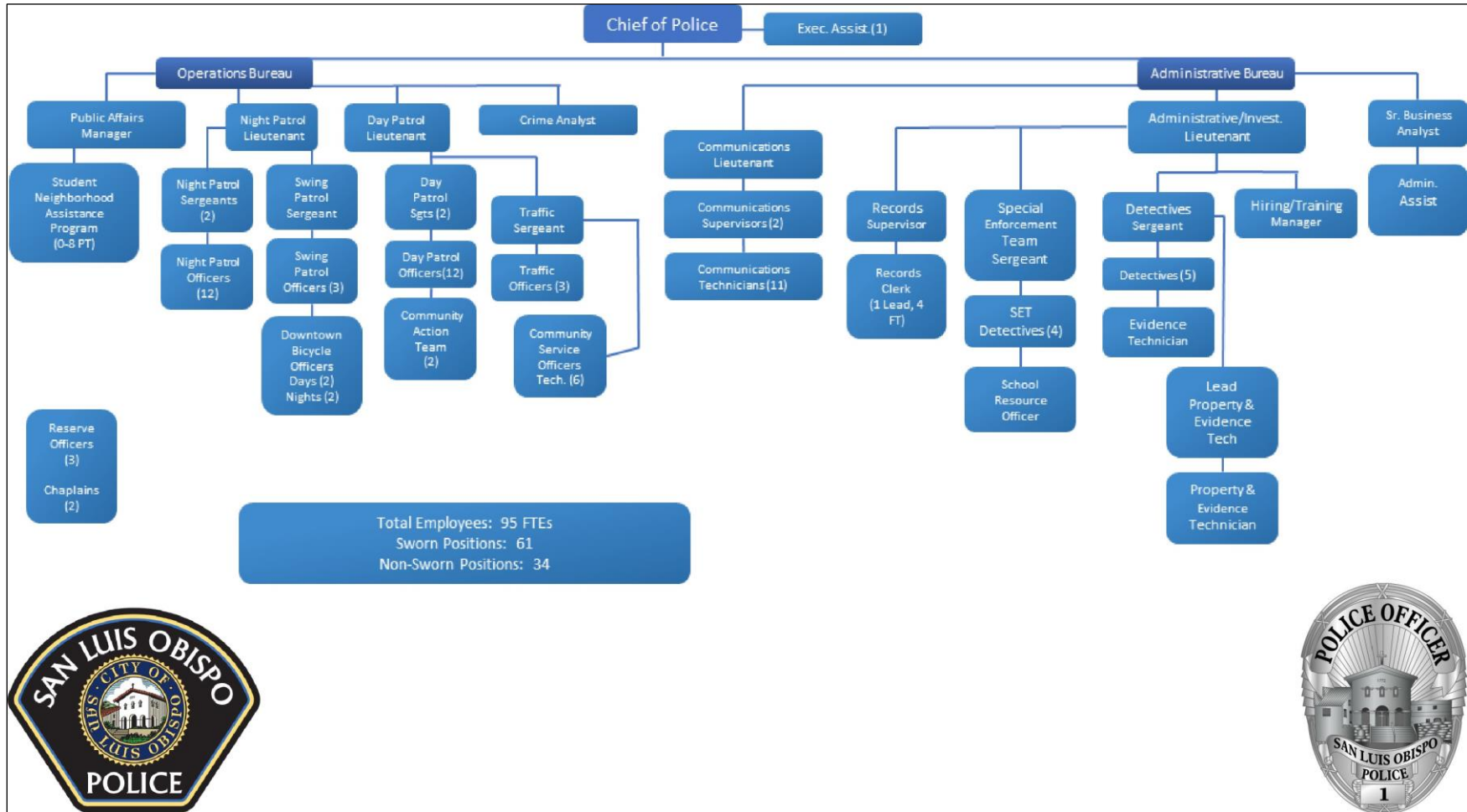
ORGANIZATION COMMAND STRUCTURE

Currently, SLOPD is operating with the organizational structure seen in the following figure. Under this structure the majority of the department report to one of two Deputy Chiefs, who in turn report to the Police Chief of Police.

FIGURE 4-1: Current Organizational Structure



Police Department



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SECTION 5: OPERATIONS BUREAU

The San Luis Obispo Police Department Operations Bureau provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed patrol activities, engaging in neighborhood problem-solving, and traffic enforcement. The bureau is comprised of two sections: Patrol and Traffic. Each section is integrally involved in supporting the other.

The Operations Bureau is directed by a Deputy Chief who reports directly to the Chief of Police. Two lieutenants are assigned to the Operations Bureau; there are five patrol sergeants and one sergeant who supervises the traffic unit.

PATROL DIVISION

Uniformed patrol is often seen as the "backbone" of American policing. Officers in this role are the most visible members of the department and receive the largest portion of its resources. Ensuring proper staffing and resource allocation is essential for the department to respond promptly and efficiently to emergency calls and to provide general law enforcement services to the community.

The San Luis Obispo Police Department (SLOPD) has dedicated itself to building a solid relationship with its community; this was validated through the perspectives and experiences shared through interviews and focus groups. The members assigned to the patrol division who were interviewed by CPSM staff were professional and enthusiastic about their jobs. They were very proud of the excellent reputation the agency has established with the community. Members were open and honest with their perspectives and comments and fully understood that the SLOPD was a full-service department that would respond to all calls for service and see them to their conclusion.

The SLOPD is highly service-oriented. Essentially, every call for service from the public gets a police response. The agency embraces this approach and considers every request for service from the public essential and deserving of a police response.

The patrol division is not segmented into distinct patrol districts. The officers handle calls for service throughout the city based on availability and seniority. According to the SLOPD internal analysis in 2021, patrol handled more than 37,124 calls for service, conducted 5,854 traffic-related stops, and experienced an increase in violent crime. A CPSM analysis showed a lower number of calls for service responded to by field personnel as more than 9,000 calls were adjudicated by dispatchers or through other means.

Patrol Division Deployment

Patrol is comprised of an authorized complement of two lieutenants, six sergeants, 27 patrol officers, four bicycle detail officers, three traffic officers (motors), two community action team (CAT) officers, and six civilian community service officers (CSO). This personnel complement is responsible for 24/7 policing services in the City of San Luis Obispo. The following table reflects this alignment and the present staffing status by category. These numbers may adjust frequently.

TABLE 5-1: Operations Bureau Authorized Staffing Levels For Patrol

Position	Authorized	Actual	Vacancy	Total
Lieutenant	2	2	0	2
Sergeant	6	6	0	6
Patrol Officer	27	26	0	27
Traffic Officer	3	2	1	2
Bike Officer	4	3	1	3
CAT Officer	2	1	1	1
Sworn Total	44	40	3	40
CSO	6	6	0	6
Civilian Total	6	6	0	6
Total Authorized Personnel	50	46	0	47

Note: The Sergeant row includes the traffic sergeant position.

Supervision

In police agencies similar in size and structure to San Luis Obispo, it is common for a lieutenant to serve as the patrol “watch commander.” Lieutenants spend a significant amount of time at the station managing administrative tasks related to patrol shift operations and general administrative duties. They are also responsible for collateral duties such as project research, personnel mentoring and development, performance reviews, administrative reports, and attending both community and department meetings. According to SLOPD the defined role of the lieutenant watch commander is that of a “Station Manager.” Although they spend some time in the field, it is limited. In the absence of a lieutenant, sergeants take on the functional role of watch commander.

Sergeants, by contrast, are typically responsible for field supervision and act as additional support for patrol officers during particularly busy periods. They fulfill a crucial role in overseeing and directing field operations around the clock. National best practices show that there needs to be productive field supervision to avoid significant liability for a police agency.

In law enforcement agencies similar in size to SLOPD, virtually all sergeants have collateral duties, generally related to their primary assignments. CPSM learned that all sergeants in SLOPD are charged with three or more collateral duties that can remove them from active field supervision for more than two-thirds of their assigned shift. This is problematic, because supervisors play a reactive role in responding to supervisor requests and cannot fully engage in proactive supervision, including responding to occasional calls for service with officers, monitoring the radio frequency to deconflict calls for service assignments, and immediate command and control of tactical incidents.

Senior police officer positions in police departments are of considerable value when utilized properly in the absence of supervisors. CPSM learned that senior officers in the SLOPD are simply a pay grade definition, but they have no supervisor training or responsibility. To provide consistent supervision in the field and assist the sergeants, CPSM recommends that a more formal senior officer program be created and those selected attend leadership and in-service supervisor training. These officers can then be employed as a force multiplier and can be utilized to handle minor field issues requiring a supervisor’s perspective.

Deployment Schedule

Personnel work a 12-hour and a 10-hour day, alternate working three and four-day work weeks per their MOU. Generally, Thursday shifts are alternated between teams. This schedule ensures personnel reach 160 work hours in the 28-day cycle. Five teams of officers work day, evening, and one night mid-shift for each day. This ensures some coverage during primary shift changes. The following table reflects this alignment, along with minimum staffing. Actual deployment numbers change frequently.

TABLE 5-2: Deployment Schedule / Minimum Staffing

Watch	Hours	Work Days	Lt.	Sgt.	PO	Actual (Ofcr)	Min. Staffing
Team 1	6:45 a.m.- 7:00 p.m.	M, T, W, *Th	1	1	6	6	4
Team 2	6:45 a.m.- 7:00 p.m.	F, S, S, *Th		1	6	6	4
Team 3	6:45 p.m.- 7:00 a.m.	M,T, W, *Th	1	1	6	6	4
Team 4	6:45 p.m.- 7:00 a.m.	F, S, S *Th		1	6	6	4
Team 5	4:00 p.m.- 2:00 a.m.	W, Th, F, S, S		1	3	3	1
Traffic Day	7:00 a.m.- 5:00 p.m.	M, T, W, Th		1	2	1	0
Traffic Mid-Day	9:00 a.m.- 7:00 p.m.	T, W, Th, F			1	0	0
Bike Unit Day	7:00 a.m.- 5:00 p.m.	M, T, W, Th			2	1	0
Bike Unit Night	5:00 p.m.- 3:00 a.m.	W, Th, Sa			2	2	0

Note: * Every other Thursday Lt. hours can vary for administrative obligations.

According to the SLOPD, overtime increases staffing levels above the required minimum of four officers on the primary shifts when additional resources are needed to supplement community events such as the weekly community farmers market. Overtime is also offered when minimums cannot be achieved due to absenteeism. Staffing levels are affected by both the number of officers assigned to the patrol function as well as the impact of time off associated with vacations, training, court appearances, FMLA, illness/injury, etc. In general, the combination of these leave factors results in officers being unavailable for a shift on average 25 percent of the time.

According to the Police Executive Research Forum, on a typical shift, it is common that 25 percent of the officers assigned will be unavailable for patrol because of another competing responsibility. This can result in forced overtime fatigue, unplanned expenditures, and lower morale if not planned for. For instance, while a patrol deployment may be staffed with a team of four officers on paper, only three may report to work due to various leave factors or responsibilities.

Minimum Staffing

Virtually all agencies establish minimum staffing levels for patrol functions. The primary reasons include ensuring that sufficient resources are available to respond to emergency calls for service, ensuring that sufficient resources are available to provide for the safety of the community and the department's deployed staff, and ensuring that resources are available to handle the volume of workload common in the community. As such, minimum staffing will vary from agency to agency based on the agency's size and the nature and volume of the workload. It is often a subjective decision made by the department's leadership team.

The department has established a minimum staffing level of four officers on both the day shift and night shift. Minimum staffing is identified in policy 207. While policy 207 sets the minimum staffing requirement, the Chief has the flexibility to adjust minimum staffing based on exigent workload conditions. The department supplements its deployment by adding up to three additional officers on a night swing-shift and deploying one to two motorcycle traffic officers and a downtown bicycle detail of one to two additional officers. We submit that no regular duties of the motorcycle traffic officers and the bicycle detail should interfere with responses to these types of needs. As such, they should not be included in minimum staffing counts given the limited role they have in terms of calls for service response; they do not significantly impact the workload carried by patrol officers.

It is essential to remember that minimum standards are just that—minimums, not optimal. Minimums establish a reasonable number of personnel available to generally ensure community member and officer safety and the ability to respond to emergency calls for service in a timely manner. Minimum staffing numbers do not allow for routine proactive policing, problem-solving, community engagement, and timely response to non-emergency calls.

WORKLOAD DEMAND

CPSM's work followed two tracks: (1) a data analysis of workload, primarily related to patrol, and (2) the operational assessment. In the following pages related to patrol, we draw upon the data analysis report to assist in our operational assessment. The data analysis report, in full, can be found following the operational assessment and readers are encouraged to thoroughly review it. The data analysis is rich with information, only a portion of which is included in this segment of the report. For the purposes of our analysis, we used computer-aided dispatch (CAD) records supplied by the department's dispatch center. These records pertain to the identifiable workload associated with specific units and are the most accurate, verifiable, and comprehensive records available.

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine (March 2004), "A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments, may require improvements in management information systems."

Essentially, “discretionary time” on patrol is the time available each day when officers are not committed to handling calls for service (CFS) and workload demands from the public. It is “discretionary” and intended to be used at the officer’s discretion to address community problems. It should also be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are unavailable in times for serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with the agency’s policing philosophy and the community’s ability to fund it. The SLOPD is a full-service law enforcement agency, and its philosophy is to address essentially all requests for service in a community policing style. It is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand the actual workload (the time required to complete certain activities), it is critical to review the total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and community member-initiated activities. Analysis of this type allows for identifying activities that are really “calls” from those activities that are some other events. Understanding the difference between the various police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the police department’s total deployed hours and compares them to the current time spent providing services.

In general, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index (SI)*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and community member safety initiatives. It will also provide prepared and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset shifts from looking for ways to deal with crime and quality-of-life conditions in the community to continually preparing for the next call for service. After a point of CFS saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes, "Why act proactively when my actions are only going to be interrupted by a call for service?" Uncommitted time is spent waiting for the next call. The saturation threshold is generally considered to be 60 percent.

Rule of 60 – Part 1

The law enforcement (Patrol, DB, Support Services) side of the SLOPD has a total of 61 sworn personnel: 3 Command Staff, 4 Lieutenants, 8 Sergeants, 9 Detectives, and 37 police officers). There are 2 Lieutenants, 6 Sergeants, and 34 officers assigned to patrol; thus, 68 percent of the sworn officers are dedicated to patrol to handle calls for service. This meets the first standard.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies.

It is CPSM's contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. A SI greater than 60 percent indicates that the patrol workforce is largely reactive and overburdened with CFS and workload demands. A SI of somewhat less than 60 percent indicates that patrol personnel is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

The 911/dispatch center recorded approximately 23,723 events that were assigned call numbers and which include an adequate record of a responding unit. When measured daily, the department reported an average of 64.8 patrol-related events per day. The data Table 5-3 eliminates events for directed patrol or out-of-service activities rather than specific calls. Other events had fewer than 30 seconds spent on the call (indicating the call had been canceled) or lacked arrival times or other pertinent call information, and these are also excluded. After excluding these categories, the analysis focused on the remaining 23,723 calls for service. The data includes officer-initiated and community-initiated activities, e.g., residents, alarm companies, transfers from other law enforcement agencies, etc. Again, these figures only represent the primary patrol workload.

TABLE 5-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	791	2.2
Alarm	1,227	3.4
Animal call	129	0.4
Assist community member	1,695	4.6
Assist other agency	654	1.8
Crime against persons	328	0.9
Crime against property	3,120	8.5
Disturbance	5,206	14.2
Investigation	3,435	9.4
Mental health	35	0.1
Miscellaneous	86	0.2
Suspicious incident	3,330	9.1
Traffic enforcement	775	2.1
Traffic stop	204	0.6
Violation	2,572	7.0
Warrant (or) arrest	136	0.4
Total	23,723	64.8

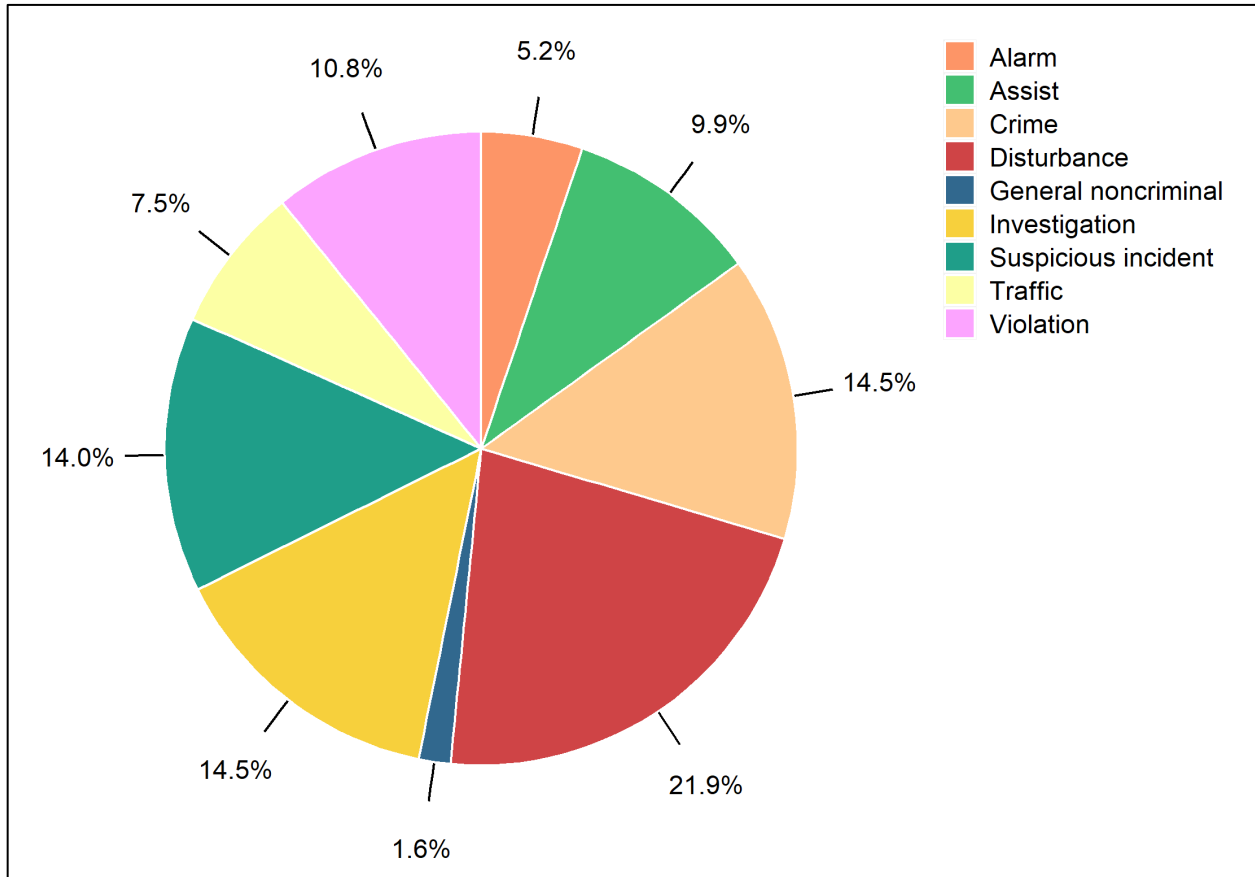
Note: The focus here is on recorded calls rather than recorded events. We removed 957 events with zero time on scene.

Observations:

- On average, there were 64.8 calls per day, or 2.7 per hour.
- The top three categories accounted for 65 percent of calls:
 - 22 percent of calls were disturbances.
 - 15 percent of calls were crimes.
 - 14 percent of calls were investigations.
 - 14 percent of calls were suspicious incidents.

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FIGURE 5-1: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

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FIGURE 5-2: Calls per Day, by Initiator and Month

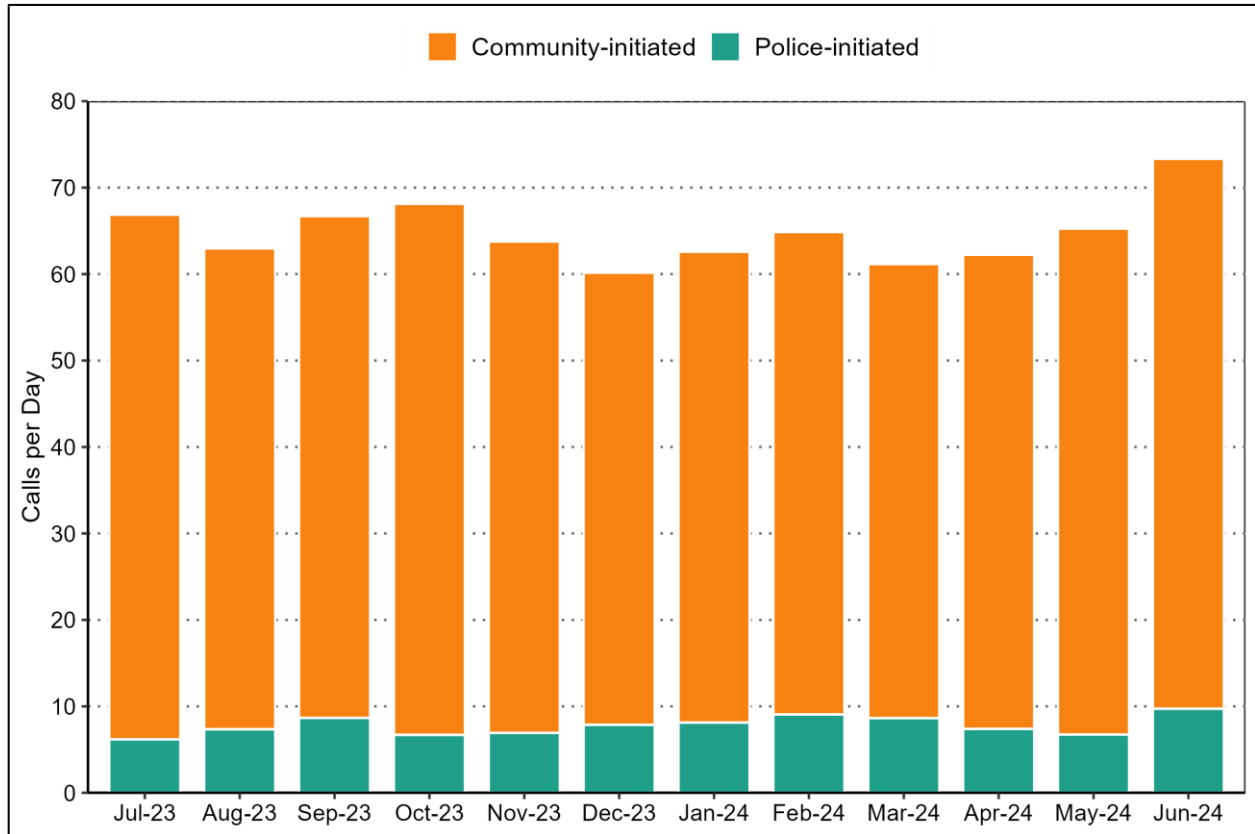


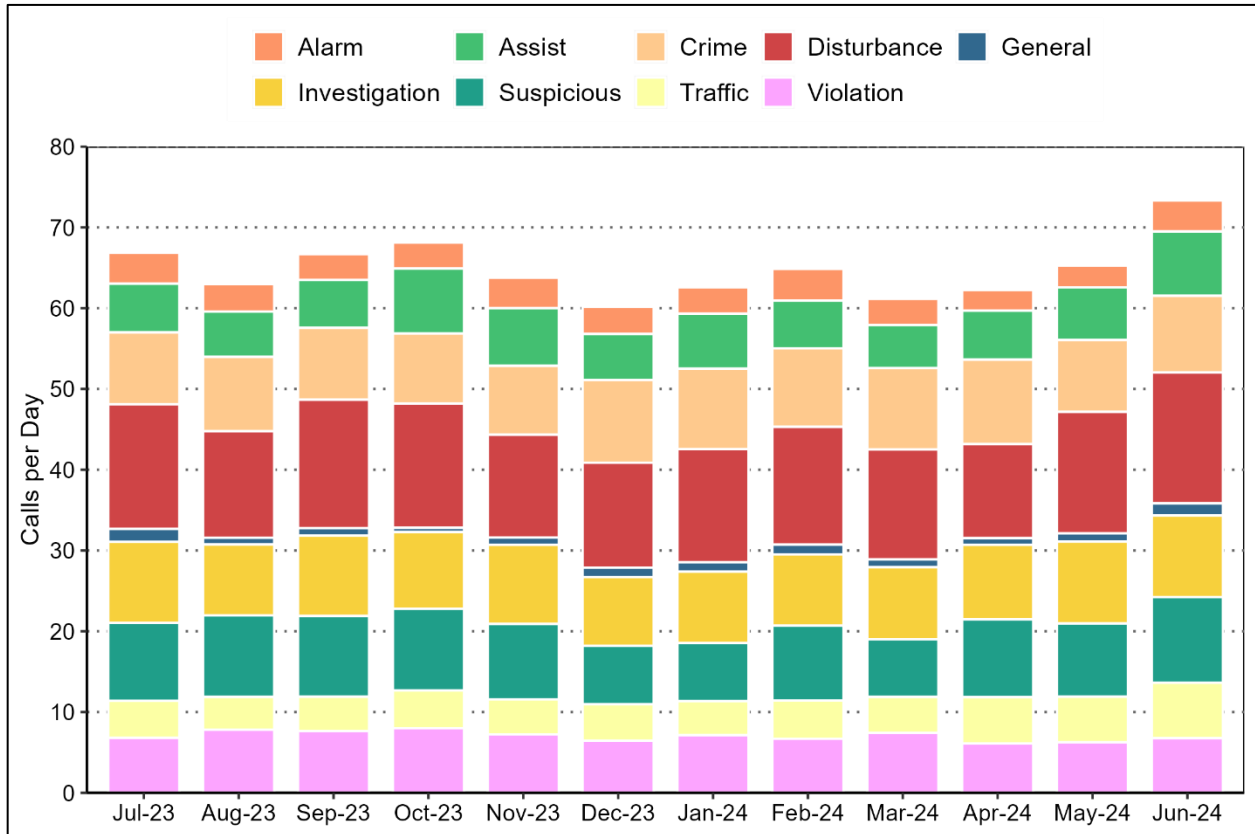
TABLE 5-4: Calls per Day, by Initiator and Months

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	60.7	55.6	58.0	61.4	56.8	52.3	54.5	55.8	52.5	54.8	58.5	63.6
Police	6.2	7.4	8.7	6.7	6.9	7.9	8.1	9.1	8.6	7.4	6.7	9.7
Total	66.9	63.0	66.7	68.1	63.8	60.2	62.6	64.9	61.2	62.2	65.3	73.3

Observations:

- The number of calls per day was the lowest in December.
- The number of calls per day was highest in June.
- The months with the most calls had 22 percent more calls than the months with the fewest calls.
- June had the most police-initiated calls, with 57 percent more than July, which had the fewest.
- June had the most community-initiated calls, with 22 percent more than December and March, which had the fewest.

FIGURE 5-3: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 9-1

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TABLE 5-5: Calls per Day, by Category and Month

Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	2.3	1.9	1.8	1.8	2.0	2.2	2.1	2.1	1.8	2.6	2.4	3.0
Alarm	3.8	3.4	3.2	3.2	3.8	3.4	3.3	3.9	3.3	2.5	2.7	3.8
Animal call	0.7	0.3	0.2	0.2	0.3	0.5	0.3	0.3	0.2	0.3	0.4	0.5
Assist community member	4.0	3.9	3.8	6.3	5.3	4.1	5.0	4.0	3.7	4.4	5.2	5.9
Assist other agency	2.0	1.7	2.1	1.8	1.8	1.6	1.8	1.9	1.6	1.7	1.3	2.1
Crime against persons	1.1	0.6	1.1	0.7	0.4	0.9	1.2	1.0	1.1	0.8	1.0	0.8
Crime against property	7.8	8.5	7.8	7.9	8.1	9.4	8.8	8.7	9.0	9.7	7.9	8.7
Disturbance	15.4	13.2	15.9	15.4	12.7	13.0	14.0	14.6	13.6	11.6	15.0	16.2
Investigation	10.0	8.8	9.9	9.5	9.8	8.5	8.8	8.8	8.9	9.2	10.1	10.1
Mental health	0.1	0.1	0.1	0.0	0.1	0.1	0.2	0.1	0.1	0.1	0.0	0.0
Miscellaneous	0.6	0.2	0.2	0.1	0.1	0.1	0.2	0.3	0.3	0.1	0.2	0.4
Suspicious incident	9.6	10.1	10.0	10.1	9.3	7.2	7.2	9.3	7.1	9.6	9.1	10.6
Traffic enforcement	2.0	1.9	2.1	2.6	2.1	1.7	1.6	1.8	1.9	2.4	2.4	2.8
Traffic stop	0.3	0.3	0.4	0.3	0.2	0.5	0.5	0.8	0.7	0.7	0.8	1.1
Violation	6.8	7.8	7.6	8.0	7.2	6.5	7.1	6.7	7.4	6.1	6.3	6.8
Warrant (or) arrest	0.2	0.2	0.4	0.2	0.4	0.5	0.5	0.6	0.4	0.3	0.4	0.6
Total	66.9	63.0	66.7	68.1	63.8	60.2	62.6	64.9	61.2	62.2	65.3	73.3

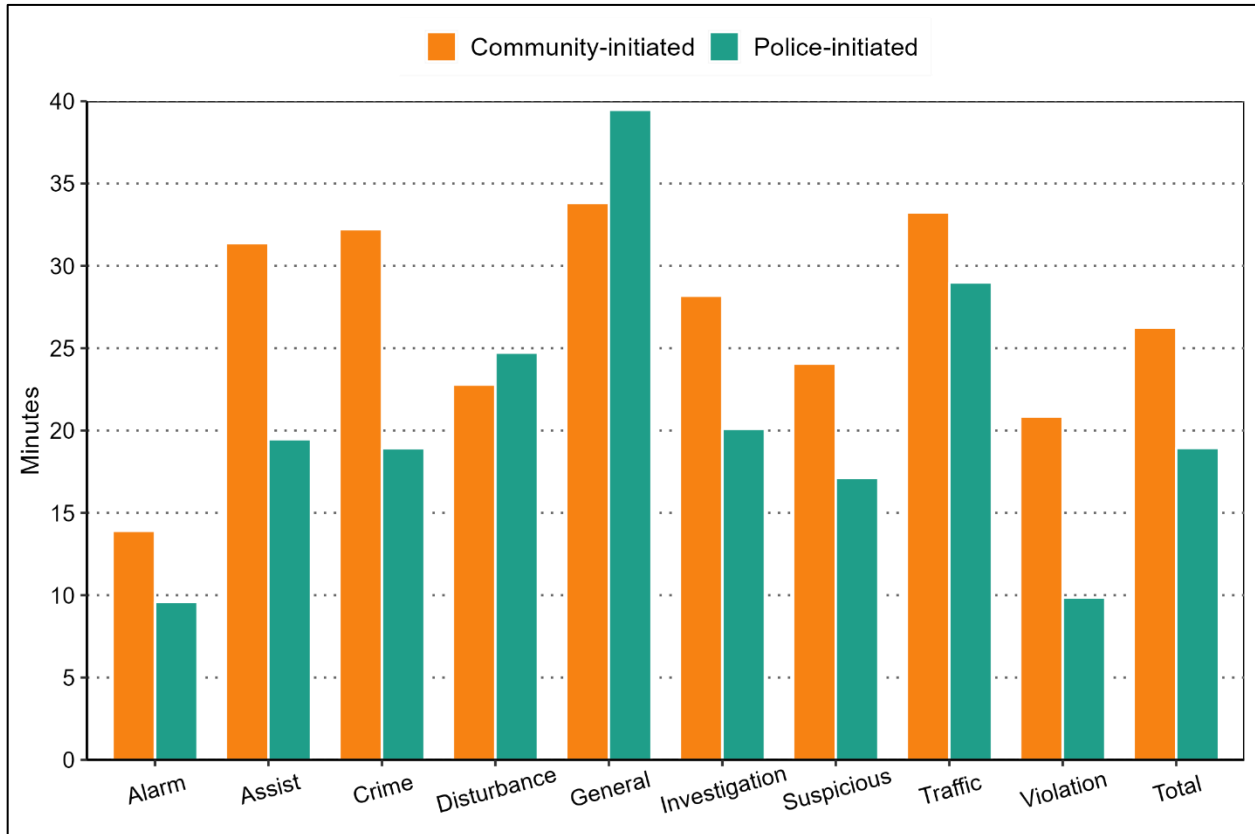
Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 63 and 67 percent of calls throughout the year.
 - Disturbance calls averaged between 11.6 and 16.2 calls per day throughout the year.
 - Crime calls averaged between 8.5 and 10.5 calls per day throughout the year.
 - Investigation calls averaged between 8.5 and 10.1 calls per day throughout the year.
 - Suspicious incident calls averaged between 7.1 and 10.6 calls per day throughout the year.
- Crime calls accounted for 13 to 17 percent of total calls throughout the year.

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FIGURE 5-4: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

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TABLE 5-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	42.9	754	24.6	37
Alarm	13.9	1,224	9.6	3
Animal call	25.0	126	12.5	3
Assist community member	27.8	1,633	17.5	62
Assist other agency	40.5	632	25.0	22
Crime against persons	62.0	304	45.7	24
Crime against property	29.1	2,894	16.1	226
Disturbance	22.8	5,085	24.7	121
Investigation	28.2	3,226	20.1	209
Mental health	54.7	34	17.4	1
Miscellaneous	33.0	47	34.4	39
Suspicious incident	24.1	2,535	17.1	795
Traffic enforcement	21.0	594	30.1	181
Traffic stop	20.5	2	28.8	202
Violation	20.8	1,778	9.9	794
Warrant (or) arrest	82.9	9	41.8	127
Weighted Average/Total Calls	26.3	20,877	18.9	2,846

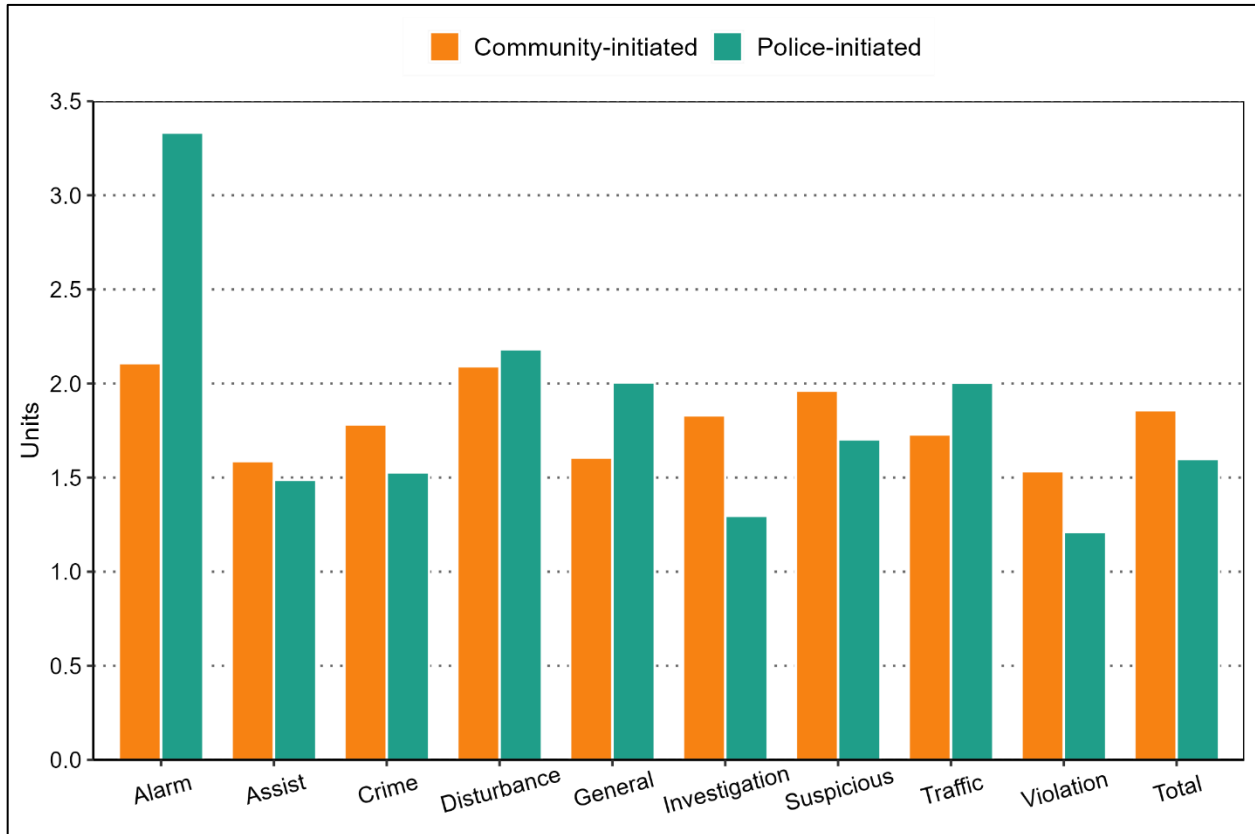
Note: The information in Figure 5-4 and Table 5-6 is limited to calls and excludes all events that show zero time on-scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 10 to 39 minutes overall.
- The longest average times were for police-initiated general noncriminal calls.
- The average time spent on crime calls was 32 minutes for community-initiated calls and 19 minutes for police-initiated calls.

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FIGURE 5-5: Number of Responding Units, by Initiator and Category



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

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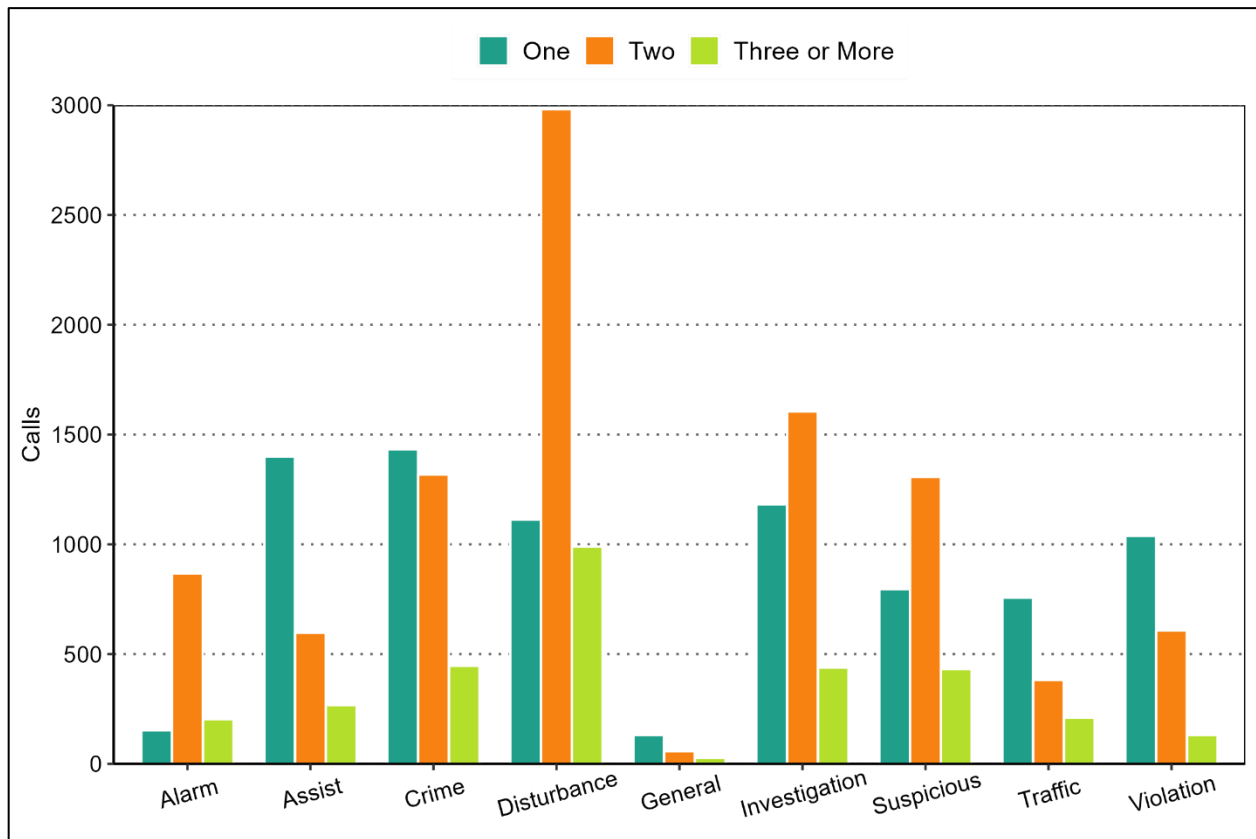
TABLE 5-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	754	1.5	37
Alarm	2.1	1,224	3.3	3
Animal call	1.4	126	1.3	3
Assist community member	1.4	1,633	1.4	62
Assist other agency	2.2	632	1.8	22
Crime against persons	2.1	304	2.5	24
Crime against property	1.7	2,894	1.4	226
Disturbance	2.1	5,085	2.2	121
Investigation	1.8	3,226	1.3	209
Mental health	2.7	34	2.0	1
Miscellaneous	1.2	47	1.5	39
Suspicious incident	2.0	2,535	1.7	795
Traffic enforcement	1.6	594	1.9	181
Traffic stop	1.0	2	2.2	202
Violation	1.5	1,778	1.2	794
Warrant (or) arrest	2.9	9	2.2	127
Weighted Average/Total Calls	1.9	20,877	1.6	2,846

Note: The information in Figure 5-5 and Table 5-7 is limited to calls and excludes all events that show zero time on-scene.

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FIGURE 5-6: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

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TABLE 5-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	396	206	152
Alarm	153	867	204
Animal call	89	33	4
Assist community	1,191	347	95
Assist other agency	209	250	173
Crime against persons	139	78	87
Disturbance	1,113	2,982	990
Investigation	1,182	1,605	439
Mental health	2	17	15
Miscellaneous	39	5	3
Suspicious incident	796	1,307	432
Traffic enforcement	359	176	59
Traffic stop	2	0	0
Violation	1,039	608	131
Warrant (or) arrest	1	3	5
Total	8,004	9,724	3,149

Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls and 1.9 for community-initiated calls.
- The mean number of responding units was as high as 3.3 for alarm calls that were police-initiated. However, there were only three calls of this type,
- Police-initiated disturbance calls had the second-highest mean number of responding units at 2.2.
- 38 percent of community-initiated calls involved one responding unit.
- 47 percent of community-initiated calls involved two responding units.
- 15 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

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The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the SLOPD. The analysis here looks specifically at patrol deployment and how to maximize the department's personnel resources to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 5-7 through 5-18 represent deployment, workload, and the "saturation" of patrol resources in the SLOPD during the two months (seasons) on which we focused our workload analysis. By "saturation," we mean the amount of time officers spend on patrol and handling service demands from the community. In other words, how much of the day is "saturated" with workload demands? This "saturation" is the comparison of workload with available personnel over an average day during the months selected.

For the entire study CPSM evaluated data from January 4, 2023, through August 31, 2024. For this detailed workload analysis, we used two eight-week sample periods. The first period is from July 7 through August 31, 2023, or summer, the second is from January 4 through February 28, 2024, or winter.

The SLOPD's main patrol force deployed an average of 5.6 officers per hour in summer 2023, and an average of 6.5 police officers per hour during the 24-hour day in winter 2024. Deployed officers spike during shift change, at 7:00am and 7:00pm as both dayshift and nightshift officers are counted towards the number of deployed officers.

We considered only those personnel who reported for duty rather than authorized staffing levels and describe the deployment and workload in distinct steps, distinguishing between summer and winter, and between weekdays (Monday through Friday), and weekends (Saturday and Sunday).

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FIGURE 5-7: Deployed Officers, Weekdays, Summer 2023

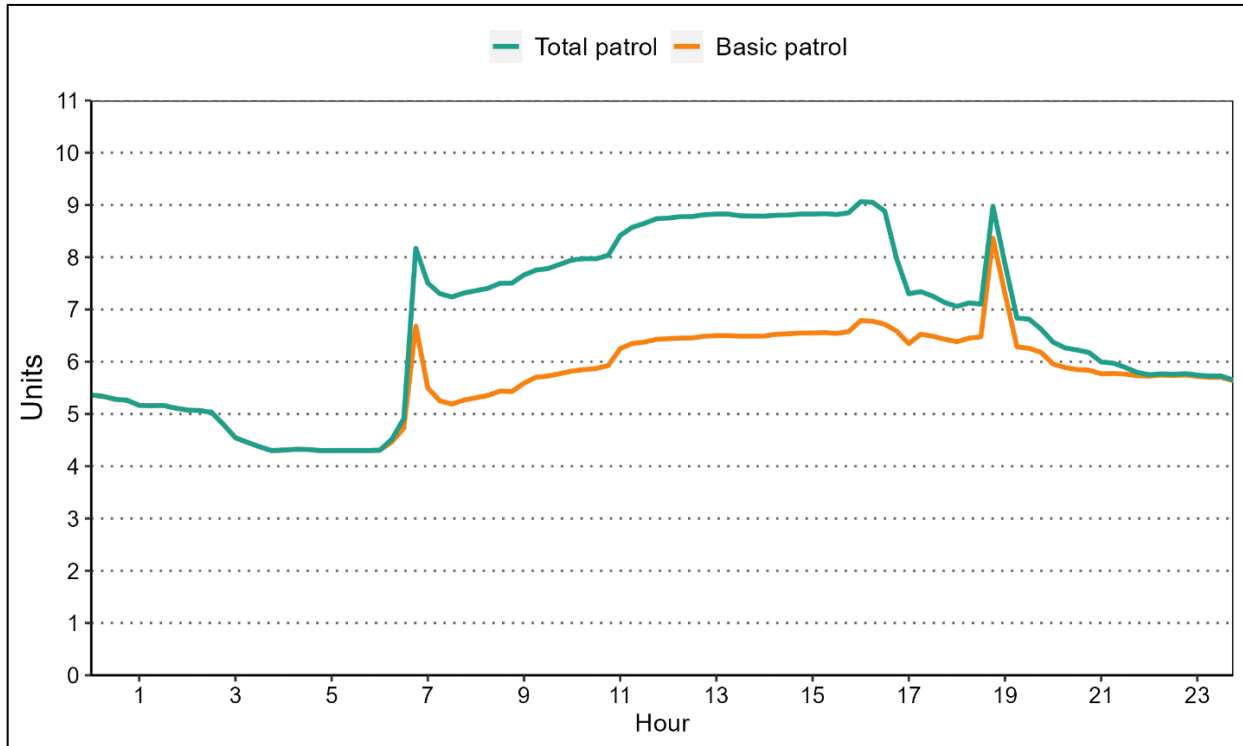


FIGURE 5-8: Deployed Officers, Weekends, Summer 2023

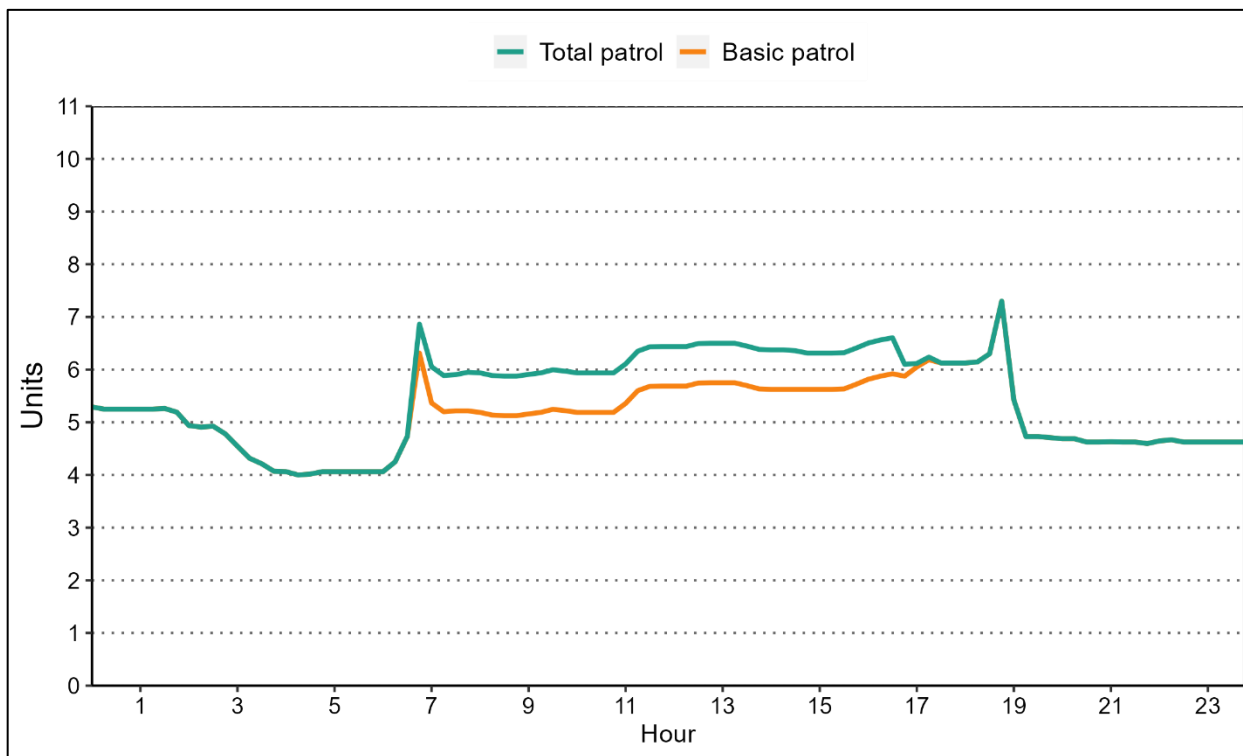


FIGURE 5-9: Deployed Officers, Weekdays, Winter 2024

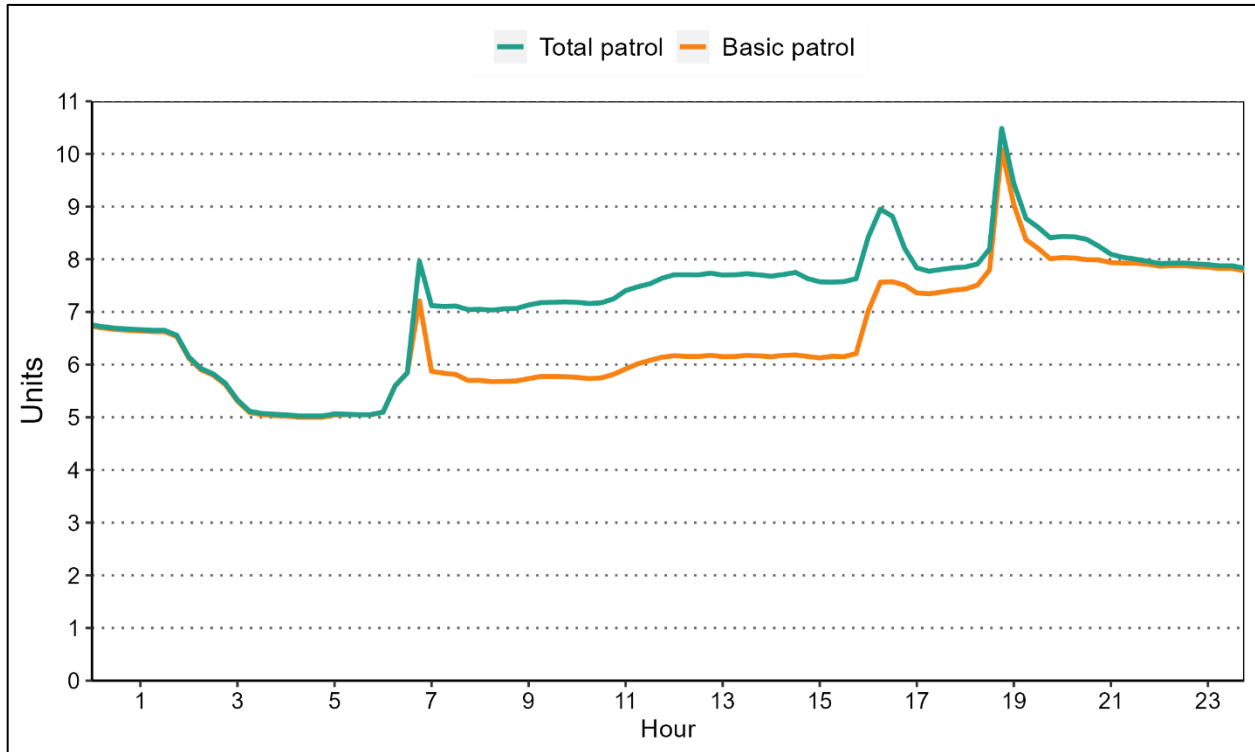
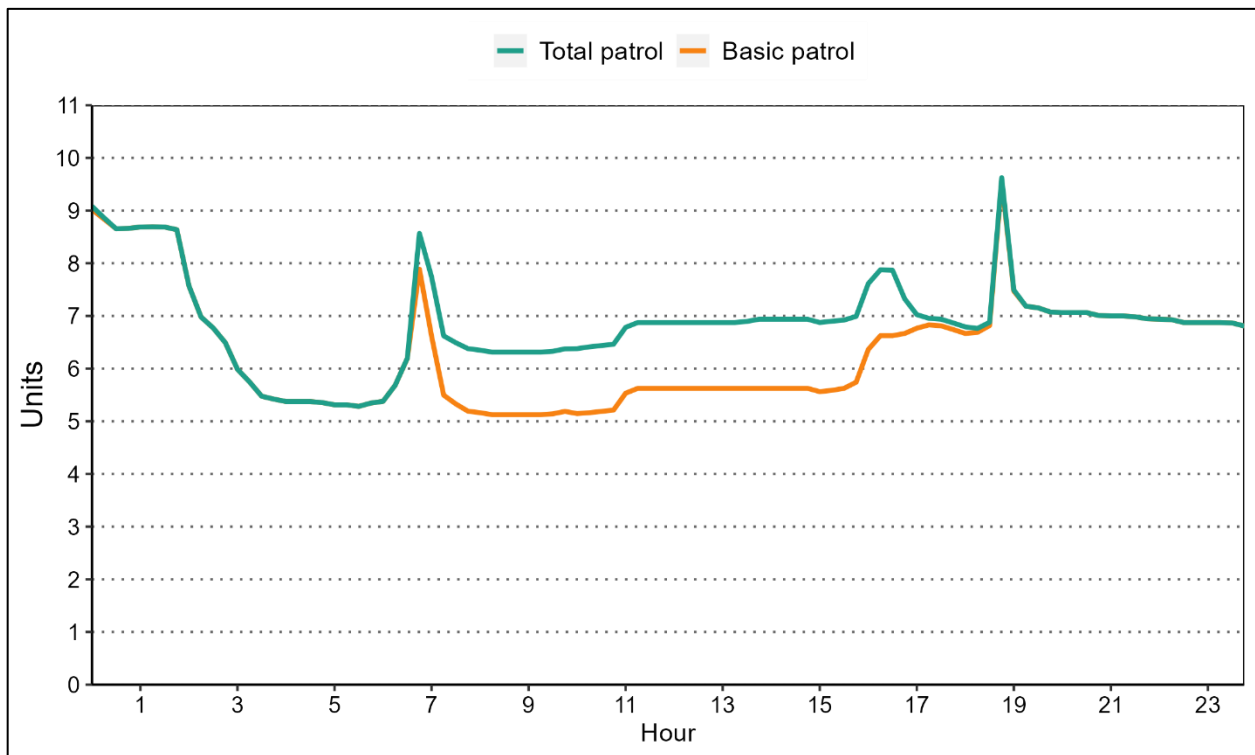


FIGURE 5-10: Deployed Officers, Weekends, Winter 2024



Observations:

- For Summer (July 7 through August 31, 2023):
 - The average deployment was 6.8 units per hour during the week and 5.5 units per hour on the weekend.
 - Average deployment varied from 4.3 to 9.1 units per hour on weekdays and 4.0 to 7.3 units per hour on weekends.
- For Winter (January 4 through February 28, 2024):
 - The average deployment was 7.2 units per hour during the week and 6.9 units per hour on the weekend.
 - Average deployment varied from 5.0 to 10.5 units per hour on weekdays and 5.3 to 9.6 units per hour on weekends.

In the next four figures we examine the allocation of time to workload by category for deployed personnel. The numbers at the left side of the figures represent the number of personnel on duty. Moving right across the figure, staffing is reflected by hour of day over the 24-hour day. For instance, at noon, there are approximately 9 officers on patrol duty. This would include, approximately two traffic and bicycle officers, reflected as Added Patrol (dark green). Of those 9 personnel deployed at noon, approximately 2.5 were committed to a community-generated activity, 2.5 were out of service, 0.5 were involved in directed patrol or on a self-initiated activity, and 3.5 were in added patrol service. Again, these are averages over the eight-week period.

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FIGURE 5-11: Deployment and All Workload, Weekdays, Summer 2023

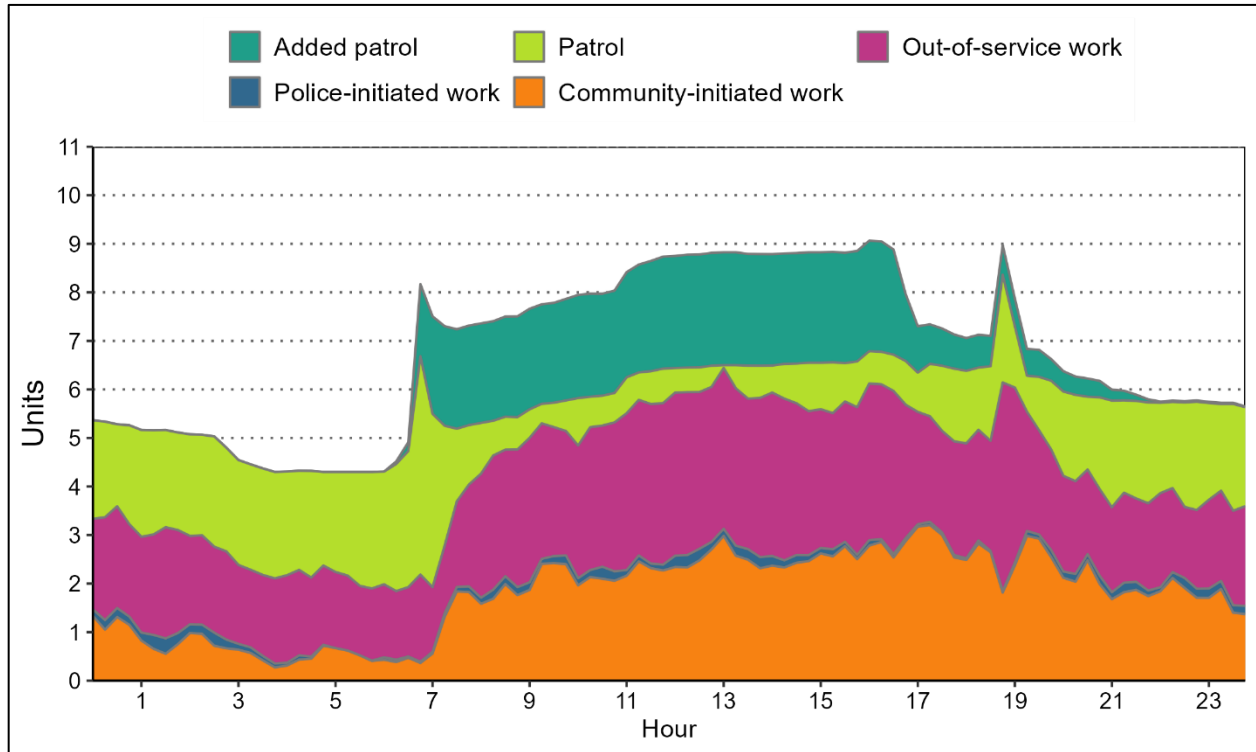


FIGURE 5-12: Deployment and All Workload, Weekends, Summer 2023

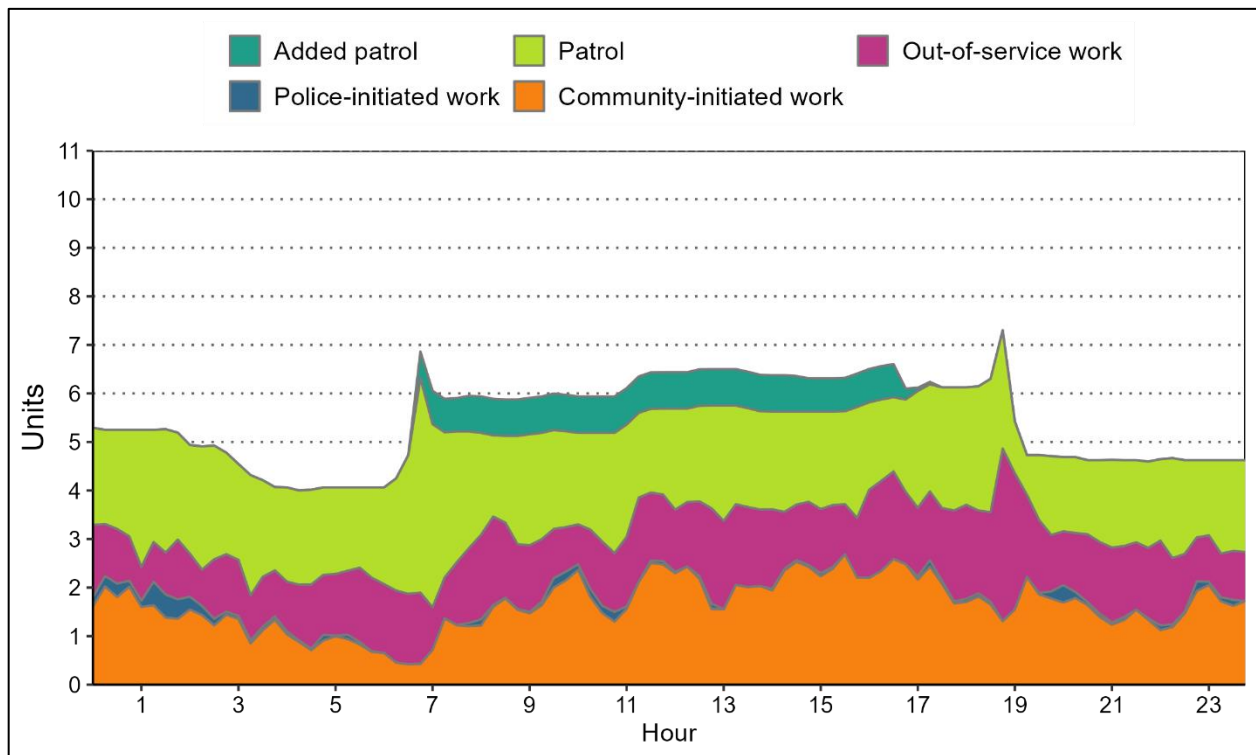


FIGURE 5-13: Deployment and All Workload, Weekdays, Winter 2024

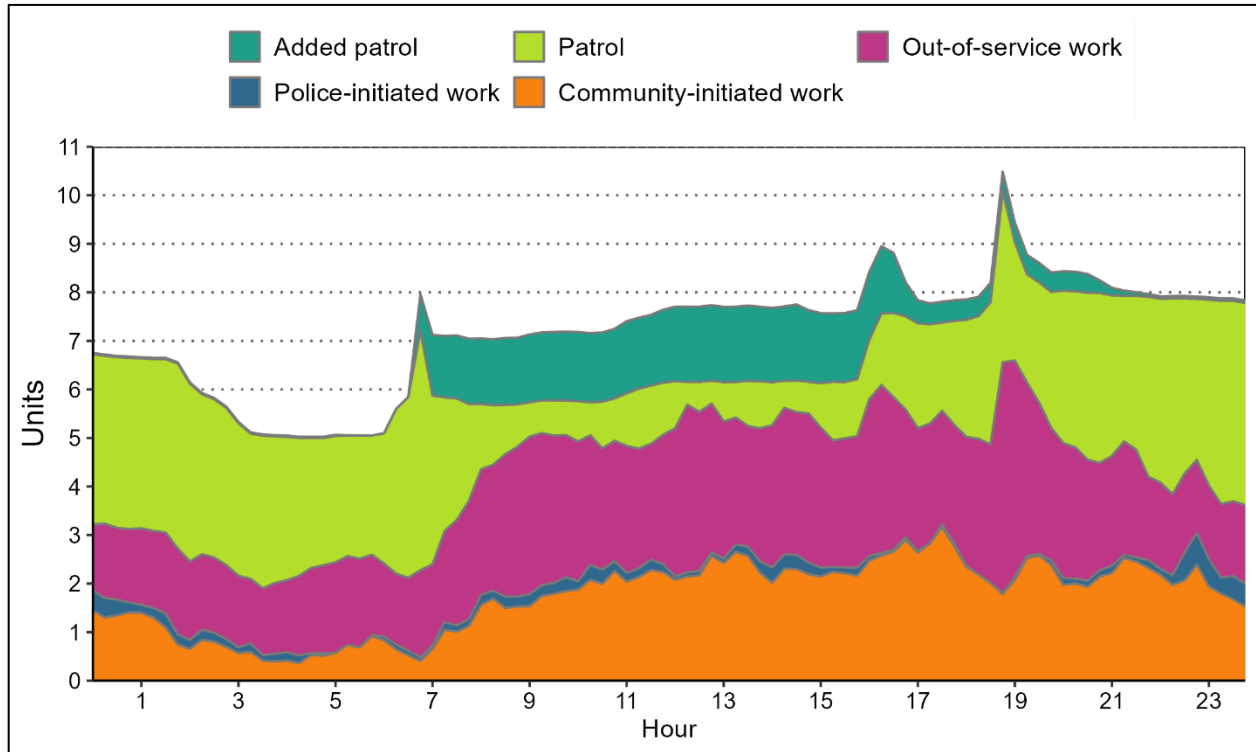
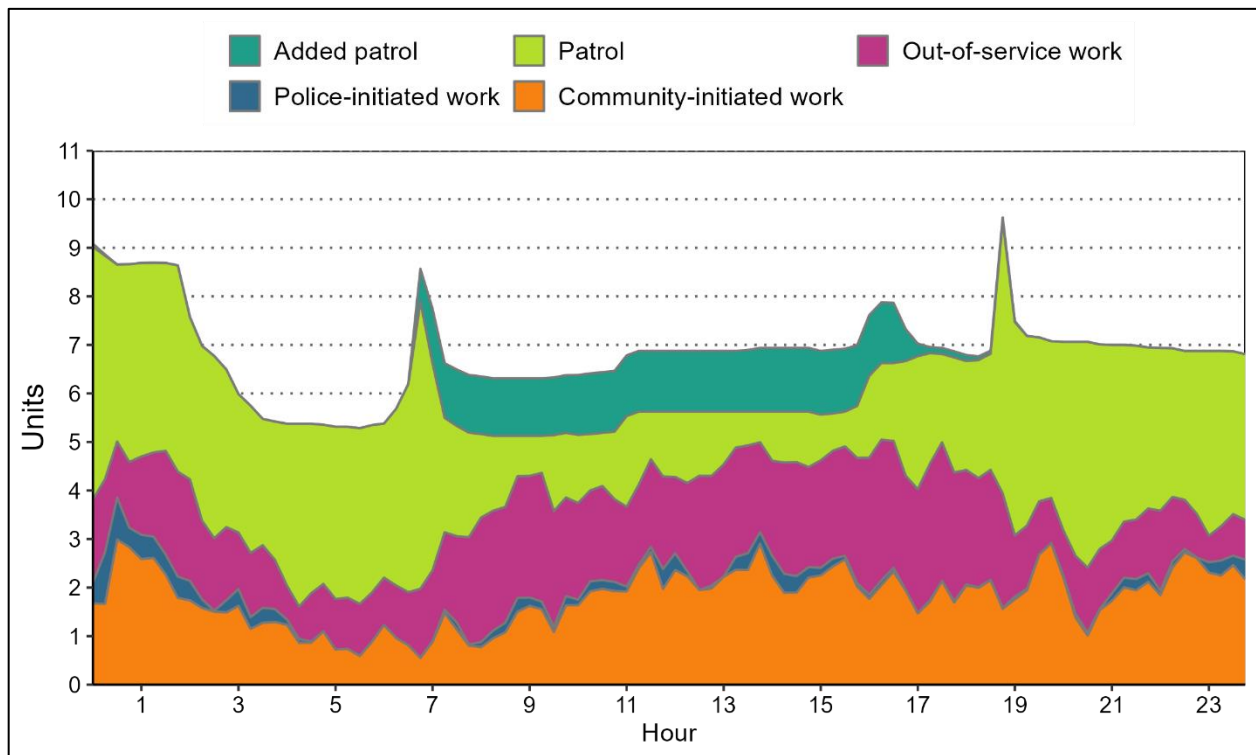


FIGURE 5-14: Deployment and All Workload, Weekends, Winter 2024



Note: Figures 5-11 to 5-14 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:
 - Average community-initiated workload was 1.8 units per hour during the week and 1.6 units per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.3 units per hour during the week and 3.1 units per hour on weekends.
 - This was approximately 63 percent of hourly deployment during the week and 57 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:
 - Average community-initiated workload was 1.7 units per hour during the week and 1.8 units per hour on weekends.
 - This was approximately 24 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.2 units per hour during the week and 3.7 units per hour on weekends.
 - This was approximately 58 percent of hourly deployment during the week and 54 percent of hourly deployment on weekends.

In the following four figures the saturation index is explored. Patrol resources available are denoted by the dashed black line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. The number of personnel may vary during the day, consistent with the staffing of the shifts, but at any given hour, the total amount of available personnel will equal 100. The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above in the Rule of 60, Part 2, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The orange line represents the percentage of available resources committed to community-initiated activity, and the green line represents to percentage of available resources committed to all activity (community-initiated and self-initiated).

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FIGURE 5-15: Percentage of Workload, Weekdays, Summer 2023



FIGURE 5-16: Percentage of Workload, Weekends, Summer 2023

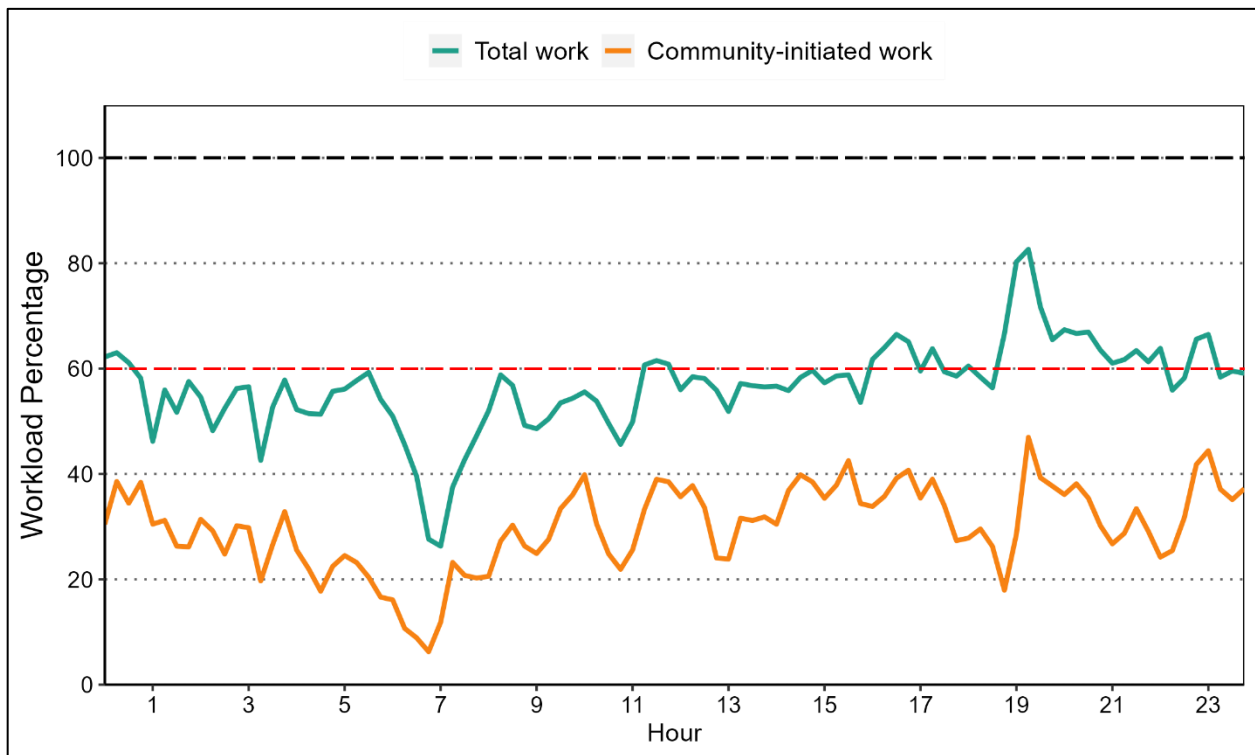
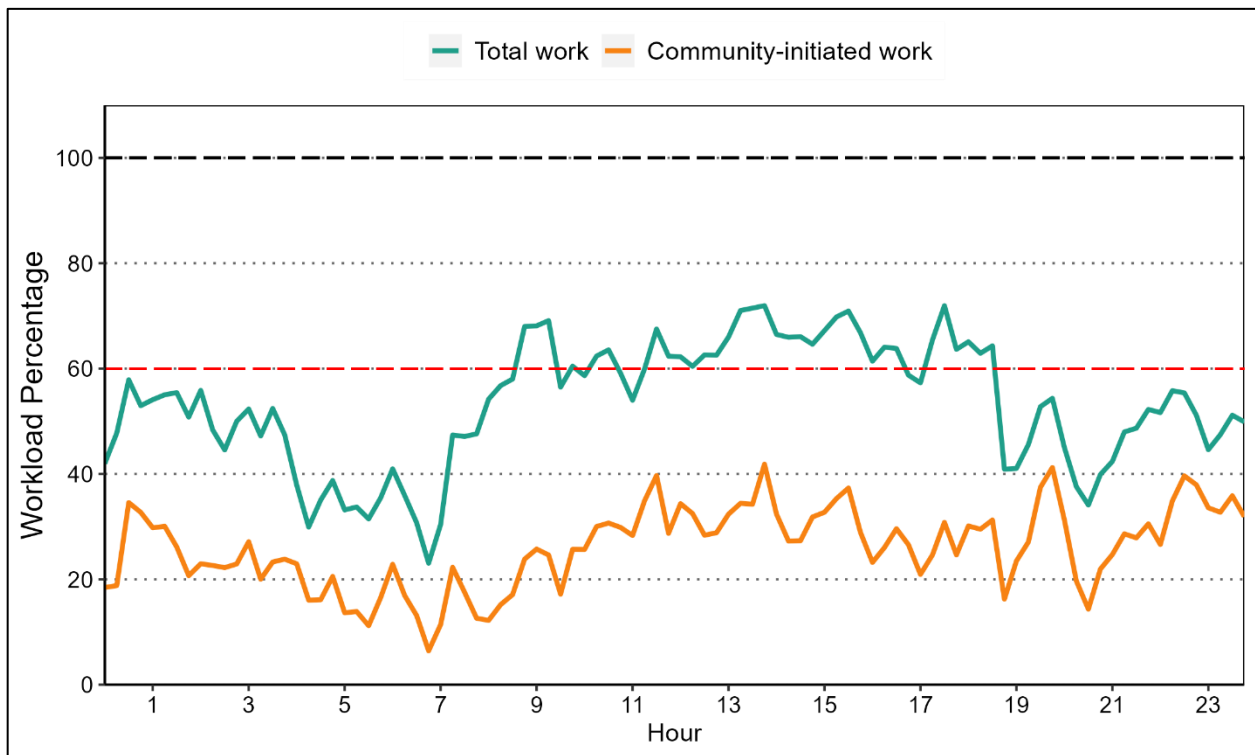


FIGURE 5-17: Percentage of Workload, Weekdays, Winter 2024



FIGURE 5-18: Percentage of Workload, Weekends, Winter 2024



Observations:

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 44 percent of deployment between 5:00 p.m. and 5:30 p.m. and between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 47 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - During the week, workload reached a maximum of 81 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 83 percent of deployment between 7:15 p.m. and 7:30 p.m.

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 41 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 42 percent of deployment between 1:45 p.m. and 2:00 p.m.
- All work:
 - During the week, workload reached a maximum of 74 percent of deployment between 12:15 p.m. and 12:30 p.m. and between 12:45 p.m. and 1:00 p.m.
 - On weekends, workload reached a maximum of 72 percent of deployment between 1:30 p.m. and 2:00 p.m. and between 5:30 p.m. and 5:45 p.m.

The data reveals that, given present deployment numbers, the SLOPD's main patrol force is under stress throughout the day during summer and winter, both weekdays and weekends. Daily saturation indexes are in the low- to mid-40s percentage range for community-initiated work; however, the saturation index is in the mid-70s and low-80s percentage range for all work for both summer and winter. Notably, weekdays appear to be most busy between 7:00 a.m. and 2:00 a.m. The need for additional officers during the identified hours would affect the various watches throughout the day.

The addition of a mid-day 10-hour shift should be considered to cover the hours that see the highest saturation index. The time periods under observation suggest that SLOPD officers on patrol operate in an almost entirely reactive mode.

Patrol Deployment Recommendations:

- It is recommended that the role of the lieutenant watch commander be evaluated to make it more of a patrol operational role to allow more functional supervision. (Recommendation No. 1.)

- CPSM recommends evaluating and reducing supervisory collateral duties to ensure more proactive field supervision. (Recommendation No. 2.)
- CPSM recommends that a more formal senior officer program be created and those selected for this role attend leadership and in-service supervisor training. These officers can act as a force multiplier and can be utilized to handle minor field issues requiring a supervisor's perspective. (Recommendation No. 3.)
- CPSM recommends that SLOPD increase minimum staffing levels of patrol shifts by two police officers between the hours of 7:00 a.m. and 2:00 a.m. This can be accomplished by adding personnel to day-watch and a mid-day watch by adding six officers and a patrol supervisor. (Recommendation No. 4.)
- Examine shift deployment schedules and adjust as necessary to better align available personnel with workload demands. (Recommendation No. 5.)
- Add a mid-day watch shift and one additional supervisor for the watch on a 4-10 schedule. (Recommendation No. 6.)

COMMUNITY SERVICE OFFICERS

Community Service Officers (CSOs) are civilian employees who perform limited duties, generally not involving instances where suspects are present or known. Their duties typically include report writing, parking enforcement, traffic control, handling abandoned autos, and evidence collection, among others. The value of CSOs cannot be overstated. They relieve officers from handling a myriad of duties that would otherwise encumber officers' availability to respond on more serious incidents and/or engage in community policing strategies. Additionally, operational costs associated with CSOs, including hiring, training, equipment, and salaries and benefits, are significantly lower than for sworn police officers.

As police agencies evaluate the propriety of utilizing CSOs as part of their workforce, and to what extent, they must consider whether sufficient workload demands exist to warrant their utilization. Where sufficient workload demands exist, they are a cost-effective alternative to sworn police officers, without a compromise in service.

According to the Police Executive Research Forum report on *Embracing Civilianization*, depending on how agencies choose to use them, CSOs have tremendous potential to dramatically reduce the time sworn personnel spend on calls for service, thereby increasing the amount of time officers can engage in proactive enforcement, interact with the community, and solve the crime.

The Patrol Division is budgeted for six CSOs. At the time of the site visit, one vacancy existed for a one-year contract position that would increase the CSO positions to seven. Coverage is scheduled seven days per week as staffing allows. Four CSOs are dedicated to the downtown area and two handle citywide CFS.

The utilization of the CSOs and their current deployment numbers are appropriate for the City of San Luis Obispo. However, CPSM learned that the CSOs often receive conflicting instructions related to their duties and they are concerned that their duties conflict with department policy; for example, a CSO can be assigned a call for service that by policy would require response by two police officers. CPSM recommends that the CSOs be provided with specific delineated duties. CPSM also recommends the department reevaluate the criteria for deployment and response by CSOs to calls for service so as to meet the community's and the department's

needs. CPSM recommends that the response to calls for service by CSOs be in line with their training and in compliance with department policy.

Community Service Officers Recommendations:

- CPSM recommends that the CSOs be provided with specific delineated duties. (Recommendation No. 7.)
- CPSM recommends the department reevaluate the criteria for deployment and response by CSOs to calls for service so as to meet the community's and the department's needs. (Recommendation No. 8.)
- CPSM recommends that the response to calls for service by CSOs be in line with their training and in compliance with department policy. (Recommendation No. 9.)

TRAFFIC UNIT

Traffic safety and the efficient flow of transportation should be a focus of all field enforcement teams of any municipal police agency. Accidents that can be prevented can save lives as well as millions of dollars in damages and potential liability. A goal of any law enforcement traffic unit is to eliminate and reduce traffic collisions. This may be achieved through the application of such techniques as geographic/temporal assignment of personnel and equipment and the establishment of preventive patrols to deal with specific categories of unlawful driving behavior

The SLOPD Traffic Unit is currently staffed with one sergeant and two police officers' there is one police officer vacancy. The unit rides police motorcycles (motors) with a primary duty assignment of traffic law enforcement and accident investigations; officers are also used to supplement deployment shortages in patrol. The traffic unit, when fully staffed has two motors working the day shift, generally from 7:00 a.m. to 5:00 p.m., and one motor working 9:00 a.m. to 7:00 p.m. No traffic officers are assigned to work Saturday or Sundays.

Traffic enforcement techniques should be based on accident data, enforcement activity records, traffic volume, and traffic conditions. SLOPD should provide enforcement efforts toward violations, not only in proportion to the frequency of their occurrence in accident situations, but in terms of traffic-related needs. The SLOPD should continue to embrace the mission of reducing accidents, reducing injuries, and saving lives through enforcement, education, and road improvements through data collection and collaborating with engineering services in the City of San Luis Obispo.

CPSM learned that, due to the vacant crime analysis position, traffic analysis has been limited. Traffic enforcement is being conducted based on local and historical knowledge of the officers. Additionally, because traffic officers are routinely used to supplement shortages in patrol in order to meet staffing minimums or tasked to handle accident reconstruction cases, one to no traffic officers were routinely assigned to work traffic.

TABLE 5-9: San Luis Obispo Traffic-related Information

Type	2020	2021	2022
Total Collisions	288	399	435
Collisions - Pedestrian	19	32	36
Collisions - Bicycle	23	36	35
Total Traffic Cites	2,522	2,408	3,293
Traffic Cites - Pedestrian	287	259	
Traffic Cites - Bicycle	157	308	
DUI Arrests	114	108	140
Warnings	2,633	2,304	2,172

Source: SLOPD Annual Report and 2022 Addendum

CPSM recommends data from the top 10 intersections with the most traffic accidents and top 10 locations for traffic complaints be used to generate a monthly report for the supervisors to review and share with traffic and patrol teams. This will help to ensure traffic stops are occurring where needed to address safety issues. Additionally, the primary collision factors of these accidents should be examined to capture reasons behind such incidents. This could also evolve into disseminating a “Moving Citation of the Month” advisement to patrol to increase awareness and enforcement as needed to mitigate most common causes of accidents. This approach could entail the creation of written traffic safety plans, monthly reports using traffic crash data to identify times/days/locations/causes of traffic crashes, and holding patrol shifts accountable for implementing this plan.

Traffic Unit Recommendations:

- CPSM recommends that the motor vacancy be filled. (Recommendation No. 10.)
- CPSM recommends that SLOPD continue to embrace the mission philosophy of enforcement, education, and engineering. This will ensure a focused approach to handling traffic incidents and will maximize the traffic unit's efforts. (Recommendation No. 11.)
- CPSM recommends that the traffic staffing be used primarily for the traffic mission. (Recommendation No. 12.)
- CPSM recommends data from the top 10 collision locations and top 10 traffic complaint locations 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. (Recommendation No. 13.)

DOWNTOWN BICYCLE OFFICERS

The bicycle detail is made up of four police officers supervised by a patrol sergeant. At the time of the CPSM site visit, one position was vacant. All bicycle officers are assigned to work the downtown district of San Luis Obispo, When the detail is fully staffed, two bicycle officers work Monday through Thursday from 7:00 a.m. to 5:00 p.m. (currently only one bicycle officer is assigned this shift). The remaining two bicycle officers are assigned to work Wednesday through Saturday, 5:00 p.m. to 3:00 a.m.

This is a primary duty assignment that is deployed regularly and at special events. The bicycle patrol officers provide a more mobile alternative to the use of a foot patrol officer. The

increased versatility of this assignment allows for more rapid response to calls and for the expansion of patrol areas while still enabling the officer to engage in community policing activities.

The bicycle detail assists conventional police cruiser units in the downtown business district, in public parks, and in other areas that are not accessible to traditional police cruisers. They are often deployed at the farmer's market and special town events. The Bicycle Unit is used to encourage community policing partnerships with residents, business owners, students, and tourists who live, work, visit, and study in San Luis Obispo every year. Bicycle officers are deployed on the day shift and night shift in the downtown area for high visibility; however, the number of bicycle patrol units deployed varies depending on the need and availability of the intended reason for deployment.

All bicycle officers have completed a state-certified police bicycle training course. According to SLOPD, all bicycle-certified officers are current in their training. CPSM found that the staffing for the intended use of the bicycle detail was appropriate.

Downtown Bicycle Officers Recommendation:

- CPSM recommends that the vacancy in the bicycle detail be filled. (Recommendation No. 14.)

COMMUNITY ACTION TEAM

The Community Action Team (CAT) identifies issues and crime trends that negatively affect the quality of life for residents, business owners, and visitors in the City of San Luis Obispo. One officer collaborates with a social worker to connect people with services and resources for housing, addiction counseling, food insecurity, mental health support, and family reunification. CAT works collaboratively with various organizations, including other city departments, social service agencies, private businesses, and non-profits, to address concerns and needs.

During the CPSM site visit, SLOPD was deploying one police officer and one technician and had one vacancy. The deployment and staffing of the CAT was appropriate for the Department.

Community Action Team Recommendation:

- CPSM recommends that the current vacancy be filled. (Recommendation No. 15.)

CRIME ANALYSIS UNIT

Crime analysis is an essential function within police agencies; effective crime analysis helps support criminal investigations, enhances prosecutorial efforts, and facilitates operational functions. Technological advances have enabled new ways to commit crime and new ways to measure, locate, and visualize it. Crime analysis is a challenging endeavor, demanding extensive time for data collection, classification, and pattern identification.

The SLOPD crime analyst position was vacant when this report was written. According to SLOPD, limited crime intelligence is predominantly carried out by sworn personnel in a "self-serve" fashion. Although this method of crime analysis is a stopgap, the vacant analyst position takes sworn personnel away from their primary duty assignments. Additionally, comparative analysis between sworn and professional staff could determine the quantity and quality of data collected.

Crime Analysis Unit Recommendation:

- It is recommended that the crime analysis vacancy be filled and continue being a civilian position. (Recommendation No. 16.)

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SECTION 6. ADMINISTRATIVE / INVESTIGATIVE BUREAU

The Administrative / Investigative Bureau is commanded by a lieutenant. The Bureau has a wide range of units and responsibilities including detectives, special enforcement team, training and hiring unit, the records section, property and evidence, and internal affairs. The lieutenant reports to the Administrative Deputy Chief.

This chapter of the report will focus on the following units and responsibilities:

- Detectives.
- Special Enforcement Team (SET).
- School Resource Officer (SRO).
- Training and Hiring Unit.
- Internal Affairs.

DETECTIVES

Determining functional detective staffing requires an examination of workflow levels, which may provide several operational, administrative, and community-based advantages when performed correctly. An optimum number of detectives must be assigned based on accurate data, performance measures, and case management processes. Outcomes must also improve the culture of the San Luis Obispo Police Department, meet community expectations, and be recognized as a useable and affordable strategy by the City of San Luis Obispo.

Under the direction of the Administrative Deputy Chief, the Investigative Division Lieutenant commands all detective operations.

One sergeant supervises the five detectives. Two detectives are assigned property crimes (burglary, grand theft, fraud, etc.), while three detectives work crimes against persons (robbery, assault, rape, murder). Property detectives are cross-trained in child abuse and sexual assault investigations, which is an approach found in similar-sized police organizations. All detectives are subject to being on call on a rotating basis. The Investigative Division is unique in that it also includes one School Resource Officer (SRO). The SRO is mainly assigned to the high school but is available for the middle school as well; however, the SRO may be assigned investigative cases involving students.

Policy / Standard Operating Procedures (SOPs)

The department's investigative functions are guided by various policies and standard operating procedures. These were reviewed by CPSM and found to be comprehensive, with no impact on staffing levels. The SOPs provide step-by-step direction to staff regarding the following:

- Case assignment.
- Case management.

- Case file maintenance.
- Procedures to follow in various investigations.
- Procedures to follow when conducting interviews/interrogations, etc.

Staffing and Vacancy Review

Investigative/detective staffing levels are authorized and staffed as shown in the following table.

TABLE 6-1: Investigative/Detectives Authorized Staffing Levels, 2024

Position	Authorized	Actual	Vacant
Lieutenant	1	1	
Sergeant	2	2	
Detective (Persons)	3	3	
Detectives (Property)	2	2	
Detective (SET)	4	2	2
School Resource Officer	1	1	
Total Sworn	13	11	2

Source: San Luis Obispo Police Department

SLOPD Detectives hold the rank of police officer but are referred to as detectives while assigned to the Investigations Division. Selection for this assignment is based upon the discretion of the department and follows a formal interview process where the candidate's prior work/initiative, report writing skills, and training are considered.

It is noted that the SLOPD detective function is fully staffed with no vacancies, a staffing level seldom achieved by a law enforcement agency; this is an achievement worth noting. Occasionally, SLOPD officers rotate into temporary detective positions due to limited work restrictions based on an injury or other occurrence.

As CPSM assesses staffing levels, we will also examine crime data, tempo of work, and associated tasks that require a closer examination for a realistic assessment. As an example, over the past decade, violent crime in the city has increased along with the tempo of calls for service; however, the detective staffing has remained the same over the past decade. In offering staffing recommendations, we will take this history into account.

Work Schedule

Detective operations are on a 4/10 schedule, generally from 7:30 a.m. to 5:30 p.m. on weekdays. Detectives also serve on-call schedules as agreed upon through Memorandums of Understanding. The work hours do not impact staffing levels and are contemporary.

Workload and Case Management

Detective case assignments are based on several factors listed in SLOPD policy and practiced within the Investigative Unit. The detective sergeant is responsible for evaluating and assigning cases once the Records Section completes the report merging process into the RMS system. Cases are assigned based on whether the crime is a crime of property or committed against a person. If it is related to burglary, robbery, theft, fraud, or vandalism, the case is assigned to the property crimes detectives. When the crime involves rape, child abuse, homicide, major assault,

or child pornography, it will be assigned to one of three crimes against persons detectives. Arson cases are unique and assigned to any one of the five detectives depending on several factors at the time of the review. Other factors that impact the triaging of cases include a detective's current caseload, types of cases, or the size and duration of a major case. Additionally, training, vacation, and other ancillary duties impact a detective's availability. These factors offer valuable insight for CPSM and are helpful in determining functional staffing levels.

In evaluating workload and case management, CPSM applies best practice recommendations offered by organizations such as IACP, PERF, U.S. DOJ, and other law enforcement institutions. IACP offers several recommendations that are provided below as guidance in determining workload and staffing levels:

- IACP recommends reduced use of paper-based investigative tracking and management and SLOPD has performed well in this objective.
- IACP recommends higher utilization of records management systems (RMS) and using these systems to their capacity. The SLOPD has attained many best practices with its utilization of its RMS; however, it does not use the clearance rate management system to its full capacity.
- IACP recommends agencies develop purpose-built case management systems that use searchable digital case folders, analytical tools, alert systems, and real-time visibility for supervisor evaluation. The SLOPD uses Spillman Technologies on most of these platforms and should seek to improve the use of Spillman Technology for case clearance management.

The SLOPD's achievements in several aspects of the IACP recommendations demonstrates positive performance indicators in adopting national best practices. One of the many challenges in determining staffing levels is the use of collateral or ancillary duties to solve organizational challenges and other emerging issues. Often, agencies similar in staffing levels as SLOPD struggle with increasing funding for higher staffing levels, so many times detectives are tasked with a multitude of divisional and organizational responsibilities. CPSM found that the ancillary duties of SLO detectives include multiple responsibilities that exceed most similar-sized agencies CPSM has visited. The range of other duties and responsibilities were gathered for this study and are listed below; they are certain to have an impact on caseloads and the length of the average investigation time.

- Candidate background investigations.
- Crime scene evidence collection.
- Child sexual abuse material (ICAC).
- Bomb task force.
- SWAT.
- IT-related duties.
- Evaluation of E-Scars (Suspected Child Abuse Reports).
- Drone team.
- Peer support.
- Range master.
- Mobile field force.

- Sex registrations.
- Pawn management.
- Sexual abuse response team.

Since these ancillary duties are divided among just five detectives, they may present a high volume of daily tasks unrelated to a detective's caseload. After our review of the ancillary duties, CPSM recommends that SLOPD executive staff establish an ad-hoc committee to evaluate and recommend how ancillary duties are assigned in order to help reduce collateral workloads for detectives.

The detective workload is difficult due to the pace of activity of San Luis Obispo combined with the limited resources to assign to various other duties. Caseload and staffing recommendations begin with understanding the workflow in the department. Generally, the first contact with SLOPD regarding a service request is made through the emergency 911 call center. For San Luis Obispo, that function is conducted by the department. If the dispatcher (call-taker) determines that an officer must be dispatched, the information on the call is entered into the computer-aided dispatch (CAD) system. The CAD system operates on the Spillman Technologies software, which is well-used throughout the United States.

Once the CAD entry closes, the call data/record is automatically transferred to a compatible records management system (RMS), commonly the same platform as the CAD system. These robust RMS platforms generally have multiple compatible sub-platforms, including Detective Case Management and Property and Evidence modules. This is designed to seamlessly transfer applicable information between these compatible platforms, including auto-populating relevant data in these sub-platforms. Spillman's case management component assigns and tracks active cases and is utilized well by detectives at a higher average level than most police departments of similar size. The use of the Spillman Technology software and RMS platform is a positive performance indicator for the department and detectives.

Law enforcement agencies vary widely in case intake policies and practices relative to detective section functions. Some agencies refer all cases to detectives for review and follow-up investigation, where appropriate. In others, only felony cases are generally referred to detectives, while patrol officers are responsible for investigating most misdemeanor cases and some low-level felony cases. Decisions about the case intake processes are often driven by workload demand and staffing levels in detective units.

Currently, the SLOPD utilizes a practice common in similar-sized agencies in assigning certain types of cases with strong leads to patrol officers for investigation. As mentioned, the department has patrol officers investigate crimes and they are often assigned investigations for multiple days and, at times, for lengthier periods. Although this process assists the detectives with their workloads and expands the breadth of the knowledge and skills of patrol officers, it is not without challenges. SLOPD tracks cases assigned to patrol officers on the Spillman case management system; these cases assigned to patrol are reviewed and discussed monthly by the Investigative Division's lieutenant and sergeant.

In our review, CPSM discovered that the Investigative Division does not closely track clearance rates either for detectives or patrol officer-assigned cases. Tracking caseload clearance is strongly suggested by IACP and PERF and serves as an important characteristic in determining performance and caseload balance. It is recommended that the SLOPD develop a process through Spillman Technologies to track clearance rates for all detectives and cases assigned to patrol officers. Tracking clearance rates will provide data regarding caseloads and assist in developing yearly staffing levels in detectives. Table 6-2 shows the department's overall

clearance rates for 2022, along with State of California and national rates. Table 6-3 shows just the San Luis Obispo and California clearance rates, as the national rates were not available from the FBI reporting system at the time of this report.

One can see that the SLOPD's robbery and aggravated assaults clearance rates are higher than state and national levels, which is likely reflective of the work by SLOPD detectives. These outcomes are positive achievements and an example of excellence in policing by the department. In Table 6-4, one can see the SLOPD's clearance rates are higher in all categories except for rape as compared to California. The clearance rates are inclusive of all SLOPD police efforts, and not just for detectives. Again, however, these figures point to an excellent performance outcome.

TABLE 6-2: Reported SLO, California, and National Crime Clearance rates, 2022

Crime	San Luis Obispo			California			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	2,206	1,294	59%	21,797	10,752	49%
Rape	38	2	5%	14,346	3,970	28%	132,997	27,856	21%
Robbery	40	22	55%	47,669	13,356	28%	215,760	51,930	24%
Aggravated Assault	189	96	51%	128,798	60,502	47%	756,601	334,405	44%
Burglary	254	25	10%	143,429	14,348	10%	916,970	125,838	14%
Larceny	1,372	96	7%	577,733	12,817	2%	4,947,709	633,098	13%
Vehicle Theft	119	16	13%	181,815	37,846	21%	953,827	87,140	9%

Source: FBI UCR National Reporting

TABLE 6-3: Reported SLO and California Clearance Rate, 2023

Crime	San Luis Obispo			California		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	1,892	1,166	62%
Rape	32	4	13%	13,723	3,685	27%
Robbery	44	29	66%	49,177	13,943	28%
Aggravated Assault	178	102	57%	135,046	61,055	45%
Burglary	181	32	18%	132,574	13,168	10%
Larceny	997	125	13%	560,414	11,042	6%
Vehicle Theft	90	19	21%	195,853	45,464	8%

Source: SLOPD & California Department of Justice

Workload Demand

To this point, we have discussed staffing, work schedules, and case intake procedures. Here, we will examine how the Investigative Division is positioned to manage workload demand. As previously noted, not all criminal investigations are assigned to a detective. Some are handled in their entirety by patrol officers, handled by the SRO, or closed without further investigation following a review of solvability factors. Major cases reflected in the following table are limited to those assigned to detectives.

There are no absolute standards to determine an appropriate caseload for a detective. Some of the options include the following contrasting industry standard recommendations.

- The International Association of Chiefs of Police (IACP) suggests a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. Based on the current data, SLOPD Detectives are below this mark but would likely have higher totals if all investigations were assigned to detectives. It is not uncommon for police agencies to assign selected violent and serious crimes for assignment while others are handled by Patrol.
- Other IACP research recommends one detective for every 300 Part I crimes. This metric would suggest that SLOPD needs 5 detectives based on the 2023 Part I crime total of 1,466, the number it has now.
- A comprehensive 2007 analysis of Florida police departments conducted by the “End Violence Against Women International” (EVAWI) found the average number of cases to be between 72 and 96 per year (excluding homicide and sex crimes). For SLOPD detectives, the number of violent and serious crimes in 2023 per detective was at the low end of this average.
- Further, a more realistic report by IACP found that the average detective spent less than 60 percent of their time on investigations and nearly 40 percent of their time on other related administrative, operational, and collateral duties as required. In San Luis Obispo, these duties may include community engagement, training, and collateral assignments such as SWAT, peer support, drone operations, and other duties.
- Based on the detectives' collateral duties, it can be estimated that the average detective spends less than 60 percent of time on investigations, and, likely nearly 50 percent on other related duties and responsibilities as listed earlier in this segment.

To achieve the 60/40 investigative threshold vs. “other tasks” balance would require SLOPD to reduce the number of collateral duties or add additional staffing to the detective cadre to increase concentrated time on investigations.

The following table provides data that the number of cases assigned to detectives is increasing as of 2023. While considering the highest year caseload (2023), each of the five detectives manages a caseload of approximately 60 cases per year, considered to be manageable before the auxiliary assignments and collateral duties are included into a detective's daily schedule.

TABLE 6-4: Case Assignments Per Detective, 2021–2023

Unit	2023 Total	2023 Cases per Detective	2022 Total	2022 Cases per Detective	2021 Total	2021 Cases per Detective
Person Crimes	229/3	76.3	129/3	43	146/3	48.6
Property Crime	72/2	36	50/2	25	74/2	37
All Cases	301	60	179/5	35.8	220	44

Source: San Luis Obispo Police Department. The School Resource Officer does not log or track school incidents on CAD/RMS

Equally, an example of expanding community tasks impacting SLO resources can be measured from the most recent strategic plan, indicating growing needs related to community resources, unsheltered population, and CFS related to a higher population. It also demonstrates the growing workload for all personnel as special projects are established to confront emerging trends.

FBI UCR/NIBRS Crime Reporting

The Federal Bureau of Investigation annually produces a Uniform Crime Report (UCR) / National Incident-Based Reporting System (NIBRS) report that provides comprehensive crime and other law enforcement data for agencies nationwide. The states supply the FBI with data after each collect and processes the data received from local agencies. SLO reports such data to the California Department of Justice (Cal DOJ). As we reported on crime rates throughout this report, the data reflects what the FBI UCR/NIBRS published. This data is important for SLOPD leadership to evaluate and determine staffing needs based on emerging issues.

The following table shows the indexed rate of crime in San Luis Obispo over the ten-year period of 2014 to 2023. Since 2016, the property crime rate has seen a downward trend; however, the rate of violent crime has trended upward. This trend in the rate of violent crime has increased investigative caseloads and associated work. For typical police agencies, this trend in violent crime would require additional resources. This is especially the case because of the growing investigative needs related to searching through social media, cell phone data, and technical data platforms.

TABLE 6-5: Reported SLO, California, and National Crime Rates, by Year

Year	San Luis Obispo				California				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	46,672	514	3,083	3,597	38,970,399	389	2,430	2,819	324,699,246	357	2,464	2,821
2015	47,116	410	3,914	4,323	39,315,550	424	2,605	3,029	327,455,769	368	2,376	2,744
2016	47,774	373	4,345	4,718	39,421,283	443	2,541	2,984	329,308,297	383	2,353	2,736
2017	47,934	371	3,718	4,089	39,536,653	449	2,497	2,946	325,719,178	383	2,362	2,745
2018	47,885	401	3,778	4,179	39,557,045	447	2,380	2,828	327,167,434	369	2,200	2,568
2019	47,735	402	3,641	4,043	39,959,095	434	2,290	2,724	328,239,523	379	2,010	2,489
2020	46,986	441	3,448	3,888	39,538,223	442	2,139	2,581	331,449,281	399	1,958	2,357
2021	47,326	475	3,892	4,368	39,368,613	466	2,178	2,645	332,031,554	396	1,933	2,329
2022	47,394	563	3,682	4,245	39,114,785	500	2,343	2,843	332,403,650	380	1,954	2,334
2023	48,249	526	2,628	3,154	39,109,070	511	2,273	2,784	NA			

Note: National crime statistics are not yet available for 2023.

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Crime Scene & Forensics Investigations

In today's policing environment, forensic evidence, especially trace and biological evidence, is critical in solving crimes and successfully prosecuting offenders. Crime scene technicians must have extensive training, experience, skill, and commitment to master this art. Each is vital to this effort. SLOPD previously had a crime scene technician (civilian) on staff in the early 2000s, but that role was reclassified to a Property and Evidence Technician. The department has approached this challenge with innovation and established a collateral team of four patrol officers for each work shift who have been trained in basic crime scene investigations. The assignment is an innovative approach for law enforcement agencies with limited resources and budgets. SLOPD constructed this auxiliary assignment as a three-year assignments for patrol officers. It has the added benefit of advancing investigative skills.

In addition to the patrol personnel, the department's detective cadre can also conduct basic crime scene management duties. The nature and seriousness of the offense will dictate the degree to which these processes are required and SLOPD's use of a call-out team as a collateral assignment has functioned well with limitations. The limitations include homicide, sexual crimes, and other serious incidents; thus, the department maximizes its mutual aid agreement with the County Sheriff's Office for advanced crime scene investigations. Although no specific data is maintained, it is estimated the crime scene Investigator teams respond to approximately 30 incidents per year.

Computer Forensic Responsibilities

The SLOPD utilizes one civilian forensic computer technician who provides technical investigative consultations on investigations and as well conducts forensic assessments on cell phones, computers, gaming devices, tablets, and other devices. The workload of this position is always constant and produces over 60 supplemental narratives per year as well as the daily technical guidance for search warrants and other work. It is recommended that SLOPD develop a succession plan for this position to avoid a vacancy in this position. A temporary vacancy in this position would impact many complicated investigations as well as daily guidance for detectives and patrol personnel.

The work related to crime scene and computer forensic investigations involve time-consuming tasks that, in major cases such as homicide investigations, kidnappings, sexual assaults, etc., can take many hours and, in some cases, weeks to complete. Dedicated forensic specialists, not generalists with multiple other responsibilities (e.g., patrol officers and detectives), are vital to this effort. As mentioned, extensive training and experience are required to master these tasks. There are no benchmarks or national standards to estimate the percent of time to achieve these responsibilities for every task and investigation. What is known is that the work by the CSI unit and the computer forensics specialist is time-consuming and adds countless hours to each investigation and should be considered for this staffing report.

Community Challenges

Based on economic reports and other city-wide data, San Luis Obispo's population has experienced growth; tourism plays a significant role in the city's economy. In 2022, San Luis Obispo County (recognizing that the City of San Luis Obispo is a statewide destination location) welcomed 7.47 million visitors to the entire county.

The 2013 San Luis Obispo Economic Report provided several emerging issues that are challenging the city regarding economic growth and social issues. Housing was an emerging topic in 2013 and which now is having a significant impact on city and policing resources to

manage the growing unhoused population that has emerged into 2024. Over the years, the average authorized (budgeted) sworn staffing level has been maintained at about 60 to 61 personnel. The average number of assigned detectives averaged about five officers over the past decade (according to the department's annual reports). A key data point is that the calls for service and contacts with those living without permanent shelter totals about 6,700 engagements. This number is critical for the SLOPD and likely has impacted the number of case investigations for detectives and other associated tasks.

The unsheltered population has required the department to develop special units, such as the Community Action Team, and other innovative strategies to reduce and manage the population while offering contemporary outreach services with local non-profit partnerships and organizations. However, over the past year, the police department has responded to numerous complaints regarding the increase in transient camp occupancies and locations, including building structures in parks and other critical locations. The SLOPD evaluated the calls for service related to the unsheltered population during 2022 (to include contacts as suspects, victims, or witnesses), and these contacts, as noted, decreased from the prior years but still totaled about 6,700 interactions. The number of engagements between the unsheltered and detective investigations is unknown, but based on an examination of CFS and detective interviews it is estimated to incur about 30 percent of all investigative cases.

CPSM also recognizes that in 2021, the police department encountered its largest increase in calls for service in over ten years, and the highest totals on record. While 2022 and 2023 have seen a slight decrease in call volume, the overall increase of over 29 percent since 2009 represents a likely increase in the number of cases assigned to detectives.

CPSM Staffing Recommendation

Based on the findings and best practice approaches, CPSM recommends the increase of two detectives to raise the staffing from five detectives to seven. Adding two detectives may only provide limited operational enhancements and will require the support of other CPSM recommendations in this report. Additional detectives can provide the following positive outcomes.

- Reduce violent crime detective workloads, allowing more focus, time, and attention on each case and other investigative responsibilities.
- Provide more thorough investigations and potentially higher clearance rates.
- Additional detectives can improve the goal of reaching 60 percent of time spent on investigative time and less than 40 percent of time on collateral responsibilities. It is very likely that department detectives now spend less than 60 percent of their time on investigations.
- Added detectives will allow personnel to work collaboratively on complex cases and share expertise, leading to better outcomes and the ability to address emerging crime trends and allocate resources more effectively.
- Additional detectives will also support and mentor less experienced detectives, fostering professional development within the department and improving the overall culture of a learning organization.

The goal of providing two additional detectives is to improve the effectiveness and productivity of the detective section, leading to a safer community and increased public trust in the San Luis Obispo Police Department.

Based on the findings of the detective workload and staffing assessment, CPSM found that the Investigative Division would immediately benefit from two additional full-time detectives to offset the 41 percent increase in the city's violent crime rate since 2016 as well as reduce the workload of ancillary duties under the 60/40 principle.

Detective Recommendations:

- Based on the findings of the detective workload and staffing assessment, CPSM found that the Investigative Division would immediately benefit from two additional full-time detectives. (Recommendation No. 17.)
- CPSM recommends that SLOPD executive staff establish an ad-hoc committee to recommend an approach to assigning ancillary duties to better define appropriate staffing levels throughout the organization. (Recommendation No. 18.)
- It is recommended that the department develop a process through Spillman Technologies to track clearance rates for all detectives and cases assigned to patrol officers. (Recommendation No. 19.)
- It is recommended that the department develop a succession plan for the computer forensic position to avoid a vacancy in this position. A temporary vacancy in this position would impact many complicated investigations as well as the daily guidance provided for detective and patrol personnel. (Recommendation No. 20.)

SCHOOL RESOURCE OFFICER (SRO)

SRO programs play an invaluable role in providing a safe school environment, shaping young people's relationships with police, and establishing and maintaining productive relationships with school officials. Recognizing the importance of an SRO program, the San Luis Obispo Police Department works in conjunction with the San Luis Coastal Unified School District, which represents several area cities with a total of 7,500 students. The County School District has long maintained an SRO program with shared responsibilities between Morro Bay, SLOPD, and the County Sheriff. Most deployment time of SLOPD's SRO is expended at San Luis Obispo High School, which has approximately 1,600 high school students and 800 middle school students. 2022 enrollment is expected to grow and return to pre-pandemic levels, according to the King Consulting report.

This one SRO works Tuesday through Friday from 7:00 a.m. to 5:00 p.m.; the SRO serves as the liaison with other SROs in SLO County.

Workload

As we begin our discussion on workload, it is essential to point out that, unlike Patrol, where computer-aided dispatch (CAD) captures much of an officer's time on assigned activities, this is not the case for an SRO. SROs serve as mentors for students, resources for families and school staff, while providing classroom instruction, and are responsible for law enforcement-related duties at the schools. Few of these activities lend themselves to being captured by CAD and rarely result in initiating a documented case file.

CPSM found that the SRO was assigned approximately 60 cases over the current school year for various school-related investigations (determined by CFS case numbers). However, these cases are not assigned to the SRO or tracked much like detective caseloads. It was also determined

that an unknown number of investigations or calls for service are not tracked. For staffing and deployment purposes, CPSM recommends the SRO track all cases and CFS via the CAD system and maintain a handwritten log that can easily be transferred to the RMS system for tracking purposes.

Importantly, and as we mentioned previously, the SRO is also responsible for investigations of crimes occurring on school campuses and cases involving children where, based upon their duties as an SRO, they are uniquely positioned to conduct a more thorough investigation. The SRO may also be called upon to assist detectives and Patrol in investigations involving school-related incidents or those not necessarily related to school but involving a student, even where the SRO is not the primary case investigator. This is an excellent use of the SRO as they are best positioned to seek cooperation from school staff, students involved in criminal activities, or witnesses.

The primary goal of the SRO is to develop positive relationships with students and help with any issues at school or home. The SRO is also involved in reviewing safety plans and assisting in creating special projects or guidance with special school events. During the summer months, the SRO is assigned to the high school as more than 1,000 students attend in the summer. The officer is stationed at SLO High School and available to assist at all school sites, including the nine local schools. The SRO helps in other functions by attending school assemblies, assisting in the classroom, conducting outreach, and providing guidance to school staff on public safety matters.

SLOPD's use of the SRO is consistent with national standards, and the workload and responsibilities are also consistent with current standards as prescribed by the National Association of School Resource Officers (NASRO). The national standard, as recommended by NASRO, is one school resource officer per 1,000 students. Based on this recommendation the San Luis Obispo Police Department should consider the addition of one SRO as the total number of students is approximately 2,400 students. If adding one SRO is not feasible, CPSM recommends adding one patrol officer to the authorized budget and utilizing this officer as a part-time officer at the middle school during the school year, allowing the full-time SRO to remain full-time at the high school.

This recommendation is based on standard areas of responsibilities that are also maintained in San Luis Obispo, as listed below:

- Student contacts.
- Parent contacts.
- Law-related education.
- Accidents.
- Drug charges.
- On-campus crime.
- Reports of weapons.
- School disturbance.

As would be expected, most incidents fall first to student contacts and then parent contacts. Even at the high school, the annual numbers of arrests, drug charges, and school disturbances are nominal.

CPSM Staffing Recommendations

SRO programs play an invaluable role in shaping young people's relationships with police and establishing and maintaining productive relationships with school officials. The City of San Luis Obispo, the school district, and the SLO Police Department are commended for their commitment to this program and the community's children. As such, CPSM recommends one additional SRO based on national benchmarks relative to student populations with an understanding this recommendation requires collaboration with school district executive leadership.

SRO Recommendations:

- CPSM recommends one additional SRO to meet the NASRO national standards of one SRO per 1,000 students, as San Luis Obispo has surpassed 2,000 students. (Recommendation No. 21.)
- If adding one SRO is not feasible, CPSM recommends adding one police officer to the authorized budget and utilizing this officer as a part-time officer at the middle school during the school year, allowing the full-time SRO to remain full-time at the high school. (Recommendation No. 22.)
- Regarding future staffing and development considerations, CPSM recommends that the SRO track all cases and CFS via the CAD system and a handwritten log that can be transferred to the RMS system for better tracking. (Recommendation No. 23.)

SPECIAL ENFORCEMENT TEAM (SET)

The Special Enforcement Team is a specialized unit of operations within the Administrative/Investigative Division under the direct command of the Investigative Unit lieutenant. SET has an authorized budget of three detectives and one police sergeant. Generally, SET will operate in a plain-clothes undercover capacity, focusing on crime activity and narcotics enforcement. SET regularly assists the department in other areas of special operations, such as with Patrol or investigative Division and regional efforts.

Staffing & Workhours

The SET work schedule often changes based on operational needs, crime trends, search for criminal fugitives, and ongoing criminal activity. The unit is authorized with three officers and one sergeant but often may be staffed with two officers depending on vacancies and patrol needs. SET is focused on the following areas of responsibility:

- Major investigations
- Human trafficking
- Narcotic crimes
- Gun trends
- Overdoes cases
- As a resource for covert operations

Workload/Unit Responsibilities

The SET's responsibilities and work standards are well defined in the SLOPD's procedure manual, and proper accountabilities and oversight are built into the operational guidelines to include an extended list of operational expectations. Specialized operations units such as SET are not defined by any national recommendation, benchmark, or suggested authorized staffing levels. Instead, determining the appropriate staffing levels include the following challenges.

- Necessity to augment Patrol or investigative resources.
- Defined unit mission and organizational responsibility.
- Well-defined policy/procedures/training.
- Community interaction to define crime trends and reduce victimization.
- Proper management and accountability.

In our review, CSPM found that the department's leadership has accounted for the need and deployment of SET. The unit was tasked to respond to regional crime trends, ongoing criminal activity, and other public safety challenges impacting the San Luis Obispo community. After several years of inactivity due to short staffing in patrol, SET was reactivated as a functional unit of operations earlier this year.

In assessing SET's staffing and workload, CPM reviewed nearly 40 cases and noted extraordinary investigative efforts in seizing large quantities of narcotics, fentanyl, drug monies, and dangerous weapons. This unit was also instrumental in arresting violent suspects, wanted sex crime registrants, and ongoing property crime rings. The unit has demonstrated its ability to focus on regional crime that impacts the City of San Luis Obispo by working with local police agencies in the county, state parole, and FBI Task Force. Noteworthy outcomes include the seizure of more than 16 pounds of fentanyl, 34 pounds of methamphetamine, 13,000 controlled substance pills, and many other dangerous substances. SET evaluates and investigates drug overdose incidents to determine if the circumstance of these tragic events provides investigative "leads" for potential arrests.

SLO leadership has accounted for SET's community effectiveness and successes in reducing tragedies (avoiding potential overdoses) and reducing violence (through arrests and seizure of weapons). Based on the activity level and SET's deployment strategy, it is recommended that SET continue to operate at its current staffing level. Traditional metrics in law enforcement are centered around tasks or activities but seldom measured in a greater feeling of safety, lowered risk of crime, less disorder, and disruption of open-air drug markets. It is evident by our assessment that SET has achieved a high level of performance in making the city a safer place to live. It would benefit the department to prioritize the filling of the current SET vacancy as staffing allows.

SET Recommendation:

- CPM recommends that the SET vacancy be filled as soon as staffing allows. (Recommendation No. 24.)

TRAINING AND HIRING UNIT

The Training/Hiring Manager is a civilian employee who reports directly to the Administrative Deputy Chief. This role involves two distinct but interconnected responsibilities: overseeing the training of department staff and managing the recruitment, hiring, and retention of department staff. The Training/Hiring Manager works closely with the Administrative/Investigations lieutenant, day watch lieutenant, night watch lieutenant, and one sergeant with other management responsibilities. The Training Unit staffing includes one training manager with various responsibilities and auxiliary duties representing all the required operational requirements and obligations as prescribed by law and the Peace Officer Standards and Training (POST).

Overview

Training is one of the most important functions in a police department. Practical training is critical in providing essential information and minimizing risk and liability. The outcome of practical training can be measured in part by a high level of proactive policing and low level of community member complaints, low numbers of claims or lawsuits, high community member satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

All aspects of training within SLOPD are handled by the training manager and the Administrative lieutenant. The duties of the training manager are to coordinate all training in the department based upon demand and required mandates and to ensure officers and staff meet compliance requirements set by POST. The purpose of the training unit policy is to administer a training program that will provide for the professional growth and continued development of SLOPD personnel, ensuring the department's personnel possess the knowledge and skills necessary to provide a professional level of service that meets the needs of the community.

Workload

This assessment reviewed the operations of the Training/Hiring Unit and its internal structure and activities; however, the focus of this review is to evaluate if staffing levels are appropriate.

CPSM could not determine objective workloads or conduct regional, state, or national comparisons regarding the Training Unit's workload, which is not unusual for training units. However, CPSM conducted its assessment based on universal national, state, and local training regulations balanced with organizational mandates and current challenges facing the department. While it is common to have one training manager assigned to these duties, the tempo of departmental and community needs are greater than agencies of similar size, placing more responsibilities on the training/hiring unit to establish ongoing professional development.

The Hiring and Training Manager is responsible for all departmental hiring, promotions, and unique assignment selections, coordinating the background process, and onboarding for all positions within the police department in coordination with other personnel and ranks. As one example, the training manager spends a high percentage of time on hiring to include the following processes:

Recruitment/Hiring

- Coordinating with Human Resources and creating job requisitions.
- Reviewing applications for content and disqualifiers.
- Organizing and implementing any required job-related testing.

- Selecting the top candidates, organizing, and attending the interview process.
- Coordinating the background process for selected applicants.
- At times, the Training Manager will also conduct background investigations.

Based on CPSM's review of dozens of police organizations around the United States since 2021, the hiring pace at the SLOPD exceeds national averages. During the 2021–2023 period, the department hired 23 police officers and 21 professional (civilian) staff

The department's near-zero vacancy rate and hiring pace surpasses those of other police organizations in the region. This achievement results from multiple facets within the department; however, hiring tracking, processing, and other related duties fall directly on the training unit personnel and its leadership.

Training

The Hiring and Training Manager ensures all officer recruits, laterally-hired officers, and communication technician-dispatchers complete and successfully pass all mandated job requirements before hiring as set forth by the State of California or Department policy. The Hiring and Training Manager is responsible for coordinating and executing the onboarding process for all departmental hires. The Hiring and Training Manager ensures all employees within the department acquire and maintain certifications and training required for their position and manages POST certifications as set forth by the State of California or department policy.

Training management is an ongoing process that requires the department to maintain state mandates related to California POST commission requirements, including:

- Meeting the Department requirement that all field personnel and dispatchers have expanded CIT training by 2025
- Meeting the statewide need for consistent peace officer selection standards by developing and updating job-related selection standards.
- Assuring California peace officers have access to appropriate training to acquire the skills, knowledge, attitudes, and behaviors consistent with the requirements and expectations of professional competence associated with the job at each career and experience stage.
- Fostering and facilitating healthy and productive organizational environments in which officers work by providing leadership development programs and offering management counseling services.

CPSM found that the department has achieved nearly 100 percent of training mandates related to the Perishable Skills Program (PSP) and Continuing Professional Training (CPT) requirements. CPSM has found many California law enforcement agencies are behind on these mandates, demonstrating another example of excellence in policing by the San Luis Obispo Police Department. SLOPD has prioritized 40 hours of Crisis Intervention Training for all field personnel and dispatchers and is on track to achieve this milestone in 2025. CPSM does note that one training manager dedicated full-time to the CA POST training mandates and other important ancillary duties is a heavy load to maintain every year.

Administrative Training Duties

In a review of the Training Unit's functions, we found the manager is responsible for many administrative training-related functions, such as;

- Conducting reviews on all backgrounds to ensure California POST compliance and working with POST during annual POST audits.
- Managing travel arrangements and course registration for employees who are attending training.
- Managing and implementing Lexipol policy updates and daily training bulletins in Lexipol.
- Purchasing and tracking department-issued equipment.
- Working with community stakeholders for recruitment and marketing opportunities.
- Scheduling ride-alongs; frequently communicates with community members interested in department employment.
- Responding to and communicating with other law enforcement agencies when inquiring about applicants.

CPSM Staffing Recommendations

CPSM concluded that the Training Unit is operating beyond 100 percent of capacity as the daily duties, long-term responsibilities, and state regulations require ongoing development plans and specific types of training for sworn and professional staff. CPSM recommends that department leadership develop an approach to assign a part-time individual to assist with the regular tasks and responsibilities. CPSM recommends the department evaluate the addition of an administrative sergeant to assist the training manager with recruitment and hiring tasks and responsibilities in order to support the current workload and associated tasks.

It would also benefit the unit to continue automating the tracking of training hours, courses, and other tasks to reduce daily work. The current use of the Oracle workflow software to submit, track, and approve department training is an excellent example of managing annual training requests. CPSM recommends that the department utilize a third-party background investigation firm as its primary resource for background investigations in order to reduce the auxiliary workload for detectives and patrol personnel currently performing these tasks. The department should refer to CA POST Training Bulletin NO. 2024-08 for guidance and legal restrictions. The SLOPD should also continue to invest in software to help track Training Unit responsibilities and reduce the training manager's workload.

Training & Hiring Unit Recommendations:

- CPSM recommends the department develop an approach to assign a part-time individual to assist with the regular tasks. (Recommendation No. 25.)
- CPSM recommends SLO evaluate the use of an administrative sergeant to assist the training manager with recruitment and hiring tasks and responsibilities in order to support the current workload and associated tasks. (Recommendation No. 26.)
- CPSM recommends that the department utilize a third-party background investigation firm as its primary resource for background investigations in order to reduce the auxiliary workload for detectives and patrol personnel currently performing these tasks. The department should refer to CA POST Training Bulletin NO. 2024-08 for guidance and legal restrictions. (Recommendation No. 27.)
- The SLOPD should continue to invest in software to help track Training Unit responsibilities and reduce the training manager's workload. (Recommendation No. 28.)

INTERNAL AFFAIRS

Ensuring a department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. The department must receive commendations and complaints with equal professional interest and courtesy and give both appropriate supervisory and management attention in order to foster public confidence and to promote constructive communication. In fact, the San Luis Obispo Police Department's Personnel Complaint policy states *"It is imperative that the Police Department operate in a degree of transparency and is responsive to complaints alleging employee misconduct and external concerns regarding the operation of the agency."*

The San Luis Obispo Police Department will accept and document all complaints alleging employee agency conduct for the following reasons:

- To ensure that complaints alleging employee or agency misconduct are accepted and investigated in a consistent and reasonable manner to uncover the truth of the allegations.
- To identify areas of misunderstanding by the complaining community member.
- To identify employees whose attitude, behavior, and/or performance is in need of correction and supervisory intervention.
- To protect agency employees and the department from erroneous complaints.
- To identify department policies, training, and/or practices in need of reevaluation, clarification, and/or correction.

Staffing and Policy

Internal Affairs is carried out within the Administrative Bureau by the Administrative and Investigations lieutenant.

The department's policy regarding the handling of community member complaints is outlined in Policy 1019 – Personnel Complaints of the department's policy manual. The policy was last revised in November 2023.

Complaints

The department has defined a complaint as "any allegation of misconduct or improper job performance that, if true, would constitute a violation of department policy or of federal, state, or local law, policy, or rule..."

A complaint can be made in any of the following ways:

- The aggrieved person.
- Third party.
- Anonymous.
- Agency employee.
- Notice of civil claim.

Complaints can be made via the department's website, in person, by telephone, by letter, or by e-mail. The department's website clearly explains how to file a complaint.

Complaint Process

All complaints are referred to a supervisor who may suggest appropriate remedies to resolve minor incidents; however, community members are not discouraged from filing a complaint. The supervisor has the authority to handle the matter with discretion and make the appropriate resolution without a formal complaint. Many community members only want to make their issue known to the department, be listened to, and be confident their incident will be handled appropriately. Although this does come with some risk that supervisors may dismiss or minimize complaints, if the supervisors are appropriately trained this practice can produce effective and efficient resolutions to incidents.

At the same time, when these minor incidents are handled informally, if they are not properly documented then employee misconduct can be missed. It is imperative that some type of documentation occurs when incidents are informally handled. All informal complaints handled by supervisors are reported to the Patrol lieutenant. Since the department recently purchased the Frontline program, the sergeants will be required to enter into Frontline the information regarding any informal complaints that are received and handled.

When supervisors become aware of a person desiring to make a complaint against an SLOPD employee the supervisor is to gather all relevant information. This may consist of a recorded interview with the complainant, a completed community member complaint form, and responding to the location of the incident to:

- Determine the identity of persons involved, witnesses, and other police personnel and employees.
- Ensure that proper evidence is collected and/or documented.
- Ensure that all reasonable documentation and physical evidence is maintained. This includes police reports, communications/dispatch information, MDT transmissions, medical documentation, and video recording of any portion of the police involvement.
- Ensure that all necessary medical treatment is provided and documentation is preserved.
- Review all body-worn camera footage

All Investigations, including those of a serious nature, are conducted by the Administrative lieutenant. In order for the department to develop the capabilities of the sergeants in the organization, CPSM recommends that the patrol supervisors complete the entire investigation for personnel on their patrol teams. For more egregious allegations of policy violations, CPSM recommends the SLOPD add an Administrative sergeant to assist the Administrative lieutenant with Internal Affairs and personnel investigations.

The department has not set, by policy, a time frame for completing investigations, but tries to complete them in a reasonable time frame. That is dependent upon the nature of the complaint, the investigator's case load, and the priority of the investigation. Most agencies studied by CPSM have established timelines for completion of community member complaints, usually 30 to 45 days; however, extensions can be granted if necessary. CPSM recommends adding to the department's policy that SLOPD will strive to complete all community member investigations within 30 to 45 days unless an extension is necessary.

Complaint Investigations

Whether the investigation is conducted by the Administrative lieutenant or the Patrol sergeant, the investigator is to conduct a fully documented and confidential investigation

All complaint data in the following table was provided by the department and reflect the total number of community member/internal complaints for 2022, 2023, and 2024 (partial year).

TABLE 6-6: Community member/Internal Complaint Investigation Adjudications, 2022-2024

Year	Total	Exonerated	Not Sustained	Unfounded	Sustained
2022	15	1	0	6	6
2023	15	2	0	10	3
2024	7	1	0	6	0

Source: San Luis Obispo Police Department

Tracking and Managing of Complaints

Data regarding administrative investigations and public complaints is valuable as a risk management tool to identify training needs, performance deficiencies, or patterns of misconduct. The department currently uses the Central Square RMS for the tracking and managing of complaints and investigations. Investigations and complaints are logged into the system. It was learned that within several months the department will be implementing additional tracking and managing software from Frontline Public Safety Solutions. That software will provide a much more efficient platform for the tracking and managing of community member complaints as well as use of force incidents. The department is to be commended for moving ahead with this tracking platform for better tracking complaints and uses of force.

Adjudication of Complaints

The person adjudicating the complaint will make a recommendation for the disposition findings for each allegation using the following classifications based on the burden of proof of a preponderance of the evidence:

Sustained: There was a preponderance of evidence to prove the allegation.

Not Sustained: There was not sufficient evidence to either prove or disprove the allegation.

Exonerated: The actions of the employee were consistent with the law and agency policies, rules, regulations, and practices.

Unfounded: The allegation did not occur.

Information Only: The allegation was minor in nature and the complainant was satisfied with the department's response.

Those complaint dispositions are most commonly used by almost all departments studied by CPSM and are the norm in the law enforcement profession. When the complaint investigation has been completed it is then reviewed by the Deputy Chief, and the Chief of Police.

Training

The Administrative lieutenant has attended POST-approved I/A investigation training. If patrol supervisors are to handle internal investigations, they should receive the same training and attend a class on the handling of complaint investigations.

Internal Affairs Recommendations:

- CPSM recommends the department add an Administrative sergeant to assist the Administrative lieutenant with Internal Affairs and personnel investigations or the use a third-party investigator to ensure the impartiality and timeliness of the investigation. (Recommendation No. 29.)
- CPSM recommends the department strive to complete misconduct investigations in 45 calendar days and service complaint investigations in 30 days, if possible, unless an extension is necessary. These time frames should be included in department policy. (Recommendation No. 30.)
- CPSM recommends that the patrol supervisors complete entire investigations as appropriate. (Recommendation No. 31.)
- Patrol supervisors should attend internal affairs training if they are handling complaint investigations. (Recommendation No. 32.)

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SECTION 7. SUPPORT SERVICES FUNCTIONS

FLEET

Fleet management for the San Luis Obispo Police Department is the responsibility of the Administrative Deputy Chief. The Deputy Chief coordinates the purchasing and upfitting of the vehicles in addition to his other responsibilities. A CSO coordinates the servicing and repairs.

All maintenance and repairs of the department's fleet are handled by the city mechanics. This includes body panel replacement, wherein some older vehicles are kept for replacement parts. However, any major body work or warranty work is sent out to the respective dealership depending upon the make of the vehicle.

SLOPD's fleet consists of the following vehicles:

- 17 marked units assigned to patrol, which include Ford Explorers and F150 trucks. Seven of the vehicles have in excess of 100,000 miles.
- 1 crime scene unit van
- 1 arrestee transport van
- 2 field service tech vehicles
- 3 marked supervisor vehicles
- 9 detective vehicles of varying make and model
- 5 command staff vehicles
- 6 police motorcycles
- 3 enclosed trailers for various uses

At the current time, the department has 17 vehicles available for patrol officers to drive during their shifts. It was learned that patrol vehicles are not assigned to officers during their shift; officers select a vehicle to drive each day.

Although there is no study that defines the optimum vehicles-per-officer ratio, what is widely used within the industry is that for every 2.5 to 3 officers in patrol, there should be at least one vehicle. At SLOPD, there are 36 officers in patrol and 17 vehicles available for officers to drive. Although SLOPD is at about the right number of patrol vehicles per the number of officers, it has no vehicles that can be used for spares when a vehicle requires maintenance or repair. Considering that, CPSM recommends the department increase the number of patrol vehicles in its patrol fleet by four to allow for spare vehicles and to accommodate the recommended new officer positions in patrol.

Purchase of Vehicles

The City of San Luis Obispo has a fleet replacement fund that is used for the purchase of future vehicles. Having a fleet replacement fund is an excellent way to ensure that monies are available to purchase replacement vehicles when they have exhausted their life expectancy.

Vehicles are purchased by staff at the vehicle shop, depending on what's currently available. In some instances police personnel will request a certain vehicle only to be told that the requested vehicle is not available. In the past, the city has been able to obtain an adequate number of desired vehicles for its fleet; however, in the last few years because of supply chain issues and a transition to hybrid vehicles there have been difficulties getting the necessary vehicles in a timely manner. As a result, several vehicles used in patrol for emergency driving have or had in excess of 130,000 miles. It was learned that the department has been waiting more than a year to get replacement vehicles for those set to come off-line. The use of hybrid patrol vehicles has contributed to the delay in vehicle acquisition. CPSM recommends that department and procurement personnel identify strategies that allow the department to have greater influence in the selection of and timely acquisition of police vehicles to include purchasing non-hybrid vehicles.

Vehicle Retention

Most departments studied by CPSM keep their patrol vehicles for 5 years or 100,000 miles, or sometimes even longer if maintenance costs are reasonable. Detective and command-level vehicles will usually be kept for 7 years and 150,000 miles because those vehicles are used differently and are not subject to the stressors that patrol operation can put on a vehicle. The SLOPD is presently replacing patrol vehicles that have in excess of 130,000 miles. CPSM recommends that patrol vehicles be replaced or transferred to non-patrol functions in the department or city after logging 100,000 miles.

Maintenance Records

All tracking of maintenance and repairs of the department's vehicles is handled by the city's shop; the city uses fleet management system software. CPSM recommends that the city purchase a fleet management system that is shared with a designee at the police department to more effectively track maintenance and repairs for police vehicles.

Vehicle Equipment

Each patrol vehicle is equipped as follows:

- Emergency lights and siren.
- Police radios and associated equipment to operate the lights and siren.
- Other standard equipment such as cones, flares, and rola-tape.
- A mount for a patrol rifle and a separate mount for a 40mm impact weapon.

Cleaning of Vehicles

Law enforcement officers have a special responsibility to keep their vehicles clean, partly because so many people regularly enter and exit the patrol vehicles. Patrol cars are often shared among officers, and with each new shift different people may occupy the back seat, including some for whom hygiene has become a low priority. A clean patrol car makes for a more pleasant environment for the officers and helps the police department maintain a positive image within the community. But keeping the vehicles clean also protects the officers, their colleagues, and their loved ones from dangers that spread from person to person: viruses, bacteria, mites, bed bugs, and other visible and less visible threats. CPSM recommends the department purchase a portable disinfecting system that can be used periodically to disinfect

the vehicles from bacteria and viruses. Electrostatic systems offer the most extensive cleaning and can also be used for jail cells and other workspaces indoors.

Assigning of Vehicles

The department has no formal process of assigning the patrol vehicles to the officers. Officers select a vehicle to drive at the beginning of their shift and inform the sergeant. CPSM has found that this is a common practice in agencies of SLOPD's size. One of the challenges of this system is ensuring that vehicles are driven equally, and that mileage stays consistent with the year of the vehicle and that newer vehicles are not over-driven.

CPSM recommends the department develop a methodology that ensures vehicles are consistently driven.

Fleet Recommendations:

- CPSM recommends the department increase the number of patrol vehicles in its fleet by four to allow for spare vehicles and to accommodate the recommended new officer positions in patrol. (Recommendation No. 33.)
- CPSM recommends that department and procurement personnel identify strategies that allow the department to have greater influence in the selection of and timely acquisition of police vehicles to include purchasing non-hybrid vehicles. (Recommendation No. 34.)
- CPSM recommends that patrol vehicles be replaced or transferred to non-patrol functions in the department or city after logging 100,000 miles. (Recommendation No. 35.)
- CPSM recommends that the City fleet management system be shared with a designee at the police department to more effectively track maintenance and repairs for police vehicles. (Recommendation No. 36.)
- CPSM recommends the department purchase a portable disinfecting system that can be used to disinfect the vehicle from bacteria and viruses. (Recommendation No. 37.)
- CPSM recommends the department develop a methodology that ensures vehicles are consistently driven. (Recommendation No. 38.)

FACILITY

The department's main police facility is located at 1042 Walnut St. The police building was completed more than 50 years ago and the city had planned to raze and rebuild it. The city recently purchased a secondary building across Santa Rosa Street at 1106 Walnut St and also occupies a home adjacent to the main police department lot at 1016 Walnut. The 1106 building was intended to serve as the police facility during the construction of a new building at 1042. Due to rising construction costs, the previous plan was placed on hold and now the 1106 building will house Administration, Investigations, and other non-patrol services. The Traffic Unit works out of a older home that is in a state of disrepair. CPSM recommends the City move the Traffic Unit into the 1042 building.

CPSM toured both facilities during the site visit. The 1106 Walnut building was undergoing improvements. The planned layout and improvements look promising for the future workspace of that building. On the other hand, the 1042 building needs refurbishment in all areas. Professional work environments contribute to professional work. Understandably, since the city

planned to raze the building and reconstruct a new facility, the city did not invest in its repair and maintenance. While there are no exigent repairs needed, the 1042 building needs new carpet, updated lighting and ceiling tiles, new lockers, and other general updates. The building has a back-up generator for power outages, which is serviced and tested annually. CPSM recommends the city prioritize the updating of the 1042 Walnut building to provide a professional, esthetically appealing and safe environment for police employees.

Police Station Lobby

The lobby and front desk areas of most police departments are two of the most important areas of the police facility. It is where community members come to conduct business and where they may be met by officers to conduct that business. In today's climate, as unfortunate as it may be, those areas must offer safety and security for those employees who must interact with the public. The business windows of the lobby where the Records Clerk works and greets the public are not bullet resistant.

Parking

A major concern voiced by employees of most police departments studied by CPSM is the lack of a secure parking lot for the police vehicles, and more importantly, a secure parking lot for their personal vehicles. During our site visit, it was observed that the department parking lot has insufficient space for secure parking of police and personal vehicles of police employees. Additionally, the secured parking serves as a secure storage for vehicles involved in traffic collisions. CPSM recommends the Department move the evidence vehicles to an off-site location to free parking spaces and limit the vicarious trauma of staff seeing the vehicles on daily basis.

Workout Facility

Studies have shown that officers who are physically fit are more confident about their ability to handle the job, make better decisions about which level of force is appropriate to a situation, and helps them relax and suffer less stress. The majority of departments assessed by CPSM have seen the importance of providing some type of workout area for their employees, and San Luis Obispo PD is no different. The department provides a workout area for employees.

Locker Rooms

The department has locker room facilities for male and female personnel. At the current time, there are a sufficient number of lockers for personnel; however, organizational growth will require the men's locker room to be slightly reconfigured to accommodate new lockers.

Facility Security

Unfortunately, in today's environment, police facilities are suffering from threats being made, and have suffered fatal consequences without proper security measures in place. It is important to examine the threat characteristics and facility vulnerabilities to negate threat effectiveness. The Records window does not have bullet-resistant glass where staff can interact with the public; however, staff remotely unlock the front door to allow guests inside the police facility. CPSM recommends the installation of bullet resistant glass at the Records window and bullet resistant material below the glass.

The main police facility is equipped with card readers to gain entry, along with surveillance cameras inside and outside the facility, which are all maintained by city staff. The cameras are

not monitored, but at any computer station in the building the camera program can be signed into and reviewed. Camera video is retained for approximately two years.

The main facility has a short wall on one side where people can access the building. CPSM recommends the City strengthen the fence on the Santa Rosa side of the building to discourage access to the patio area of the building.

Facility Recommendation:

- CPSM recommends the City move the Traffic Unit into the 1042 building. (Recommendation No. 39.)
- CPSM recommends the city prioritize the updating of the 1042 Walnut building to provide a professional, esthetically appealing and safe environment for police employees. (Recommendation No. 40)
- CPSM recommends the Department move the evidence vehicles to an off-site location to free parking spaces and limit the vicarious trauma of staff seeing the vehicles on daily basis. (Recommendation No. 41.)
- CPSM recommends the City strengthen the fence on the Santa Rosa side of the building to discourage access to the patio area of the building. (Recommendation No. 42.)
- CPSM recommends the installation of bullet resistant glass at the Records window and bullet resistant material below the glass. (Recommendation No. 43.)

COMMUNICATIONS CENTER

The dispatch/communications function is a vital component of an effective police department and fire department. 911/dispatch operators serve in two primary rolls: (1) Answering 911 and non-emergency telephone calls, and (2) radio dispatching calls for service. The SLOPD Communications Center serves as the Public Safety Answering Point (PSAP) for all of San Luis Obispo City to include law enforcement/fire/EMS calls for service. As such, all communications center personnel must be cross-trained in law enforcement, fire, and EMS disciplines.

The dispatcher is often the first point of contact for a community member seeking assistance, and 911 operators play a significant role in setting the tone for the community's attitude toward the agency. The efficiency with which they collect information from callers and relay that information to responding personnel significantly impacts the safety of community members, officers, and fire/EMS personnel alike. Because of the complexities of the position, the dispatchers must remain highly trained.

The San Luis Obispo 911 Emergency Communications Center is a division within the San Luis Obispo Police Department that is responsible for answering both emergency and non-emergency calls for service in the city. The center also dispatches calls for service (CFS) for the San Luis Obispo Fire Department, which also serves Cal Poly University for fire- and EMS-related calls.

The center is staffed with civilian personnel working together as 911 call takers and law enforcement/fire/EMS dispatchers. The division is managed by a police lieutenant who reports directly to the Administrative Deputy Police Chief. Previously the Communications Center was managed by a civilian Communications Commander with many years of experience working in communications and served as a dispatcher when needed due to staffing issues.

A Spillman computer-aided dispatch (CAD) system is used by the department. The CAD is a dispatch platform that captures, manages, and prioritizes mission-critical data to enable rapid decisions in situations where every second counts. The department has considered another CAD system; however, there are no plans to change platforms at this time. Should the department consider changing CAD providers, CPSM recommends it give strong consideration to a platform that integrates other agencies since the communications center is the backup center for the County of San Luis Obispo.

Facility

The 911 Center is located at the Fire Administration campus. The campus was constructed facility 15 years ago and has room for expansion if needed. The center is located a spacious room that houses six workstations with two or three typically in use. The workstations are situated in three rows of two, all facing the same direction; dispatchers commonly sit next to one another. The current seating configuration is most effective when only two dispatchers are working and seated in the same row; however, it is less effective if they are seated in different rows.

CPSM has found that the benefits of direct eye contact and the ability to listen to the nuances of voice inflection help dispatchers to identify crisis-related calls and expedite dispatching. CPSM recommends evaluating the configuration of the workstations and turning stations towards each other or another design to facilitate non-verbal communication.

Near the central room is a break room and various offices to include a two-station office for supervisors that also has full dispatch capability. Each workstation is sit/stand enabled; however, staff mentioned the furniture is showing signs of wear and the stand-up feature does not function at each station. CPSM recommends ensuring the ergonomic features of the furniture are functioning to limit strain on personnel throughout an extended shift.

Center Staffing/Scheduling

The center's communications lieutenant is supported by two dispatch supervisors and 11 dispatchers. The dispatch supervisors also cover for dispatcher vacancies during their shifts. Over the last two years, the 911 center has struggled with hiring and retention of employees. At one point, the center fell to a low of eight dispatchers and the two supervisors.

In many agencies, dispatch supervisors frequently and appropriately perform some routine dispatch and call-taker duties, especially during peak hours. However, over the past two years SLOPD supervisors have often had to work as dispatchers their entire shift because of the shortage of staffing. Having both responsibilities (dispatch/supervisor) can come at the peril of the supervisors failing to perform their supervisory roles.

When the 911 Center becomes fully deployed (staffed and trained), each shift will have two dispatchers assigned to it and two relief dispatches to cover for pre-planned vacancies. At that time, CPSM recommends the department prioritize the responsibilities of the dispatch supervisors to that of accountability and supervision instead of covering dispatch shifts.

The position of 911/dispatch operator is challenging and stressful duty. Virtually every agency studied by CPSM has reported that finding qualified applicants who can complete the rigorous training program required to perform these duties is a struggle. At the current time, the unit is fully staffed, but not fully trained. The department has three dispatchers in training and has over hired for one position. Over hiring is a promising practice since it takes 12 to 18 months to hire and train new personnel.

There are two primary duties in dispatch centers, (1) radio dispatch, and (2) answering 911 emergency and general telephone calls. Best practices for a city of this size and call volume, call for (1) a dispatcher who is responsible for all radio communication between field units of police, fire, and EMS without telephone answering responsibilities, (2) a dispatcher acting as a call taker and who also conducts record checks, without dispatch responsibilities. Currently in the SLOPD 911 center, one dispatcher handles all police dispatching and the other handles incoming 911 calls, dispatches for the fire department, and provides emergency medical dispatch or instructions to provide medical care for sick or injured parties until medical personnel arrive on-scene. While the designation of work is different for the SLOPD than what is seen in other agencies, it is functional for the department and its service to the community.

In today's environment, most 911 calls come in from cell phones instead of land-line phones. The SLOPD 911 Center is also the primary PSAP for calls on US 101 since the center dispatches the fire department, which has primary jurisdiction for collisions on the freeway. Collisions make up the highest volume of 911 calls for freeway-related incidents. CPSM recommends the department study the frequency of instances when the dispatcher is unable to answer a phone call or perform other emergency-related work while being committed to emergency medical dispatching responsibilities.

As well, CPSM recommends the department increase dispatch staffing by two dispatchers to relieve the supervisors of their dispatching responsibilities and to bolster staffing during peak call periods.

While public service agencies cannot staff for a worst-case scenario, CPSM recognizes the likelihood of multiple 911 calls for multiple events occurring simultaneously during peak call periods and recommends that the 911 center move towards implementing the model of one dispatcher handling dispatching responsibilities and the other dispatcher handling call-taking responsibilities.

Communication Center Schedule

Many agencies studied by CPSM have begun implementing modified work schedules in their communication centers, much like patrol divisions of departments. Most have opted to implement either a straight 12-hour shift schedule, or some variant of the 12-hour shift schedule.

At the current time, the Communications Center is operating on a modified 3/12-hour shift schedule with an eight-hour day every other week. The center is moving to a team-based schedule similar to the Operations Division. This shift schedule was a collaborative effort between the dispatchers, supervisors, and the dispatch lieutenant.

Dispatching of Calls

The timeliness of response is one of the highest indicators of community satisfaction of police services. Those requiring the police may only call for assistance during a crisis or traumatic event and an officer's response will shape the resident's view of the police for years to come. The first impression of the police department occurs with the dispatcher and response time.

In reviewing the response time of dispatch, CPSM analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on the scene.

The discussion of response times begins with reviewing statistics that include all calls combined, starting with 3,611 calls in summer and 3,549 calls in winter. The analysis is limited to community-initiated calls, which amounted to 3,227 calls in the summer and 3,069 calls in the winter. In addition, calls lacking a recorded arriving unit and calls outside San Luis Obispo were removed, leaving 2,854 calls in summer and 2,709 calls in winter for analysis. The entire year began with 23,723 calls and resulted in an analysis of 18,398 community-initiated calls after similar exclusions.

The initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares winter and summer periods, concluding with a brief analysis of response time for high-priority calls alone.

The following table identifies the 90th percentile for response time, broken down into three columns that define the time from the initial call to dispatch, dispatch to arrival, and total response time.

TABLE 7-1: 90th Percentiles for Response Time Components, by Category

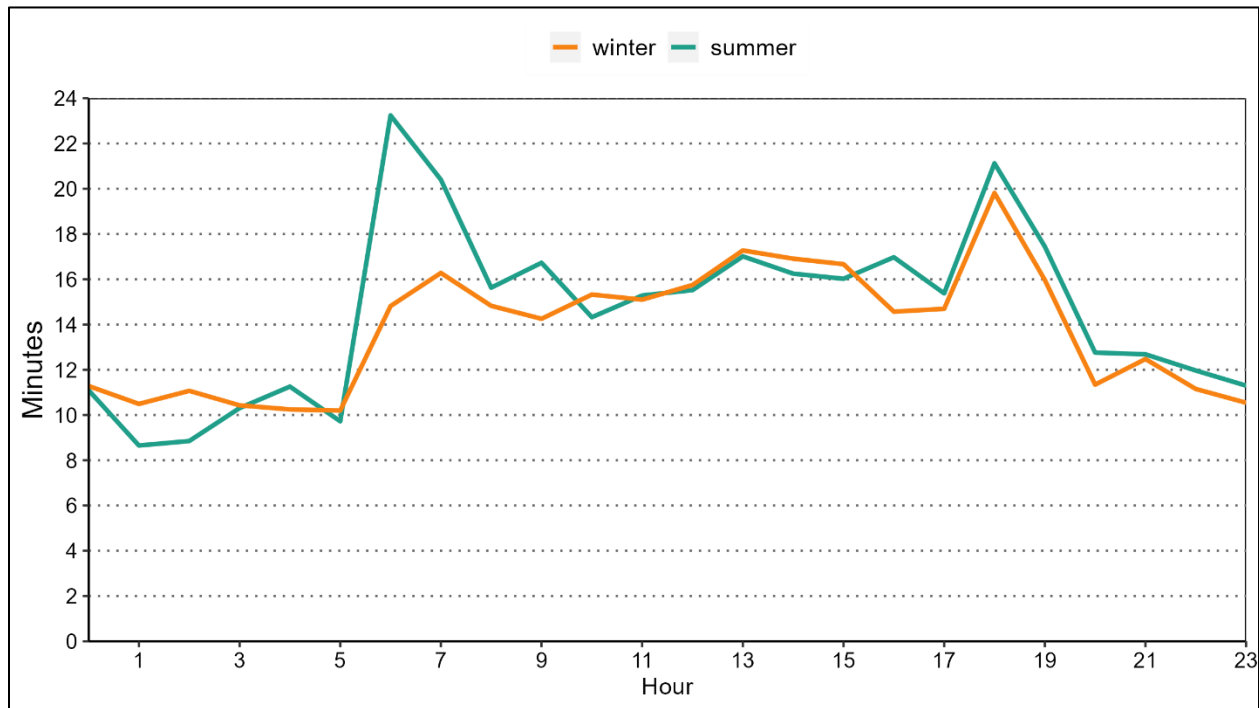
Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	15.4	16.3	26.1	10.3	17.5	26.4
Alarm	10.8	13.9	22.2	7.0	11.6	18.1
Animal call	11.1	20.0	30.4	9.5	15.5	18.8
Assist community member	16.7	18.2	30.2	19.9	20.9	35.0
Assist other agency	16.4	12.4	29.8	20.9	11.9	33.0
Crime against persons	16.9	31.5	47.3	13.5	14.3	24.4
Crime against property	23.6	22.5	42.7	18.5	21.9	35.3
Disturbance	13.8	15.7	28.4	13.1	14.1	25.3
Investigation	16.9	17.8	34.7	12.8	17.2	28.5
Mental health	10.6	8.3	17.9	36.0	10.8	43.7
Miscellaneous	11.2	29.8	38.6	13.9	27.4	36.6
Suspicious incident	12.7	15.1	26.0	12.9	13.9	27.9
Traffic enforcement	13.4	18.6	25.9	10.7	16.5	25.6
Violation	14.9	19.4	36.2	13.2	24.1	34.0
Total Average	16.6	17.4	32.9	13.8	17.1	28.5

Note: A 90th percentile value of 32.9 minutes means that 90 percent of all calls are responded to in fewer than 32.9 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

The following figure shows that the average response time peaks during shift change. Overall response time is relatively consistent during the 24-hour day for both summer and winter months. Since the city is also home to a university, CPSM reviewed data while school was in session and found the results were similar. The reader can see the response times peak at shift change; they remain elevated during the daytime hours before dropping off in the late evening and early morning hours.

The dispatch delay around shift change is common in agencies of similar size to SLO and is a function of briefing and ensuring shift supervisors are aware of pending calls. The consistent uptick in response times throughout the day indicates the higher call volume that originates in the dispatch center. Similar to recommending additional staffing for patrol to handle a higher level of calls during hot peak hours, CPSM recommends adding two dispatchers to cover the peak period from 7:00 a.m. to 7:00 p.m.

FIGURE 7-1: Average Response Time and Dispatch Processing, by Hour of Day, Summer 2023 and Winter 2024



Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 23.2 minutes.
- In summer, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 8.7 minutes.
- In winter, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 19.8 minutes.
- In winter, the shortest response times were between 4:00 a.m. and 6:00 a.m., with an average of 10.2 minutes.
- In summer, the average response time was between 11 minutes and 17 minutes.
- In summer, the average response time was as short as 11 minutes (for alarms) and as long as 18 minutes (for crimes).
- In winter, the average response time was between 9 minutes and 17 minutes.
- In winter, the average response time was as short as 9 minutes (for alarms) and as long as 17 minutes (for crimes and general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 22 minutes (for alarms) and as long as 44 minutes (for crimes).

- In winter, the 90th percentile value for response time was as short as 18 minutes (for alarms) and as long as 35 minutes (for assists).

During our review of the data, CPSM learned that the SLOPD follows a unique methodology for dispatching calls that is not commonly seen in other agencies. The SLOPD does not have specific beat or geographic designations where officers are assigned as a primary officer for calls. Instead, the SLOPD uses a subjective methodology where the least senior officer is assigned the first call and then subsequent calls are assigned in the order of seniority with the most senior officer receiving the last call. Dispatchers address issues of equity related to call volume by keeping track of how many calls each officer has received.

A seniority-based system of assigning calls versus a geographic system is fraught with challenges that can lead to delays in calls being dispatched and inequities in call assignment. CPSM recommends the SLOPD abandon the current methodology for assigning calls and move to a traditional beat designation; it should use vehicle location technology to assign the closest available unit until a beat system is implemented.

A beat system will allow officers to become more familiar with specific areas of the community, thus enhancing community policing efforts. One potential drawback of the beat system occurs when the beat officer is busy on another call. Some agencies will delay assigning a lower priority call until the beat officer is available, resulting in a delayed response. CPSM recommends that the GPS of the patrol vehicles be used to dispatch the closest available unit to calls if the designated beat officer is unavailable.

CPSM is recommending a four-beat system after analyzing the volume of calls and amount of time spent on calls throughout San Luis Obispo. CPSM used the neighborhood policing areas and census blocks to recommend the beat structure. Creating four beats aligns with the current stated minimum staffing of four officers. Should the city increase staffing of the police department in order to deploy six officers, the department could reevaluate the four-beat system or add the two officers as rover positions to respond as a second officer or to respond to calls in the beats where the primary officer is otherwise unavailable. This recommendation is a starting point for the department. Based on the department's more intimate knowledge of geography and community needs the recommended beat boundaries may change; however, the structure we are recommending has the most equitable distribution of workload.

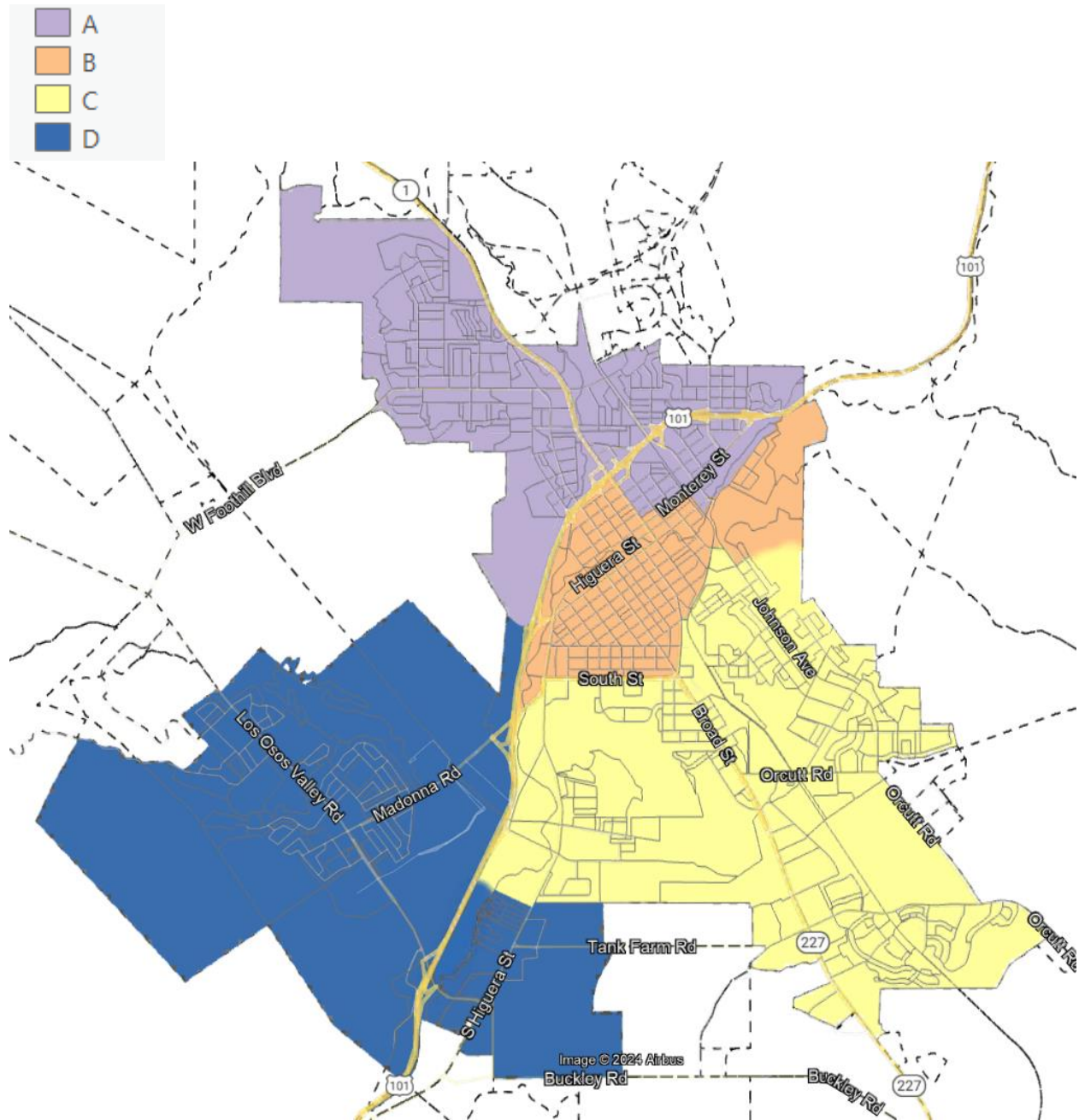
TABLE 7-2: Recommended Beat Design for Equitable Workload

Beat	Calls	Work Hours
A	4,172	3,447
B	4,680	3,836
C	3,945	3,528
D	3,345	3,320

The map in the following page figure illustrates the four recommended beats with Beat A shown in purple, Beat B in orange, Beat C in yellow and Beat D in blue.

§ § §

FIGURE 7-2: Recommended Beat Alignment



Training

All new dispatchers must successfully complete an in-house training program in addition to being sent to an off-site location to attend the state's three-week dispatch certification course within one-year of appointment. The center's training program follows the standards set forth by the POST and is designed specifically for the purpose of training and career development of all their employees.

The department has certified dispatch trainers. At the current time, both dispatch supervisors are training the new personnel. Obviously, during times when staffing is short, exceptions must be made; however, CPSM recommends the dispatch supervisors not be used for training. When dispatch supervisors are training, they are not acting in their supervisory role of providing oversight and leadership for their teams.

Due to the staffing shortages over the last 18 months in the 911 center, dispatchers have attended limited continued professional training. CPSM recommends that when the center is fully staffed, professional training again be made available to the center's employees.

High-priority Calls

All police departments prioritize calls for service based upon the seriousness of the call. While definitions of a high-priority call may vary from agency to agency, such calls should include those involving life safety and in-progress crimes. For such calls, community members expect and demand that their police department be adequately staffed and prepared to respond in a timely fashion. While the data report contains considerable information concerning response times to all priorities of calls for service and should be reviewed in its entirety, here we will focus on the highest priority of calls for service.

The department assigns Priority "*" and 1 as the highest priority types of calls. The following table shows average response times by priority, in minutes. Here again, we will be focusing on Priority * and 1 calls, but provide the additional priority information for reference. As well, we isolated injury accidents based upon call type "Accident (Sig 1)."

Note that in the table the *Dispatch Processing Period* is that time from receipt of a call until a unit is assigned and dispatched. The *Travel Time* is that period from the time that the officer is dispatched to the call until the time at which they arrive at the scene, and *Response Time* combines these numbers. Calls represents the total number of such calls.

TABLE 7-3: Average and 90th Percentile Response Times, by Priority

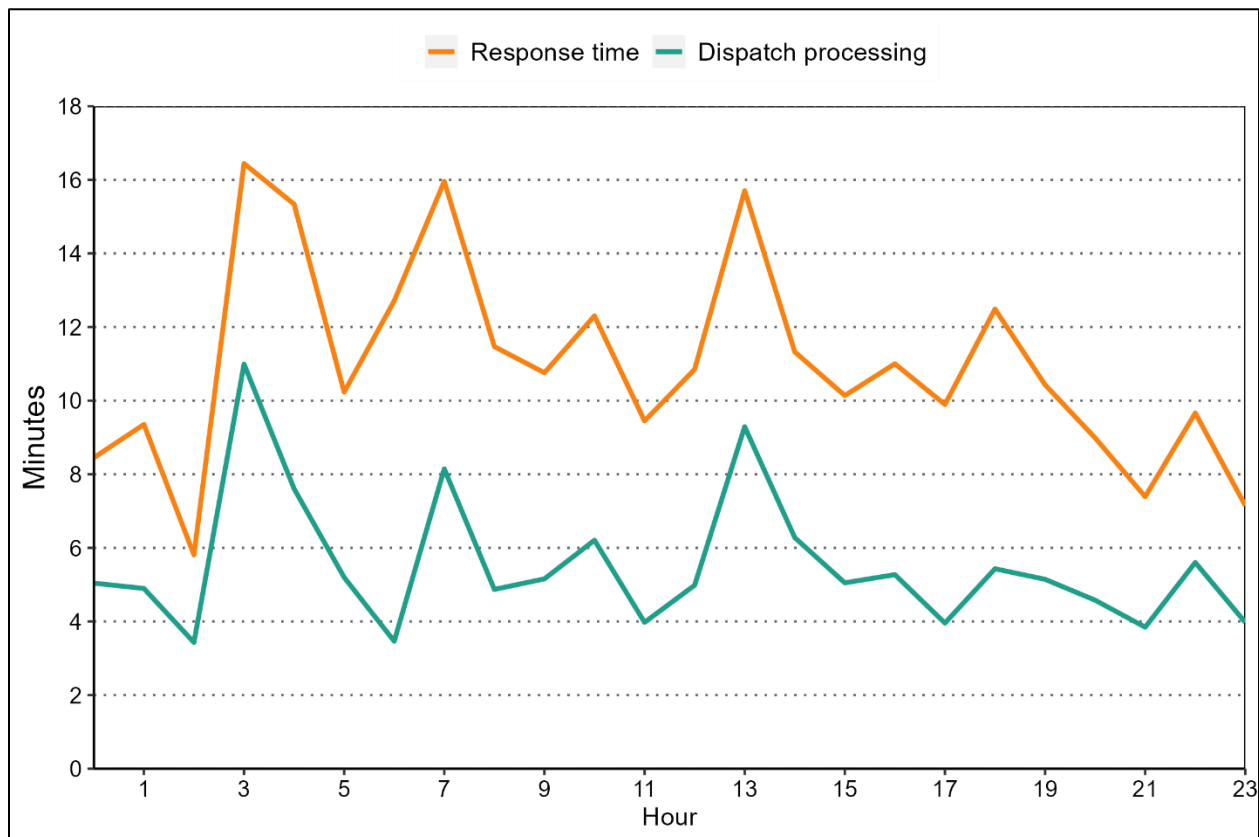
Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
*	1.8	5.1	6.8	66	11.8
1	5.7	5.5	11.2	527	24.3
2	4.3	6.0	10.4	2,051	19.0
3	6.4	7.7	14.1	6,719	27.6
4	7.6	9.1	16.6	8,384	34.8
5	8.4	10.5	19.0	651	44.3
Total	6.7	8.2	14.9	18,398	30.6
Injury accident	2.4	4.4	6.8	123	10.5

Note: The total average is weighted according to the number of calls within each priority level.

While every call is important to those involved, high-priority calls are generally life safety calls. A review of the data showed that Priority 2 calls were dispatched sooner than Priority 1 (4.3 minutes for Priority 2 and 5.7 for Priority 1). The *Dispatch Processing Period* for a Priority 1 call (5.7 minutes) should be between 1 and 1.5 minutes. The *Travel Time* (5.5 minutes) should be approximately 4 minutes, and the total Response time (at present, 11.2 minutes) should be closer to 5 minutes.

CPSM believes that 911 dispatchers intuitively know what calls are not emergency calls and therefore, even though listed as a Priority 1 call in CAD, the dispatchers may hold some calls and dispatch them as a non-emergency call. A review of injury collisions shows the department's response is more closely aligned with the industry goals cited above. (Dispatch Delay of 2.4 minutes, Travel Time of 4.4 minutes, Total Response of 6.8 minutes). Reviewing injury collisions points to a likely explanation for this discrepancy as the data set for Priority 1 calls includes calls that are not Priority 1 calls. CPSM recommends SLOPD undertake a review of the reason for the delay in dispatching Priority 1 calls, particularly the definition of call types, and implement effective changes to protocols to reduce the dispatch delay. CPSM recommends the department continue to monitor response times to high-priority calls to ensure changes to practice have their intended result.

FIGURE 7-3: Average Response and Dispatch Processing Times for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 10.8 minutes, lower than the overall average of 14.9 minutes for all calls.
- Average dispatch processing was 5.3 minutes for high-priority calls, compared to 6.7 minutes overall.
- For high-priority calls, the longest response times were between 3:00 a.m. and 5:00 a.m., with an average of 16.4 minutes.

- For high-priority calls, the shortest response times were between 11:00 p.m. and 1:00 a.m., with an average of 7.1 minutes.
- Average response time for injury accidents was 6.8 minutes, with a dispatch processing of 2.4 minutes.

Quality Assurance

Periodic review of random tape-recorded calls handled by each 911 dispatcher or call taker is important to ensure quality control and helps to identify training and/or performance issues. A well-developed quality assurance protocol assures that there is an objective measuring of performance of the communications officer through random case review in a consistent and standardized manner. Monitoring communication calls for service can also assist in identifying troublesome areas that specific employees may have and provides an opportunity to correct that individual employee's deficiencies.

There is currently no quality assurance conducted at SLOPD to include the auditing of medical calls.

There are four principal objectives of a credible quality assurance program:

- Ensure that employees understand their duties.
- Measure and evaluate employee compliance relevant to their duties.
- Thoroughly review the effects of compliance, evaluating effectiveness, accuracy, and safety.
- Make the necessary changes and assure subsequent improvements in compliance through continuing education and feedback to both the employee and director.

CPSM recommends that SLOPD develop and implement a quality assurance program and ensure that audits are being conducted of emergency medical dispatch calls. There are software programs that can assist as well as successful programs in other agencies that could be a model for the SLOPD.

Communications Summary

SLOPD's 911 Center has struggled over the last year due to a staffing shortage that caused employees to work a great deal of overtime just to meet operational needs. The dispatch personnel are to be commended for their commitment to ensuring the needs of the department are met and the 911 Center is staffed. The Center is also to be commended for training those new employees to bring staffing back to manageable staffing numbers.

Communications Center Recommendations:

- CPSM recommends adding two dispatchers to cover the peak call periods from 7:00 a.m. to 7:00 p.m. (Recommendation No. 44.)
- CPSM recommends the SLOPD abandon the current methodology for assigning calls and move to a traditional beat designation; it should use vehicle location technology to assign the closest available unit until a beat system is implemented. (Recommendation No. 45.)
- CPSM recommends that the GPS of the patrol vehicles be used to dispatch the closest available unit to calls if the designated beat officer is unavailable. (Recommendation No. 46.)

- CPSM recommends the SLOPD undertake a review of the reason for the delay in dispatching Priority 1 calls, particularly the definition of call types, and implement effective changes to protocols to reduce the dispatch delay. CPSM recommends the department continue to monitor response times to high-priority calls to ensure changes to practice have their intended result. (Recommendation No. 47.)
- CPSM recommends that SLOPD develop and implement a quality assurance program and ensure that audits are being conducted of emergency medical dispatch calls. There are software programs that can assist as well as successful programs in other agencies that could be a model for SLOPD. (Recommendation No. 48.)

PROPERTY AND EVIDENCE SECTION

The Property and Evidence (P&E) Section is part of the Administrative/Investigative Bureau and is directly managed by the Investigative lieutenant. Staff consists of two Property and Evidence Technicians, a staffing level that represents all the required operational requirements and obligations as prescribed by law and the California Commission on Peace Officer Standards and Training (CAPOST).

The policies governing the property and evidence functions are in the department's policy manual. They are primarily general, applying to the handling and collecting of evidence in the field. The P&E Section provides specific department property and evidence manuals for procedures inside the property rooms.

The staff work 10-hour shifts Monday through Thursday and Tuesday through Friday. P&E is open for public walk-ins (via the Records Section) to retrieve property on Mondays and Fridays during business hours from 8:00 a.m. to 4:00 p.m.

Overview

Two professional associations prominently serve this field: the California Association for Property and Evidence (CAPE) and the International Association of Property and Evidence (IAPE). Both provide valuable training and technical support. IAPE's website features links to sample policies and procedures. To the department's credit, the staff has attended IAPE training and knows best practices. P&E Section personnel are members of CAPE; they should participate in yearly CAPE training related to their responsibilities in order to continue their professional development.

CPSM found that the P&E staff are using the RMS to a high degree and are adding to their capacity by implementing the "File On Q" evidence platform, which is commonly used throughout the country. The software will help SLOPD enhance P&E activity reports and provide digital and physical audits as well as other reports such as discovery, lab runs, destruction/purging, property intake, and custodial activities. The decision to use the evidence software is an example of proactive decision-making by SLOPD leadership in preparing for the future.

SLOPD's Property and Evidence staff duties include:

- Intake, recording, and storing all property booked by police employees.
- Safeguarding property.
- Releasing evidence to detectives for court.

- Releasing property to the public.
- Compliance with state law and policy regarding disposition and purging of property.
- Transportation of drugs and narcotics to the local crime lab.
- Tracking and auditing of all items in all four property rooms.

Storage and Security

During our site visit of all storage locations used to store property and evidence for the department, it was apparent that SLOPD exceeds industry standards for handling property and evidence. The evidence was well organized, no random items were left on counters, nor did we observe disorganized areas of the property rooms. All storage locations were secure; three of the storage rooms that are used to store guns, narcotics, monies, or other type of evidence items were alarmed with industry standard security features. One of the storage locations is a secure container off-site at a city-owned facility and which is checked regularly by the P&E staff. The property rooms had strong security with digital codes required for entry; however, no automatic video recording activation exists for any of the property rooms. Video recordings are an industry standard recommendation.

CPSM found that the intake, storage, and processing of money, drugs, and monies are well tracked and organized. Currency is regularly deposited, and guns are purged as needed. CPSM also found that the department utilizes the standards of the International Property and Evidence Association in its P & E daily operations, technology usage, and office space organization. These are all positive aspects of an industry-standard property and evidence room.

CPSM was provided a walk-through of the evidence and property areas. We were able to visualize the workflow, from how an officer stores equipment in lockers to the use of the RMS/evidence module system to track all activity. The activity workflow overview included how officers handle evidence for court hearings to how the case file system functions. Many of the processes undertaken by the P&E Section often meet and occasionally exceed national standards in processing and managing property and evidence. As already mentioned, one area of improvement needed for the property and evidence room is the implementation of a video recording system for higher security. Prior to CPSM's visit, the department had initiated a discussion on implementing such a system. CPSM recommends that the SLOPD install a video recording system for all property rooms as soon as practical.

Our research of monthly tracking methods, reports, and audits shows that the department's P&E function exceeds most expectations through documenting inventory, auditing, and purging activity. The reporting and regular reviews of P&E activity includes reviews by the Investigative lieutenant and the Deputy Chief.

The P&E Section conducts regular purging projects, with the last destruction occurring in June 2023. The next property and gun destruction date is scheduled for fall 2024. CPSM recommends that the SLOPD return to an annual inventory audit to avoid potential issues when destruction dates are missed.

CPSM found that the department meets industry standards in the following areas of property management:

- Modern controls.
- Alarm systems.

- Modern shelving systems that are designed to maximize space.
- Management software.
- Property and evidence-specific policies and procedures.
- Separate secure areas for money, guns, and drugs.
- Management of multiple property rooms and the internal evidence locker system.

The P&E Section incorporates the following technology systems, many of which are considered best practice utilizations:

- CJIS.
- CLETS.
- Laserfiche.
- WatchGuard.
- Dataworks Plus.
- InTime.
- Oracle.
- Mital.
- Nice.
- Inform.
- VoicePrint.
- Motorola Solutions.
- Spillman Flex.

The P&E Section utilizes the Spillman technologies RMS to research case history, data collection, and for other research purposes. It is apparent the department uses the RMS component to its fullest capacity to manage the property and evidence inventory rooms.

Workload

The workload associated with intaking, processing, inventorying, and purging items includes an assortment of responsibilities that the P & E Section appears to be managing well. CPSM found the number of evidence Items booked decreased by 8 percent from 7,136 in 2021 to 6,562 in 2022, but which expanded in 2023. CPSM found that the level of intake activity is higher than most police organizations of similar size and may be attributed to the unsheltered population with which the department engages on a daily basis. The following table offers data for intake and disposal of items for 2021 through 2023. The increase in the number of yearly inventoried items is the result of pending court cases and abandoned items related to the unsheltered population.

TABLE 7-4: SLOPD Property and Evidence Intake and Disposal, 2021–2023

	2021	2022	2023	Total
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Processed into Inventory	7,136	6,562	7,142	20,840
Disposed out of Inventory	5,591	2,046	883	8,520
Total Inventory	1,545	4,516	6,259	12,320

Source: San Luis Obispo Police Department

CPSM obtained various data points to examine workload, listed below, which demonstrate the increasing workload and technical aspect of the Property & Evidence specialists. The review and categorization by the technicians of body-worn camera video and in-car video in a constantly growing part of their workload.

For 2021, 2022, 2023, and 2024 the technicians handled the following video recordings:

- WatchGuard BWV items increased from 58,999 in 2021 to 70,096 in 2022 (19 percent increase).
- Total video recordings in 2023 reached 68,457.
- 2024 total videos through August reached 57,746, an average of 7,218 per month. This would put the technicians on a pace to handle 86,600 recordings for the year.

Other examples of the increasing work involved in the review and categorization of digital video are:

- In 2022, discovery orders (mainly related to BWV) increased by 17.5 percent to 784 for the year.
- WatchGuard Video/Cases processed as evidence decreased from 1,380 in 2021 to 968 in 2022 (30 percent decrease), possibly due to lower staffing levels. As full staffing levels are reached, the level of digital video and related tasks can be expected to increase.

P&E personnel must review all BWV and in-car video in order to store each video into proper case files. About 10 percent to 20 percent of all videos are not assigned to digital case folders for various reasons. On average, one Watchguard case includes about 10 to 15 body-worn camera and in-car video items that must be reviewed and individually processed into the evidence portal. The Property and Evidence Technicians code and categorize all WatchGuard videos to ensure each case includes all video related to officers involved in case investigations. The process can require up to 15 to 20 minutes to review and categorize each video. The number of digital case files related to all body-worn cameras and in-car cameras are:

- 2021: 1,380 WatchGuard video cases.
- 2022: 968 WatchGuard videos.
- 2023: 814 WatchGuard videos.
- 2024: 533 WatchGuard videos (as of 09/01/24).

The number of items processed into the Property & Evidence Section includes all digital evidence, which has significantly risen in the last five years. As an example, in 2021, of the 7,136 items processed into evidence, 4,200 were digital items. BWVs and in-car videos have become vital technology within law enforcement. They have tremendous value in recording contacts between officers and the public. However, the technology requires constant management and upgrading of equipment and servers, and the use of this technology does not come without its challenges. One such challenge of the use of this technology is storage of images and meeting demands for the release of the images captured. These are not small issues. Agencies that have chosen to utilize body-worn cameras have found that evidence storage and meeting public

record requests have led to substantial additional costs, often including the need to hire additional staff to meet these demands. SLOPD will undoubtedly face similar challenges and will need to consider an increase in staffing in the future. CPSM recommends the department evaluate the use of Motorola's Video-Manager EL software product to administer and process all BWV and in-car digital video. The use of software to auto-populate and classify video can reduce the time P&E technicians expend in reviewing and categorizing videos for digital case folders.

CPSM Staffing Recommendation

In closing, CPSM found that the current staffing of the Property and Evidence Section is sufficient to operate the current operations and administrative functions. However, the department should continue to monitor the ongoing efforts of managing responsibilities related to video storage as the number of videos grows. The SLOPD should also continue to invest in formal and conference training for P&E personnel so they can stay up-to-date on new laws, industry standards, and innovations.

P&E Recommendations:

- CPSM recommends that SLOPD leadership continue to monitor the workflow and volume of tasks related to digital videos and consider staffing increases as needed. (Recommendation No. 51.)
- CPSM recommends the department develop a solution to implement a video recording system for all the property room locations. (Recommendation No. 52.)
- CPSM recommends that the department return to annual audits and inventory to avoid potential issues that can develop quickly. (Recommendation No. 53.)

RECORDS SECTION

The Records Section is part of the Administrative/Investigative Bureau and is directly managed by the Investigative lieutenant. The Records staffing levels are listed below and represent all the required operational requirements and obligations as prescribed by law and the Peace Officer Standards and Training (POST);

TABLE 7-5: Records Section Staffing

Position	Authorized	Actual	Vacant
Records Supervisor	1	0	1
Records Lead Clerk	1	1	0
Records Clerks	4	4	0
Total	6	5	1

Source: San Luis Obispo Police Department

Records personnel conduct traditional data entry, record administrative filings, process police reports, and provide the public with accident reports, services related to towed or impounded vehicles, background requests, clearance letters for past criminal offenses, and informal and formal discovery requests.

The Section's work schedule is Monday through Thursday, 7:30 a.m. to 5:30 p.m. Public access hours are Monday through Thursday, 8:00 a.m. to 5:00 p.m.

Overview

Contrary to the common belief that functions performed in law enforcement records units are as simple as filing reports and providing copies as needed, the Records staff have an exhaustive list of duties to perform. Some of these daily duties include the following:

- Reviewing and processing citations and incident reports.
- Conducting criminal history checks.
- Answering telephone calls related to the record operations.
- Handling walk-in customers at the front desk.
- Organizing and maintaining reports in various databases.
- Maintaining records on incarcerated individuals.
- Responding to document, video, and/or photographic image requests from the public, and law enforcement/criminal justice community.
- Maintaining information on local wanted/missing persons and property in local, state, and federal databases.
- Monitoring and responding to requests received through the agency's central email box.
- Receiving and distributing incoming and outgoing mail; purging records as directed by the records retention schedule.
- Preparing statistical reports including those for the State of California and the FBI.
- Responding to requests for the release of various documents/tapes/ photographs as required under the Public Records Act (PRA).
- Performing records checks and validation for entries into the National Crime Information Center (NCIC) database.

Workload Demand

Staff is cross-trained in all areas. The vacant supervisor position elevated the lead clerk to an acting position and a frontline clerk was moved to the acting lead position. This one vacancy has impacted the current workload and level of duties for all Records personnel. It has placed a higher demand on existing staff to complete many of the work duties to avoid backlogs of processing and managing daily tasks.

The most time-consuming task for Records personnel is processing the thousands of police reports and citations that are submitted yearly. At the time of CPSM's visit, the staff was backlogged by nearly 300 reports, requiring the supervisor to coordinate the assignment of extra hours and staffing to ensure the backlog is corrected. In interviews with Records clerks, it was agreed that the Spillman Technology RMS software was meeting the needs of the organization, and no serious issues were reported that would impact workloads, processing, or staffing levels.

In terms of workload and daily tasks, Records could not estimate the number of daily phone calls coming into Records. Front counter visits are believed to be 10 to 15 per day. These totals,

along with other tasks where yearly totals are not tracked, would increase the tracked workload significantly over the course of a year. IACP estimates that the average Records clerk should accomplish 20 to 50 tasks per day. The SLOPD Record Section would likely be on the higher side of the tasks performed if all workload data was tracked. The following table helps to illustrate the tracked and untracked daily tasks that collectively make up the workload totals for Records clerks. It is only when all tasks and yearly totals are accounted for that an accurate assessment of staffing can be developed.

TABLE 7-6: Record Section Yearly Task Totals

	2021	2022	2023	2024
Public Phone Calls*				1,690
Front Counter Visits				
PRAs	52	70	78	
Court Discovery			780	510
Report Processing	6,558	6,250	6,220	4,055
Public Requests for Reports				680
Citations	4,802	3,786	4,802	2,985
NCIC/CJIS Entries				510
Arrest Processing	1,346	1,536	2,136	1,498
Warrants	239	392	380	341
Traffic Collision Rpt.				1,020
Sex Registry				85
Available Totals	12,997	12,034	14,396	13,374

Source: SLOPD's Records Section, Records does not track all categories listed above

When officers arrest suspects who remain in custody, the Records staff is responsible for reviewing the reports for correct data entry and preparing cases for detectives to file with prosecutors. This involves retrieving copies of booking and rap sheets, assembling copies, and collating police reports into case packages, ready for detectives to pick up the next business day.

All police records section administrators are required to manage the retention, archiving, release, and destruction of an agency's public records. The Records coordinator reported that a backlog of records is awaiting purging. State law requires the purging of certain public documents, including police records. This is always a challenge when balanced with the current backlog of inputting reports and other types of data.

CPSM Staffing Recommendation

It is recommended that SLOPD fill the current vacancy and as well consider the hiring of part-time employees to include a cadet program. Additional part-time employees could focus on public counter visits for police reports and work related to the release of property. This approach will allow the Records clerks to focus on the reducing backlogs and data inputs.

An increase in Records staffing has the potential to provide the following effectiveness and efficiency opportunities:

- Improve the efficiency and accuracy of record-keeping processes.
- Data entry, filing, and retrieval can be completed more promptly, reducing backlogs and ensuring that information and special data reports are accessible.
- Additional Records staff will provide better public counter coverage while enhancing internal and external services, such as increased staffing and the ability to address issues quickly.
- Increased Records staffing levels will allow for higher compliance with legal and regulatory requirements related to record-keeping.
- More personnel dedicated to managing records can help ensure that all documentation is properly maintained, updated, and stored under applicable California laws and SLO police standards.

Overall, the addition of personnel would enable Records to address critical tasks and achieve top priority goals and objectives. This can increase work satisfaction and public confidence with improved operational efficiency, better service delivery, and enhanced compliance. The SLOPD is currently struggling with the following challenges:

- Police report and other data report backlogs.
- One vacancy with other positions in acting positions at the lead and supervisor level.

Records Recommendations:

- It is recommended that SLOPD establish accurate tracking of all Records tasks and use the data to determine workloads and staffing levels. (Recommendation No. 54.)
- It is recommended that SLOPD fill the current vacancy and consider the hiring of part-time employees to include a cadet program to focus on front counter customers, requests for police reports, and work related to the release of property. This approach will allow the Records clerk to focus on the reducing backlogs and data input. (Recommendation No. 53.)

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SECTION 8. SUMMARY

Throughout this report we have endeavored to provide the reader with insight into the staffing of the San Luis Obispo Police Department.

CPSM recognizes that the recommendations, especially those involving added personnel, come at a cost. Please be assured that these recommendations were not made lightly, but with significant consideration regarding the operational necessity associated with each position.

We further recognize that implementing many of these recommendations, should the City of San Luis Obispo choose to do so, will take considerable time and resources. We would encourage the department leadership to work with city leadership to identify those that are most critical and develop and plan with a timeline for the others. As well, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report will follow. While the more pertinent aspects of that analysis are embedded in the operational assessment, readers are encouraged to review the data analysis report in its entirety.

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SECTION 9. DATA ANALYSIS

This data analysis report on police patrol operations for the San Luis Obispo Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this report was developed using data from the department's computer-aided dispatch (CAD) system.

CPSM collected data for a one-year period of July 1, 2023, through June 30, 2024. The majority of the first section of the report, concluding with Table 10-9, uses call data for one year. For the detailed workload analysis, we used two eight-week sample periods. The first period is from July 7 through August 31, 2023, or summer, and the second period is from January 4 through February 28, 2024, or winter.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based on its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get the total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing San Luis Obispo's dispatch data. We made assumptions and decisions to address these issues.

- 957 events (about 4 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 101 different event descriptions, which we condensed into 16 categories for our tables and 9 categories for our

figures (shown in Chart 9-1). Table 9-20 in the appendix shows how each call description was categorized.

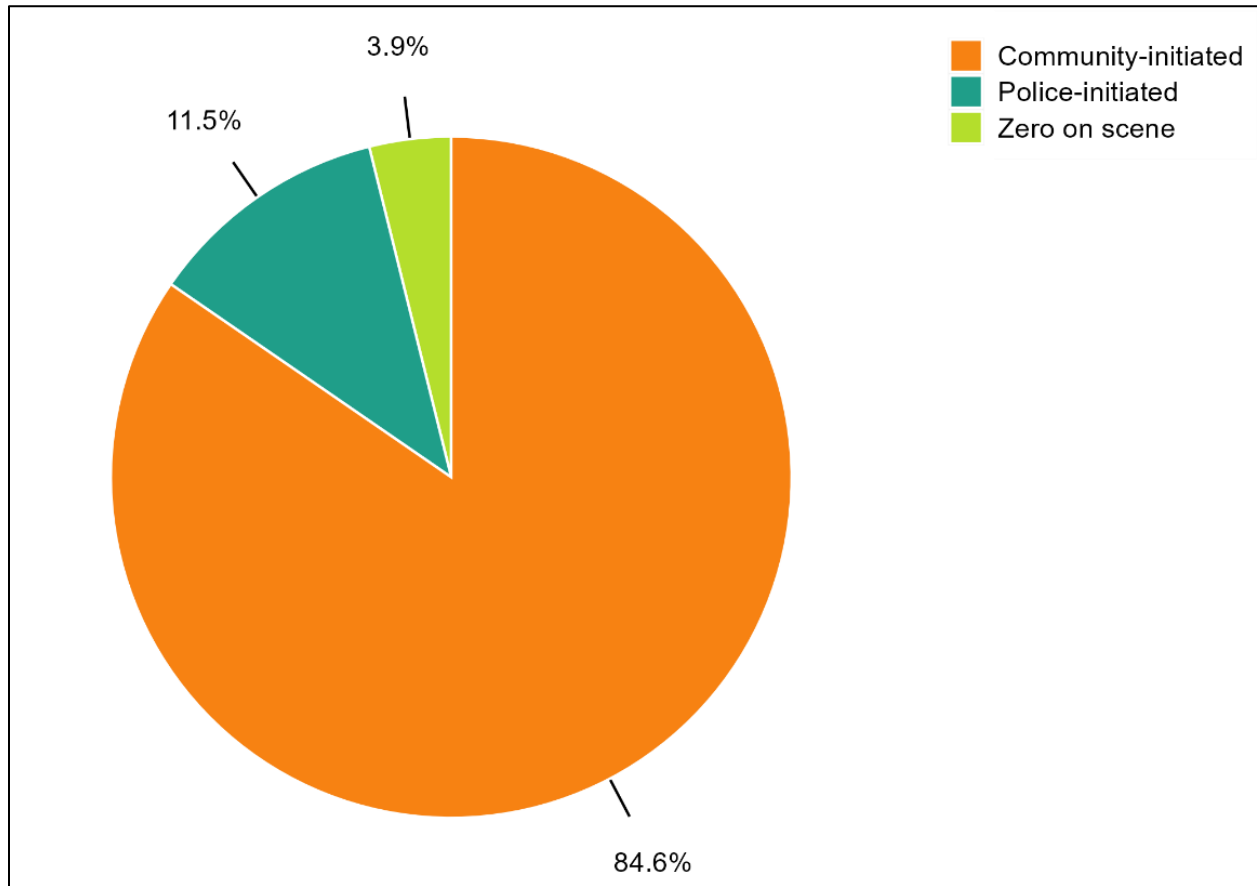
Between July 1, 2023, and June 30, 2024, the communications center recorded approximately 24,680 events that were assigned call numbers, which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 67.4 patrol-related events per day, approximately 4 percent of which (2.6 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 9-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist community member	Assist
Assist other agency	
Crime against persons	Crime
Crime against property	
Disturbance	Disturbance
Animal call	General noncriminal
Mental health	
Miscellaneous	
Warrant (or) arrest	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Violation	Violation

FIGURE 9-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 24,680 events.

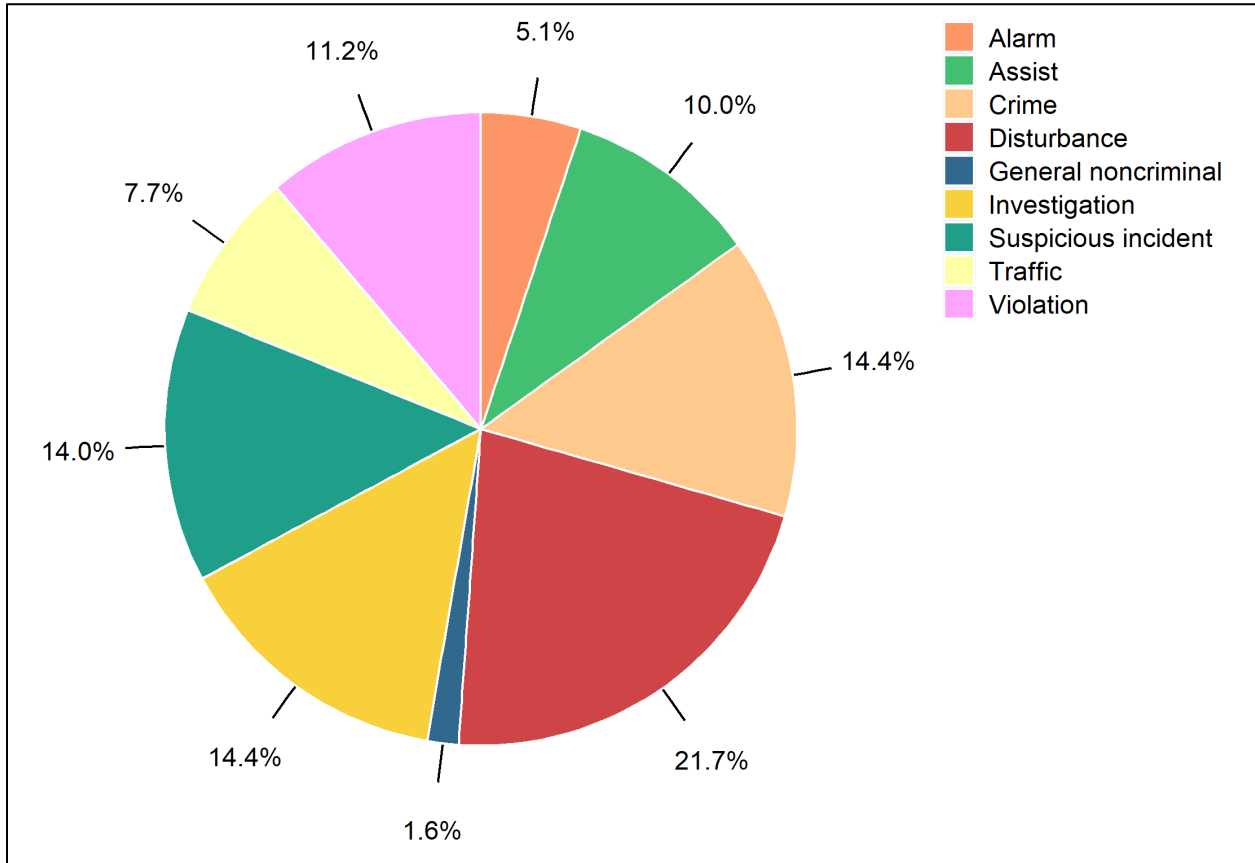
TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	20,877	57.0
Police-initiated	2,846	7.8
Zero on scene	957	2.6
Total	24,680	67.4

Observations:

- 4 percent of the events had zero time on scene.
- 12 percent of all events were police-initiated.
- 85 percent of all events were community-initiated.
- There was an average of 67 events per day, or 2.8 per hour.

FIGURE 9-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-2: Events per Day, by Category

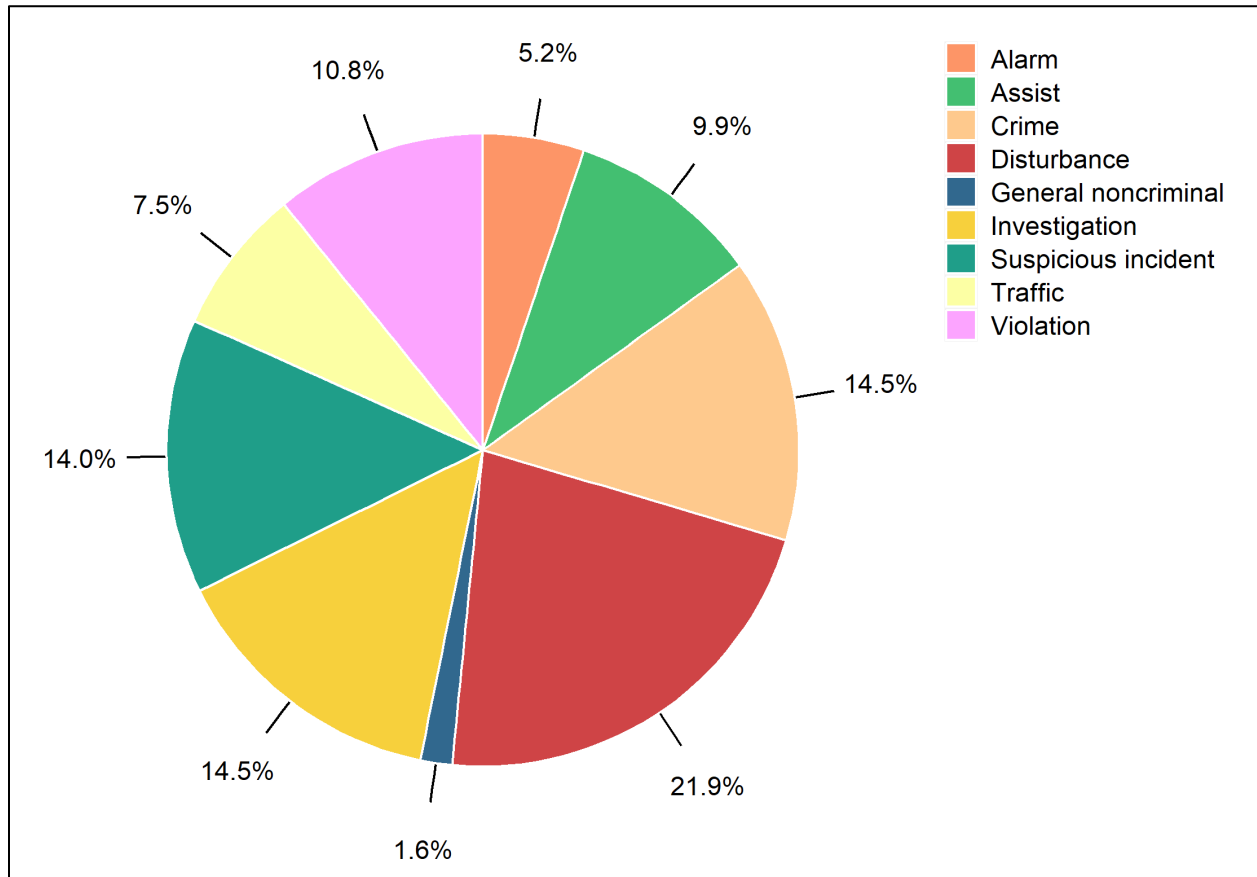
Category	No. of Events	Events per Day
Accident	832	2.3
Alarm	1,262	3.4
Animal call	134	0.4
Assist community member	1,778	4.9
Assist other agency	685	1.9
Crime against persons	337	0.9
Crime against property	3,208	8.8
Disturbance	5,348	14.6
Investigation	3,562	9.7
Mental health	35	0.1
Miscellaneous	89	0.2
Suspicious incident	3,450	9.4
Traffic enforcement	849	2.3
Traffic stop	212	0.6
Violation	2,762	7.5
Warrant (or) arrest	137	0.4
Total	24,680	67.4

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top four categories accounted for 64 percent of events:
 - 22 percent of events were disturbances.
 - 14 percent of events were investigations.
 - 14 percent of events were crimes.
 - 14 percent of events were suspicious incidents.

FIGURE 9-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	791	2.2
Alarm	1,227	3.4
Animal call	129	0.4
Assist community member	1,695	4.6
Assist other agency	654	1.8
Crime against persons	328	0.9
Crime against property	3,120	8.5
Disturbance	5,206	14.2
Investigation	3,435	9.4
Mental health	35	0.1
Miscellaneous	86	0.2
Suspicious incident	3,330	9.1
Traffic enforcement	775	2.1
Traffic stop	204	0.6
Violation	2,572	7.0
Warrant (or) arrest	136	0.4
Total	23,723	64.8

Note: The focus here is on recorded calls rather than recorded events. We removed 957 events with zero time on scene.

Observations:

- On average, there were 64.8 calls per day, or 2.7 per hour.
- The top three categories accounted for 65 percent of calls:
 - 22 percent of calls were disturbances.
 - 15 percent of calls were crimes.
 - 14 percent of calls were investigations.
 - 14 percent of calls were suspicious incidents.

FIGURE 9-4: Calls per Day, by Initiator and Month

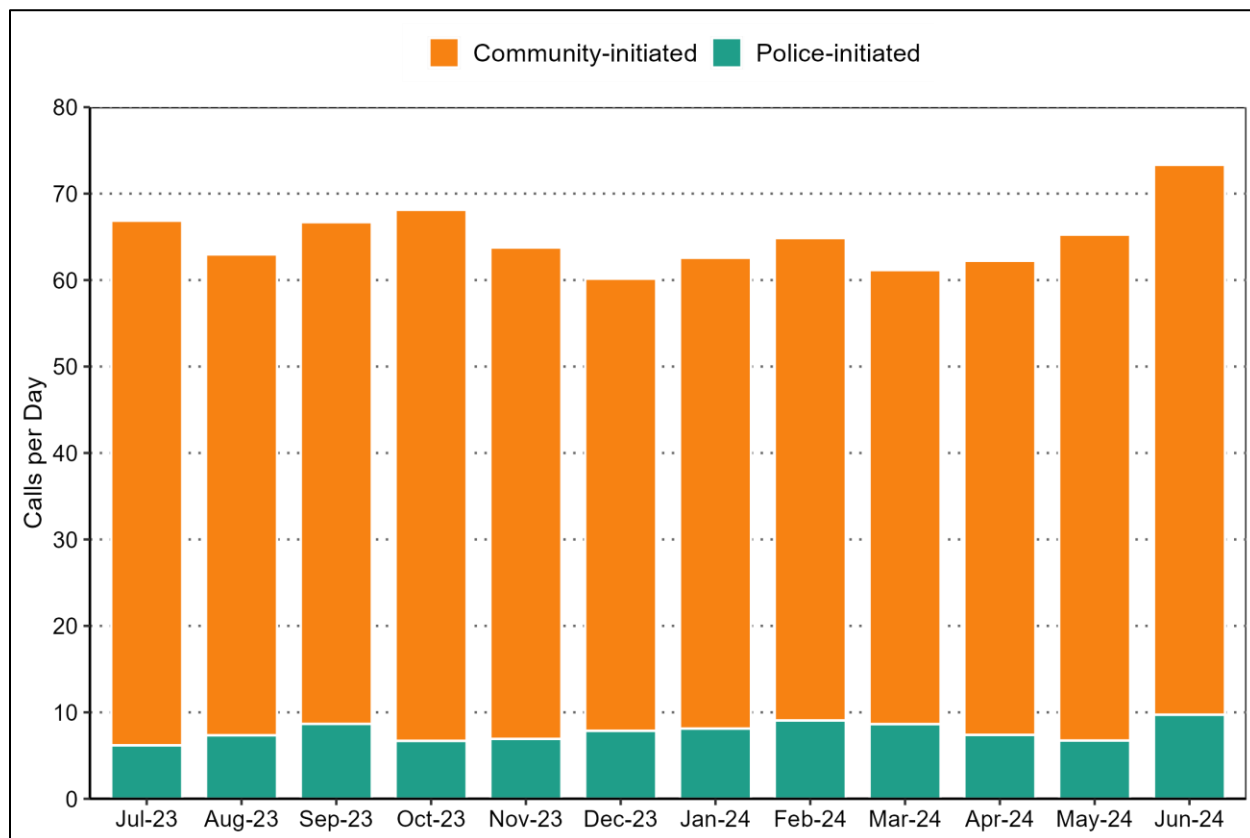


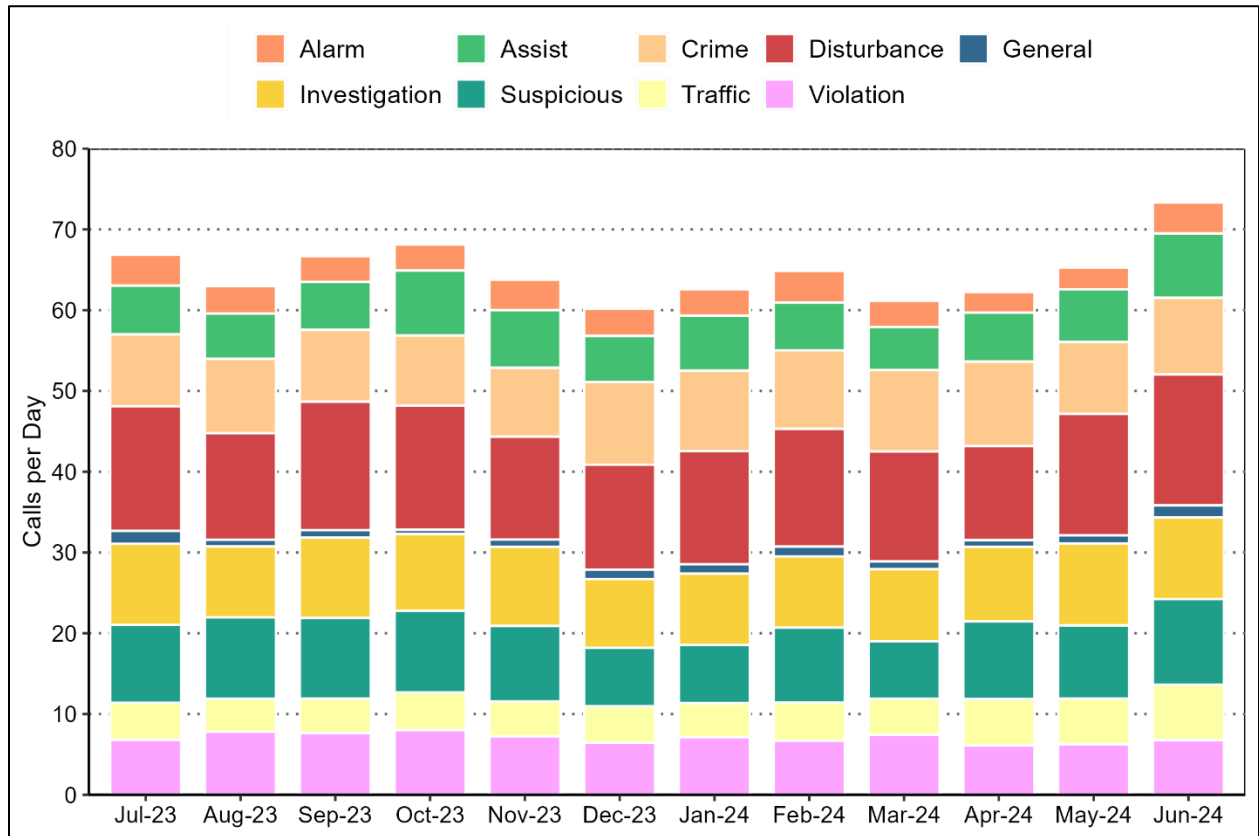
TABLE 9-4: Calls per Day, by Initiator and Months

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	60.7	55.6	58.0	61.4	56.8	52.3	54.5	55.8	52.5	54.8	58.5	63.6
Police	6.2	7.4	8.7	6.7	6.9	7.9	8.1	9.1	8.6	7.4	6.7	9.7
Total	66.9	63.0	66.7	68.1	63.8	60.2	62.6	64.9	61.2	62.2	65.3	73.3

Observations:

- The number of calls per day was the lowest in December.
- The number of calls per day was highest in June.
- The months with the most calls had 22 percent more calls than the months with the fewest calls.
- June had the most police-initiated calls, with 57 percent more than July, which had the fewest.
- June had the most community-initiated calls, with 22 percent more than December and March, which had the fewest.

FIGURE 9-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-5: Calls per Day, by Category and Month

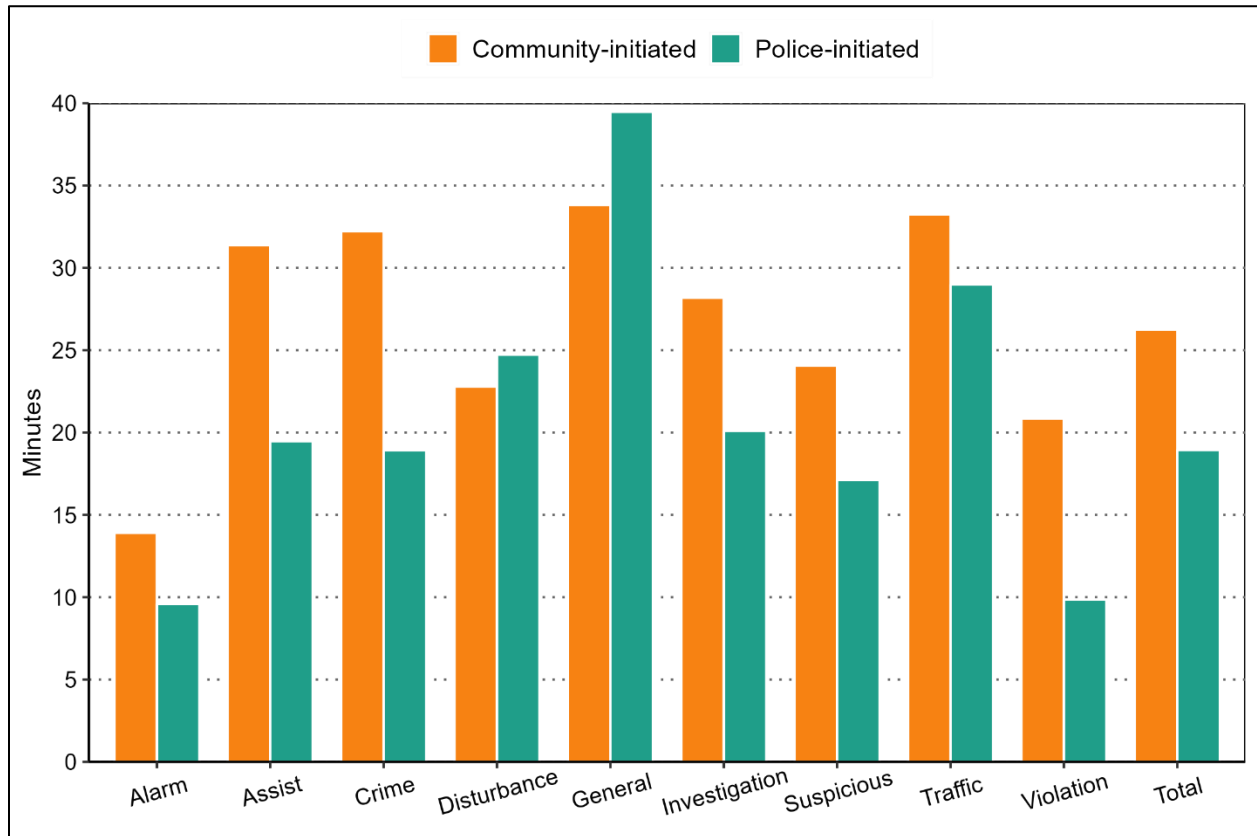
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	2.3	1.9	1.8	1.8	2.0	2.2	2.1	2.1	1.8	2.6	2.4	3.0
Alarm	3.8	3.4	3.2	3.2	3.8	3.4	3.3	3.9	3.3	2.5	2.7	3.8
Animal call	0.7	0.3	0.2	0.2	0.3	0.5	0.3	0.3	0.2	0.3	0.4	0.5
Assist community member	4.0	3.9	3.8	6.3	5.3	4.1	5.0	4.0	3.7	4.4	5.2	5.9
Assist other agency	2.0	1.7	2.1	1.8	1.8	1.6	1.8	1.9	1.6	1.7	1.3	2.1
Crime against persons	1.1	0.6	1.1	0.7	0.4	0.9	1.2	1.0	1.1	0.8	1.0	0.8
Crime against property	7.8	8.5	7.8	7.9	8.1	9.4	8.8	8.7	9.0	9.7	7.9	8.7
Disturbance	15.4	13.2	15.9	15.4	12.7	13.0	14.0	14.6	13.6	11.6	15.0	16.2
Investigation	10.0	8.8	9.9	9.5	9.8	8.5	8.8	8.8	8.9	9.2	10.1	10.1
Mental health	0.1	0.1	0.1	0.0	0.1	0.1	0.2	0.1	0.1	0.1	0.0	0.0
Miscellaneous	0.6	0.2	0.2	0.1	0.1	0.1	0.2	0.3	0.3	0.1	0.2	0.4
Suspicious incident	9.6	10.1	10.0	10.1	9.3	7.2	7.2	9.3	7.1	9.6	9.1	10.6
Traffic enforcement	2.0	1.9	2.1	2.6	2.1	1.7	1.6	1.8	1.9	2.4	2.4	2.8
Traffic stop	0.3	0.3	0.4	0.3	0.2	0.5	0.5	0.8	0.7	0.7	0.8	1.1
Violation	6.8	7.8	7.6	8.0	7.2	6.5	7.1	6.7	7.4	6.1	6.3	6.8
Warrant (or) arrest	0.2	0.2	0.4	0.2	0.4	0.5	0.5	0.6	0.4	0.3	0.4	0.6
Total	66.9	63.0	66.7	68.1	63.8	60.2	62.6	64.9	61.2	62.2	65.3	73.3

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 63 and 67 percent of calls throughout the year.
 - Disturbance calls averaged between 11.6 and 16.2 calls per day throughout the year.
 - Crime calls averaged between 8.5 and 10.5 calls per day throughout the year.
 - Investigation calls averaged between 8.5 and 10.1 calls per day throughout the year.
 - Suspicious incident calls averaged between 7.1 and 10.6 calls per day throughout the year.
- Crime calls accounted for 13 to 17 percent of total calls throughout the year.

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator

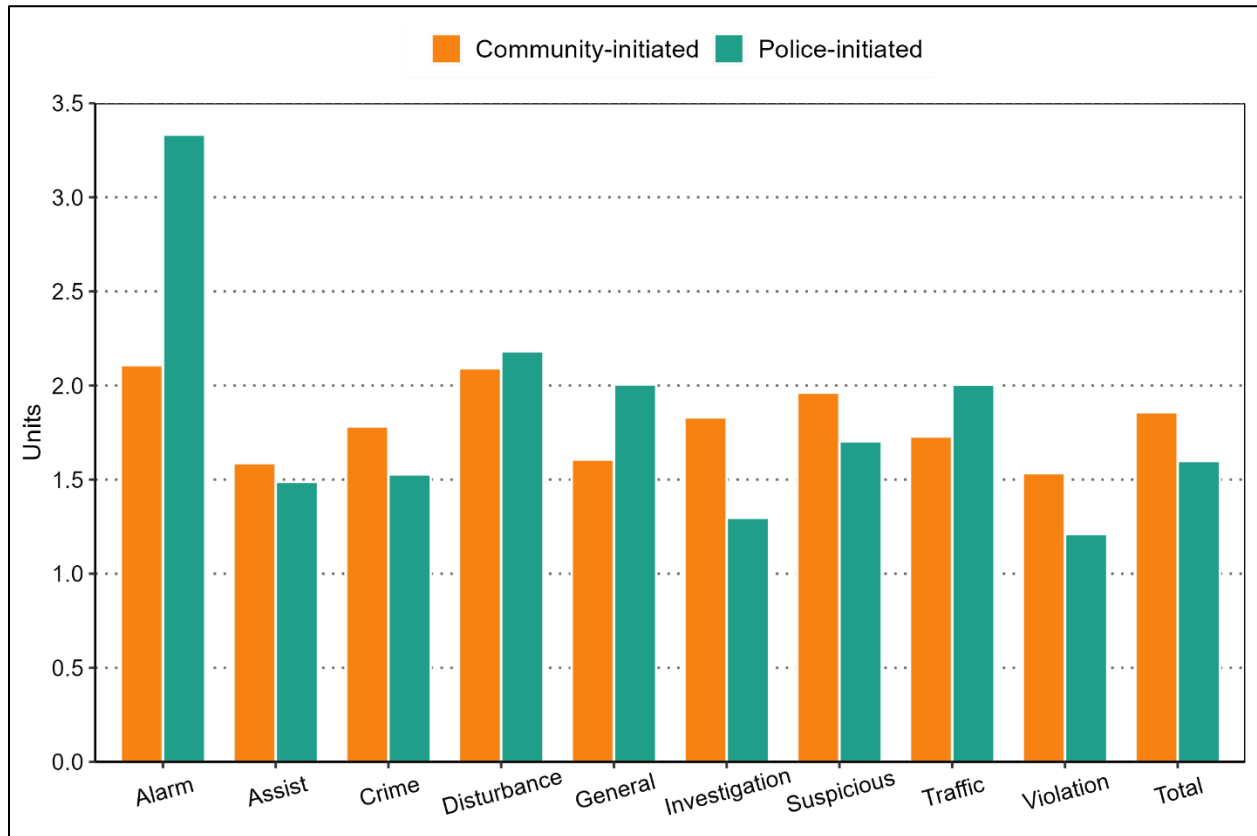
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	42.9	754	24.6	37
Alarm	13.9	1,224	9.6	3
Animal call	25.0	126	12.5	3
Assist community member	27.8	1,633	17.5	62
Assist other agency	40.5	632	25.0	22
Crime against persons	62.0	304	45.7	24
Crime against property	29.1	2,894	16.1	226
Disturbance	22.8	5,085	24.7	121
Investigation	28.2	3,226	20.1	209
Mental health	54.7	34	17.4	1
Miscellaneous	33.0	47	34.4	39
Suspicious incident	24.1	2,535	17.1	795
Traffic enforcement	21.0	594	30.1	181
Traffic stop	20.5	2	28.8	202
Violation	20.8	1,778	9.9	794
Warrant (or) arrest	82.9	9	41.8	127
Weighted Average/Total Calls	26.3	20,877	18.9	2,846

Note: The information in Figure 9-6 and Table 9-6 is limited to calls and excludes all events that show zero time on-scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 10 to 39 minutes overall.
- The longest average times were for police-initiated general noncriminal calls.
- The average time spent on crime calls was 32 minutes for community-initiated calls and 19 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category



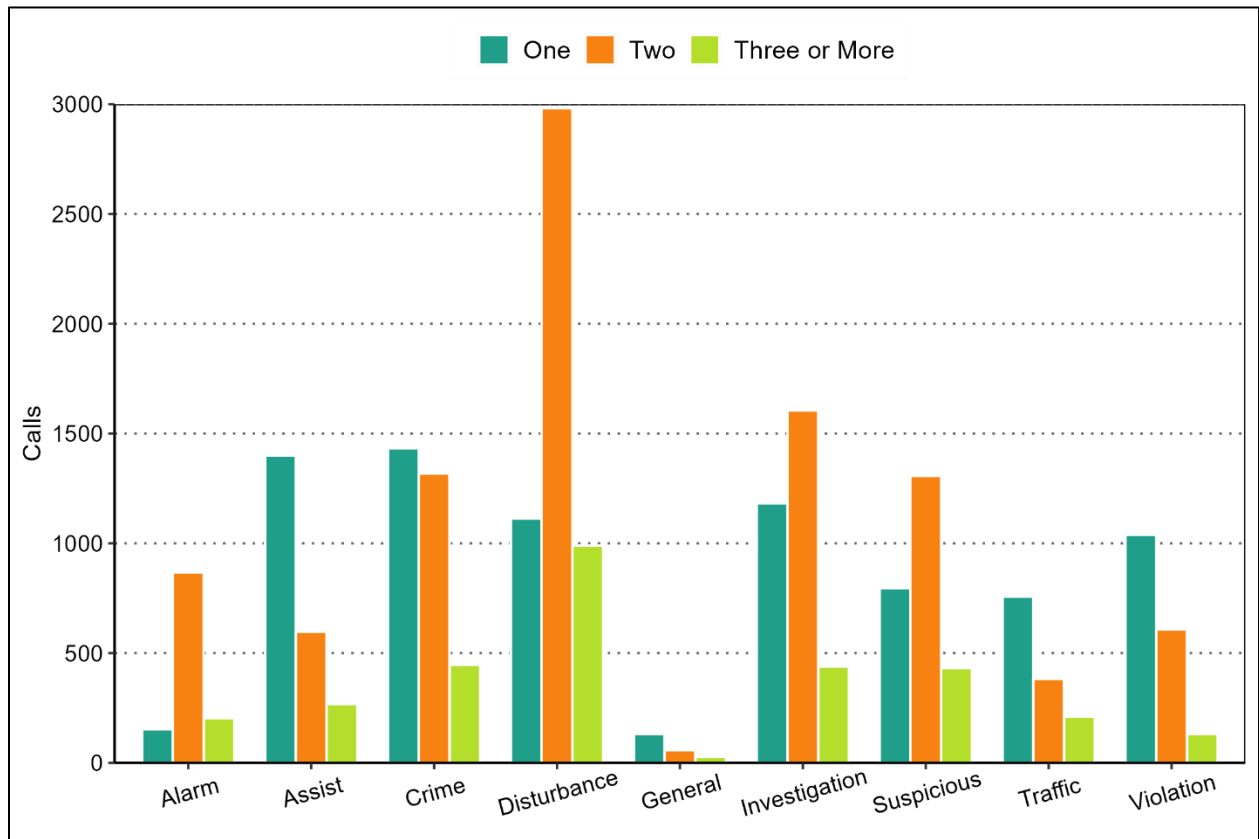
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	754	1.5	37
Alarm	2.1	1,224	3.3	3
Animal call	1.4	126	1.3	3
Assist community member	1.4	1,633	1.4	62
Assist other agency	2.2	632	1.8	22
Crime against persons	2.1	304	2.5	24
Crime against property	1.7	2,894	1.4	226
Disturbance	2.1	5,085	2.2	121
Investigation	1.8	3,226	1.3	209
Mental health	2.7	34	2.0	1
Miscellaneous	1.2	47	1.5	39
Suspicious incident	2.0	2,535	1.7	795
Traffic enforcement	1.6	594	1.9	181
Traffic stop	1.0	2	2.2	202
Violation	1.5	1,778	1.2	794
Warrant (or) arrest	2.9	9	2.2	127
Weighted Average/Total Calls	1.9	20,877	1.6	2,846

Note: The information in Figure 9-7 and Table 9-7 is limited to calls and excludes all events that show zero time on-scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

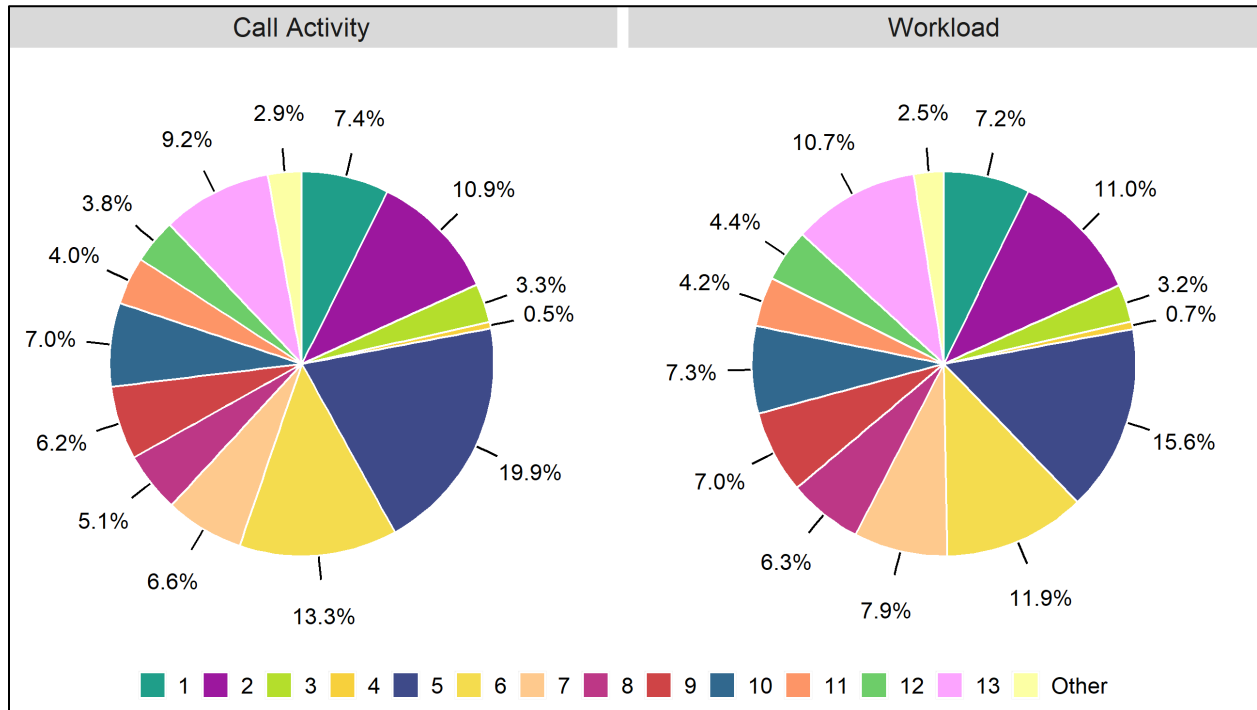
TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	396	206	152
Alarm	153	867	204
Animal call	89	33	4
Assist community	1,191	347	95
Assist other agency	209	250	173
Crime against persons	139	78	87
Crime against property	1,294	1,240	360
Disturbance	1,113	2,982	990
Investigation	1,182	1,605	439
Mental health	2	17	15
Miscellaneous	39	5	3
Suspicious incident	796	1,307	432
Traffic enforcement	359	176	59
Traffic stop	2	0	0
Violation	1,039	608	131
Warrant (or) arrest	1	3	5
Total	8,004	9,724	3,149

Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls and 1.9 for community-initiated calls.
- The mean number of responding units was as high as 3.3 for alarm calls that were police-initiated. At the same time, there were only 3 calls of this type,
- Police-initiated disturbance calls had the second-highest mean number of 2.2 responding units.
- 38 percent of community-initiated calls involved one responding unit.
- 47 percent of community-initiated calls involved two responding units.
- 15 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

FIGURE 9-9: Percentage Calls and Work Hours, by Area



Note: The "other" category includes calls at headquarters, in miscellaneous areas, and calls missing area information. Miscellaneous areas include calls located in PC, California Polytechnic State University, and LZ0.

TABLE 9-9: Calls and Work Hours by Area, per Day

Area	Per Day		Square Miles
	Calls	Work Hours	
1	4.8	3.3	1.58
2	7.1	5.0	0.54
3	2.1	1.4	0.38
4	0.3	0.3	0.36
5	12.9	7.0	0.31
6	8.6	5.4	0.66
7	4.3	3.6	1.87
8	3.3	2.8	2.23
9	4.0	3.1	0.46
10	4.6	3.3	1.63
11	2.6	1.9	0.58
12	2.4	2.0	0.89
13	6.0	4.8	2.12
Other-HQ	1.5	0.7	NA
Other-Miscellaneous	0.2	0.3	NA
Other-Unknown	0.1	0.1	NA
Subtotal Other	1.9	1.1	NA
Total	64.8	45.1	13.59

Observations:

- Area 5 had the largest number of calls and workload, accounting for 20 percent of total calls and approximately 16 percent of the total workload.
- Excluding calls in other areas, an even distribution would allot 4.8 calls and 3.4 work hours per area.

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Summer 2023

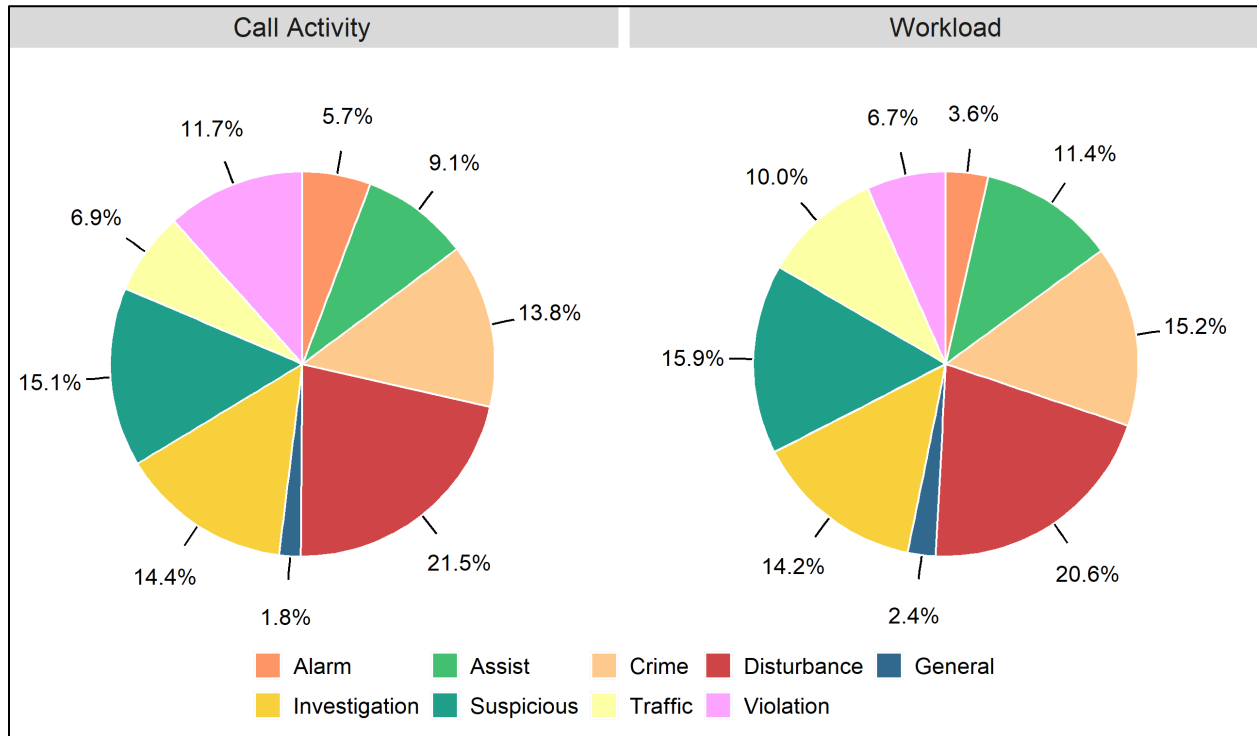


TABLE 9-10: Calls and Work Hours per Day, by Category, Summer 2023

Category	Per Day	
	Calls	Work Hours
Accident	2.2	2.4
Alarm	3.7	1.6
Animal call	0.4	0.2
Assist community member	4.0	2.7
Assist other agency	1.9	2.4
Crime against persons	0.8	1.4
Crime against property	8.0	5.4
Disturbance	13.9	9.2
Investigation	9.3	6.4
Mental health	0.1	0.2
Miscellaneous	0.4	0.3
Suspicious incident	9.7	7.1
Traffic enforcement	1.9	1.7
Traffic stop	0.3	0.3
Violation	7.5	3.0
Warrant (or) arrest	0.2	0.4
Total	64.5	44.6

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- Total calls averaged 64 per day, or 2.7 per hour.
- The total workload averaged 45 hours per day, meaning that on average 1.9 units per hour were busy responding to calls.
- Disturbance calls constituted 22 percent of calls and 21 percent of the workload.
- Crime calls constituted 14 percent of calls and 15 percent of the workload.
- Investigation calls constituted 14 percent of calls and 14 percent of the workload.
- Suspicious incident calls constituted 15 percent of calls and 16 percent of the workload.
- These top four categories constituted 65 percent of calls and 66 percent of the workload.

FIGURE 9-11: Percentage Calls and Work Hours, by Category, Winter 2024

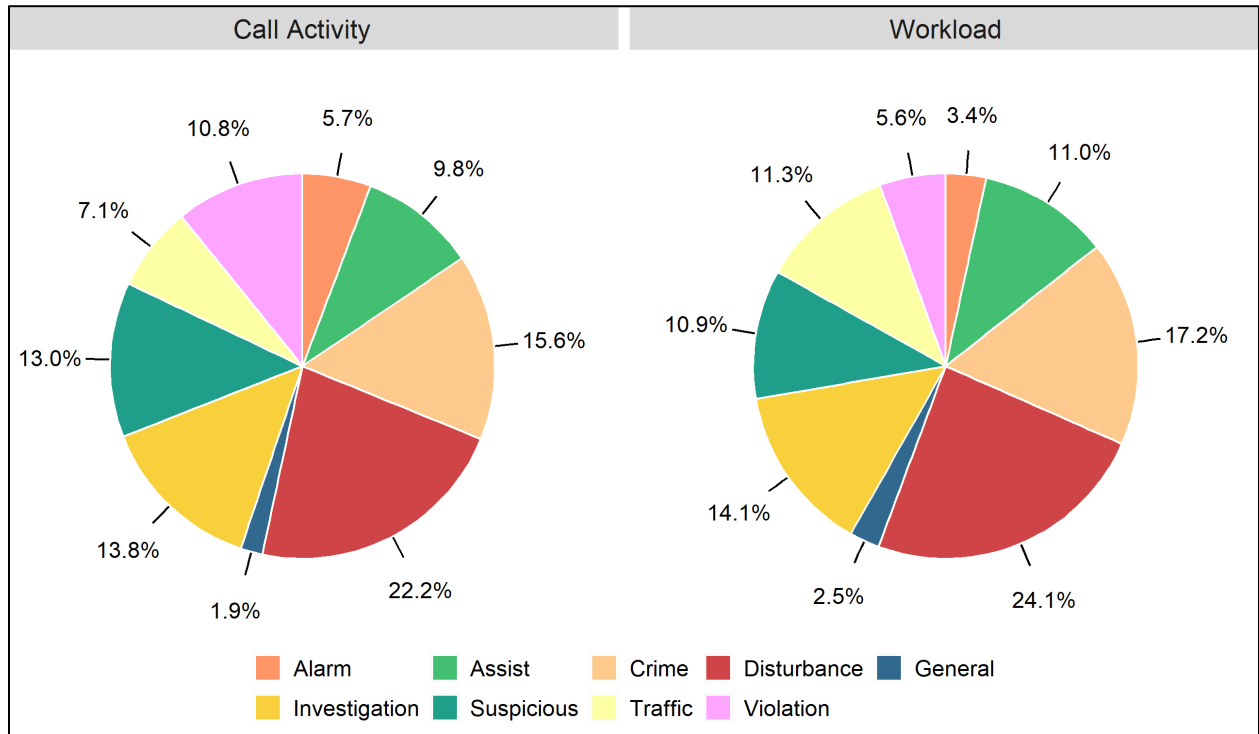


TABLE 9-11: Calls and Work Hours per Day, by Category, Winter 2024

Category	Per Day	
	Calls	Work Hours
Accident	2.1	3.2
Alarm	3.6	1.5
Animal call	0.3	0.1
Assist community member	4.3	2.5
Assist other agency	1.9	2.5
Crime against persons	1.1	1.9
Crime against property	8.8	6.0
Disturbance	14.1	11.0
Investigation	8.8	6.4
Mental health	0.1	0.2
Miscellaneous	0.3	0.2
Suspicious incident	8.2	5.0
Traffic enforcement	1.8	1.5
Traffic stop	0.6	0.5
Violation	6.9	2.5
Warrant (or) arrest	0.5	0.7
Total	63.4	45.7

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average daily workload was higher in winter than in summer.
- Total calls averaged 63 per day, or 2.6 per hour.
- The total workload averaged 46 hours per day, meaning that on average 1.9 units per hour were busy responding to calls.
- Disturbance calls constituted 22 percent of calls and 24 percent of the workload.
- Crime calls constituted 16 percent of calls and 17 percent of the workload.
- Investigation calls constituted 14 percent of calls and 14 percent of the workload.
- Suspicious incident calls constituted 13 percent of calls and 11 percent of the workload.
- These top four categories constituted 65 percent of calls and 66 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

In the period from July 1, 2023, through June 30, 2024, the dispatch center also recorded out-of-service activities that lacked incident numbers. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 39,068 activities remained. These activities had an average duration of 29.1 minutes.

In this section, we report out-of-service activities and workload by descriptions. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

TABLE 9-12: Activities and Occupied Times by Description

Status Code	Description	Occupied Time	Count
1110	Report writing	48.6	7,646
16	At the traffic division office	61.6	597
19	Briefing	38.4	1,960
	Court/evidence	33.0	198
	Equipment maintenance	21.8	492
	Follow up	28.3	202
	Report writing	35.8	219
	RIPA	41.3	137
	Training	50.7	207
	Miscellaneous	38.7	2,351
BCKP	Backup	6.8	1,401
BUSY	11-24 (Abandoned vehicle)	34.5	233
	Court/evidence	52.7	321
	Equipment maintenance	33.4	142
	Follow up	19.7	376
	Fuel	8.0	476
	Meeting	67.4	135
	Miscellaneous	36.5	3,144
JAIL	Jail	55.5	1,102
OVIOL	On-view violation	6.9	1,640
PC	Positive contact	21.6	105
SE	Special enforcement	16.4	6,918
TS	Traffic stop	5.5	5,331
Miscellaneous	Miscellaneous	78.6	97
Administrative - Weighted Average/Total Activities		28.8	35,430
19	Break	18.7	970
	Meal break	31.2	710
BUSY	Break	16.3	186
CODE7	Meal break	41.5	1,772
Personal - Weighted Average/Total Activities		32.1	3,638
Weighted Average/Total Activities		29.1	39,068

Observations:

- The most common out-of-service activity was for report writing.
- Except for the miscellaneous category, the activities with the longest average times were for meetings.

FIGURE 9-12: Activities per Day, by Month

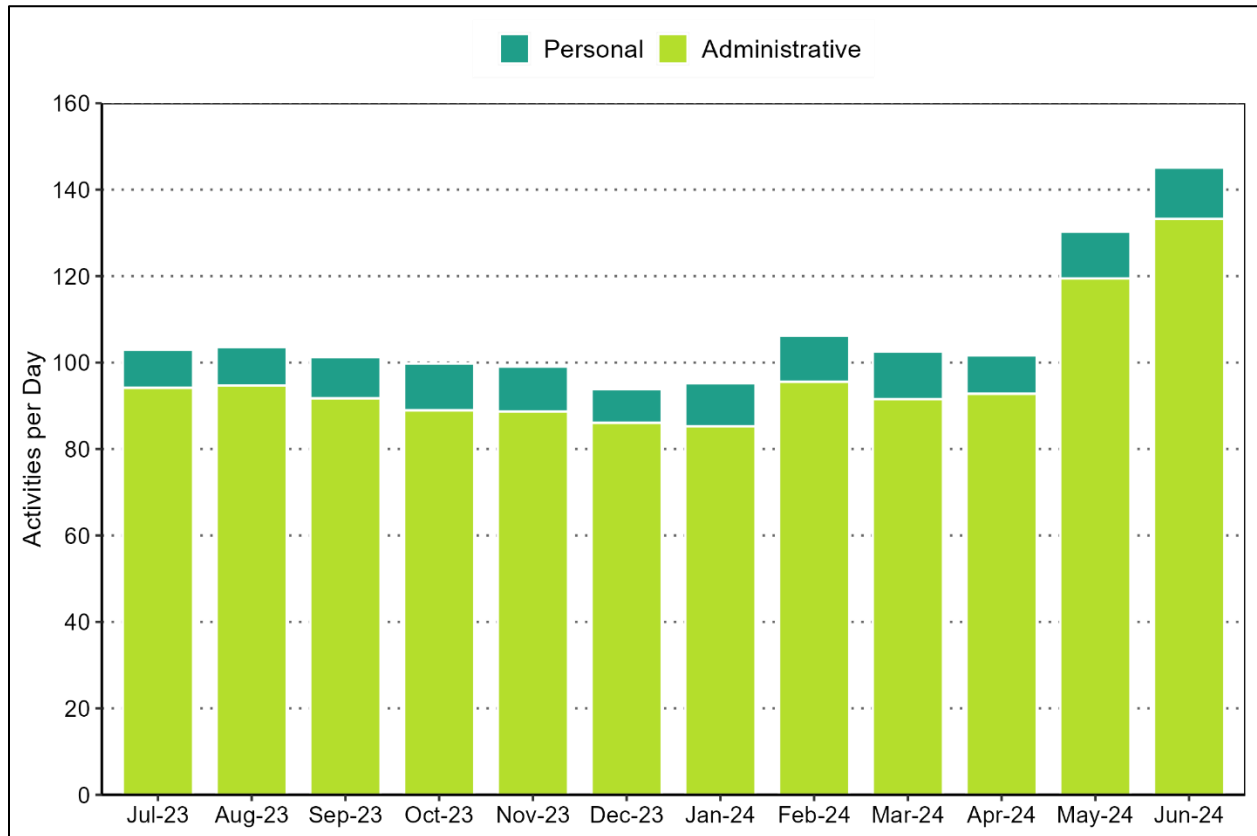


TABLE 9-13: Activities and Workload per Day, by Month

Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Administrative	94.2	94.7	91.7	89.0	88.7	86.1	85.3	95.6	91.5	92.8	119.5	133.2
Personal	8.8	8.8	9.5	10.8	10.4	7.8	10.0	10.7	11.0	8.9	10.8	11.9
Total	103.0	103.5	101.3	99.8	99.1	93.9	95.2	106.2	102.5	101.7	130.3	145.1

Observations:

- The number of activities per day was the lowest in January.
- The number of activities per day was highest in June.

FIGURE 9-13: Activities per Day, by Day of Week

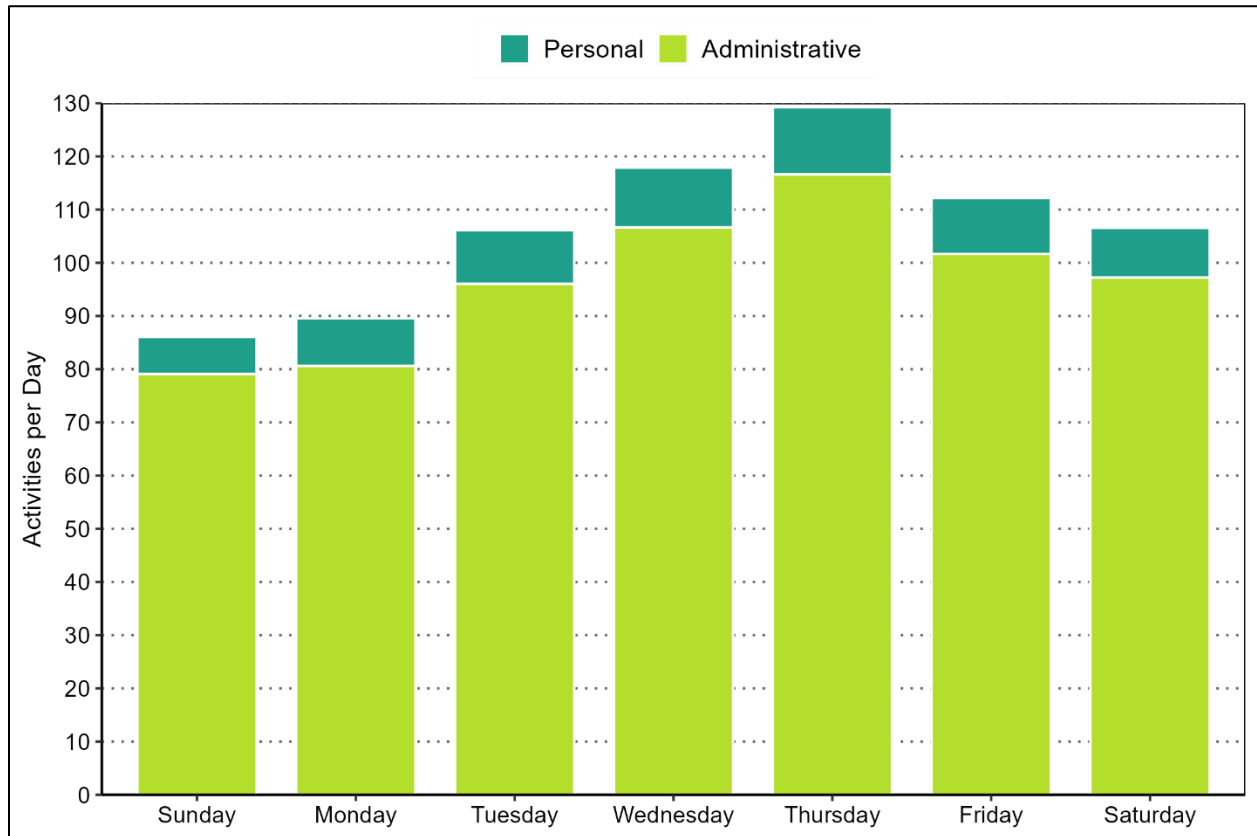


TABLE 9-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	79.1	7.0	86.1
Monday	80.6	8.9	89.6
Tuesday	96.1	10.1	106.1
Wednesday	106.7	11.2	117.9
Thursday	116.6	12.6	129.2
Friday	101.7	10.5	112.2
Saturday	97.2	9.3	106.5
Weekly Average	96.8	9.9	106.7

Observations:

- The number of out-of-service activities per day was lowest on Sundays.
- The number of out-of-service activities per day was highest on Thursdays.

FIGURE 9-14: Activities per Day, by Hour of Day

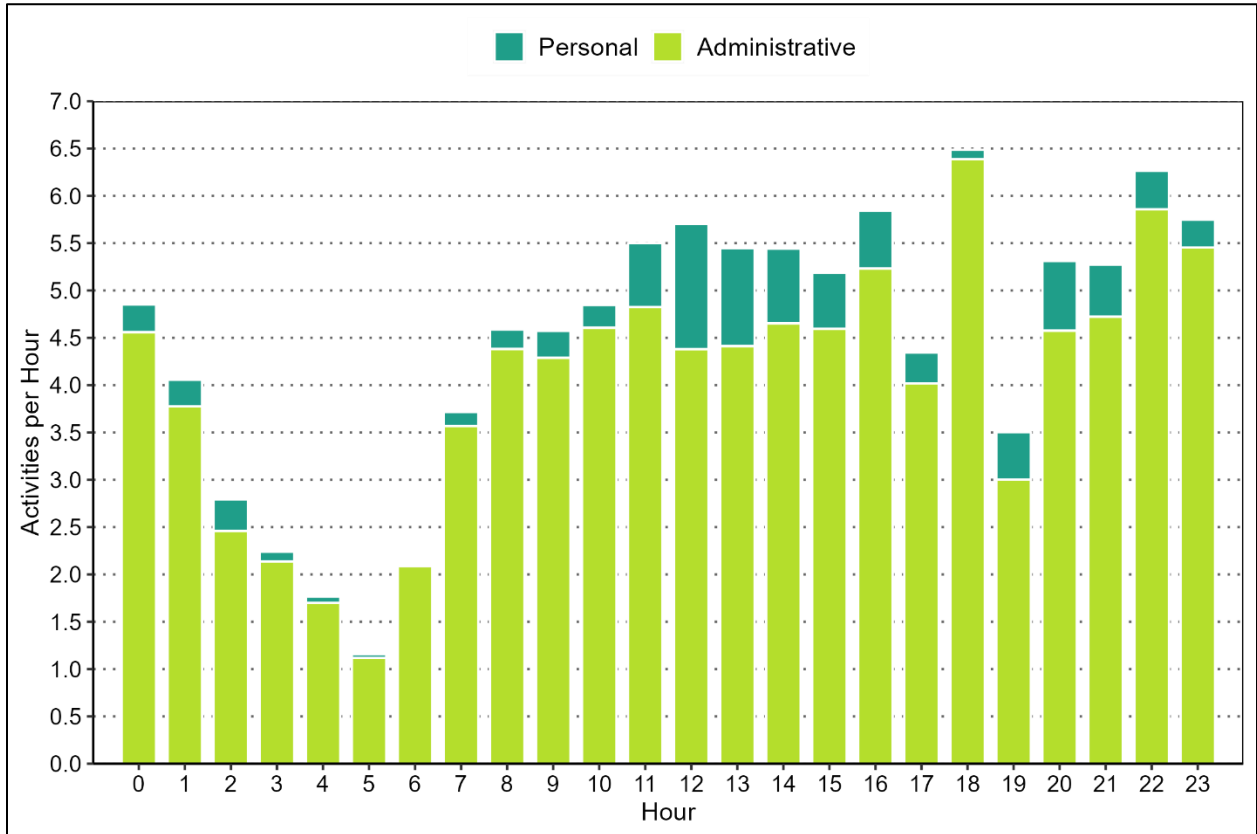


TABLE 9-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.29	4.56	4.85
1	0.28	3.78	4.06
2	0.33	2.46	2.79
3	0.10	2.14	2.24
4	0.07	1.70	1.77
5	0.04	1.12	1.16
6	0.01	2.09	2.10
7	0.15	3.57	3.72
8	0.20	4.38	4.59
9	0.28	4.29	4.57
10	0.24	4.61	4.85
11	0.67	4.83	5.50
12	1.33	4.38	5.70
13	1.04	4.41	5.45
14	0.79	4.65	5.44
15	0.59	4.60	5.19
16	0.61	5.23	5.84
17	0.33	4.02	4.34
18	0.10	6.39	6.49
19	0.50	3.00	3.50
20	0.73	4.58	5.31
21	0.55	4.72	5.27
22	0.41	5.86	6.27
23	0.30	5.45	5.75
Hourly Average	0.41	4.03	4.45

Observations:

- The number of activities per hour was lowest between 5:00 a.m. and 6:00 a.m.
- The number of activities per hour was highest between 6:00 p.m. and 7:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in summer (July 7 through August 31, 2023) and eight weeks in winter (January 4 through February 28, 2024). The department's main patrol force consists of patrol officers and patrol sergeants, operating on 12.25-hour shifts starting at 6:45 a.m. and 6 :45 p.m. The department's main patrol force deployed an average of 5.6 officers per hour during the 24-hour day in summer 2023 and an average of 6.5 officers per hour in winter 2024. When additional traffic units are included, the department averaged 6.4 units per hour during the 24-hour day in summer 2023 and 7.1 units per hour during the 24-hour day in winter 2024.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and winter.

FIGURE 9-15: Deployed Officers, Weekdays, Summer 2023

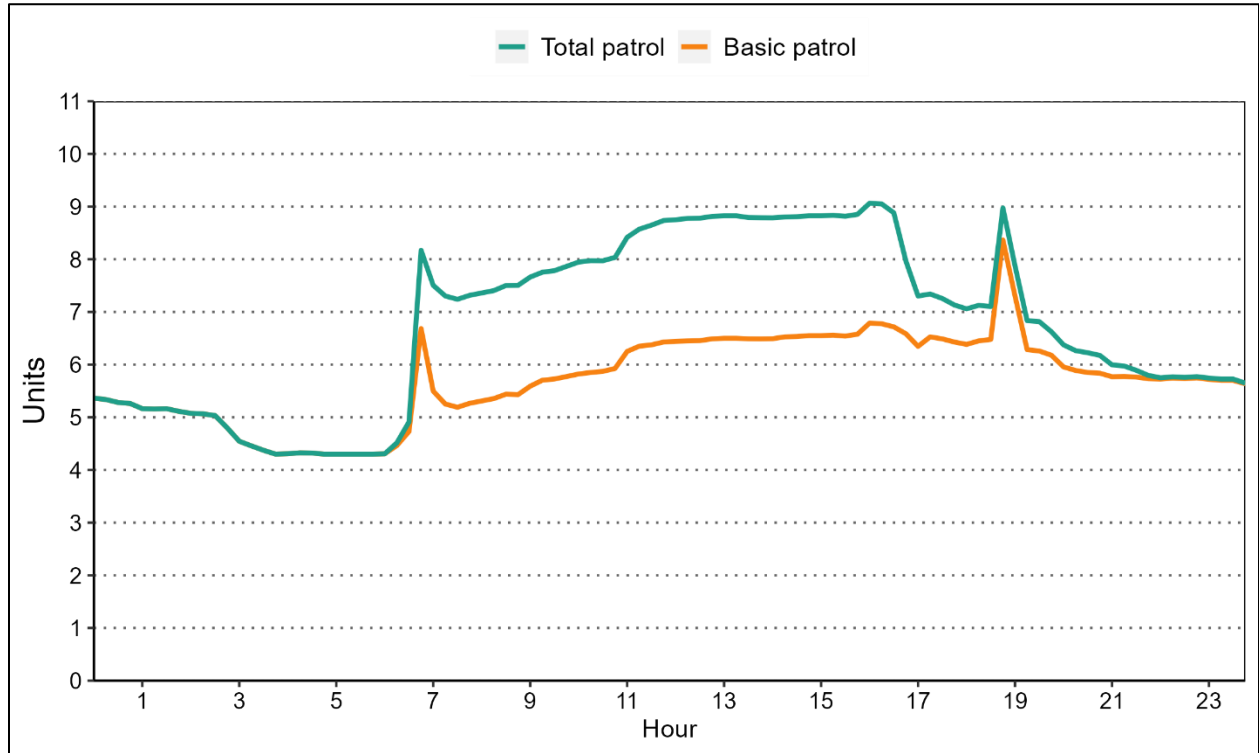


FIGURE 9-16: Deployed Officers, Weekends, Summer 2023

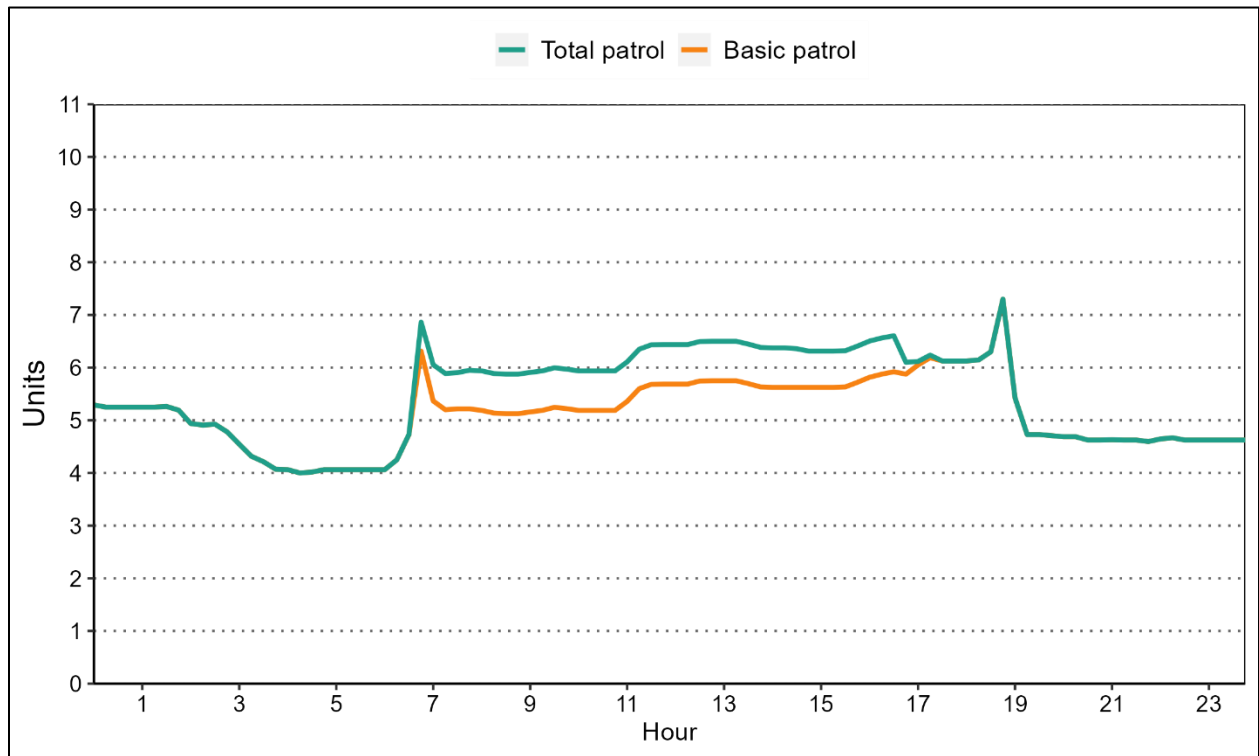


FIGURE 9-17: Deployed Officers, Weekdays, Winter 2024

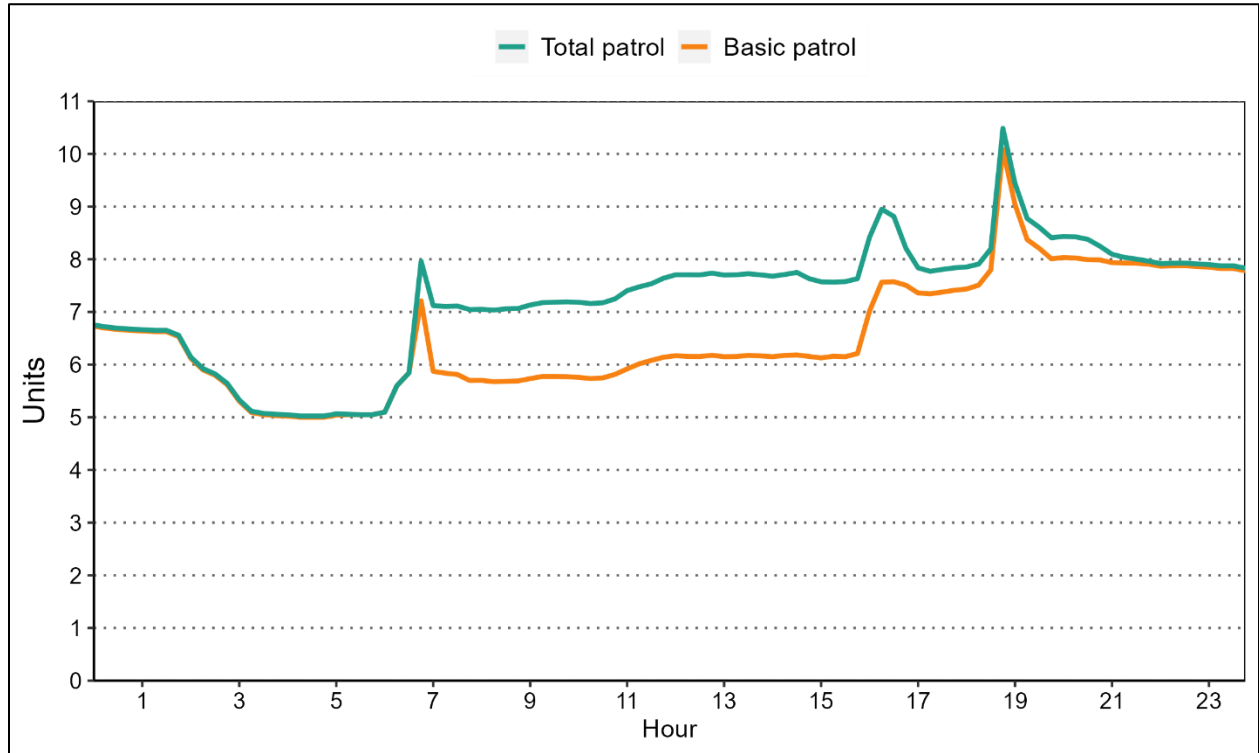
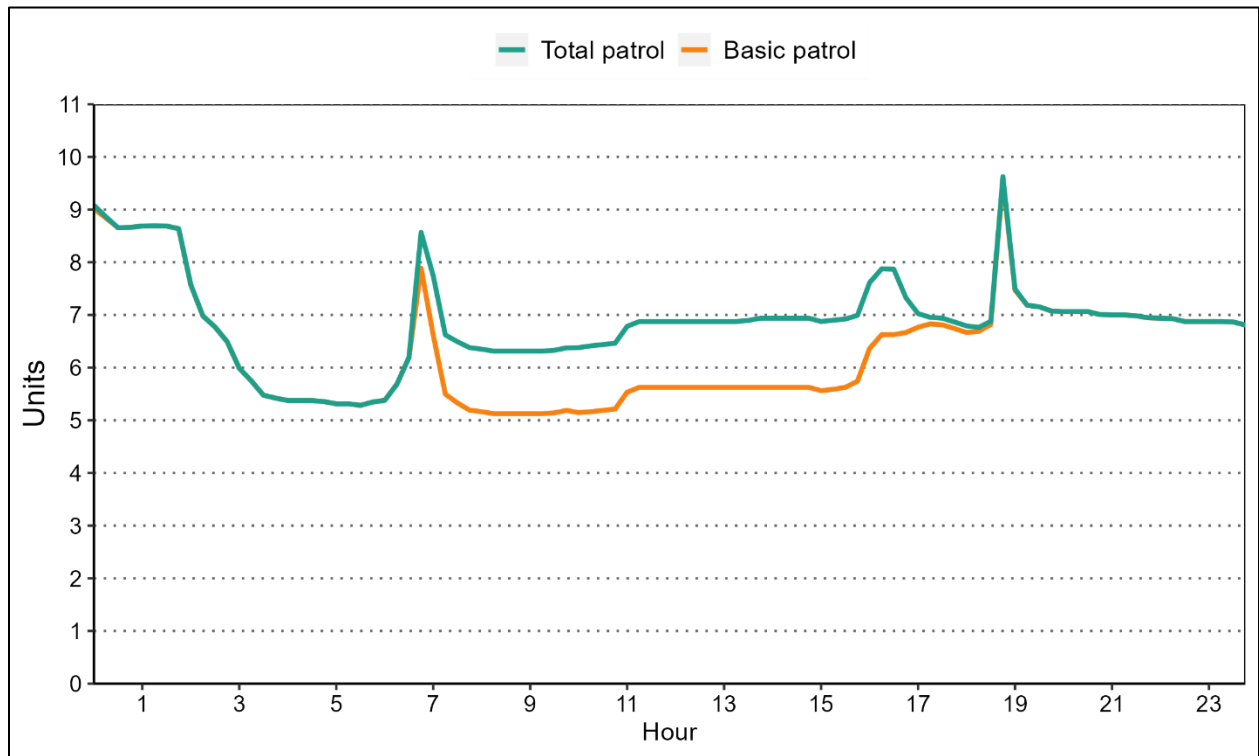


FIGURE 9-18: Deployed Officers, Weekends, Winter 2024



Observations:

- For Summer (July 7 through August 31, 2023):
 - The average deployment was 6.8 units per hour during the week and 5.5 units per hour on the weekend.
 - Average deployment varied from 4.3 to 9.1 units per hour on weekdays and 4.0 to 7.3 units per hour on weekends.
- For Winter (January 4 through February 28, 2024):
 - The average deployment was 7.2 units per hour during the week and 6.9 units per hour on the weekend.
 - Average deployment varied from 5.0 to 10.5 units per hour on weekdays and 5.3 to 9.6 units per hour on weekends.

FIGURE 9-19: Deployment and All Workload, Weekdays, Summer 2023

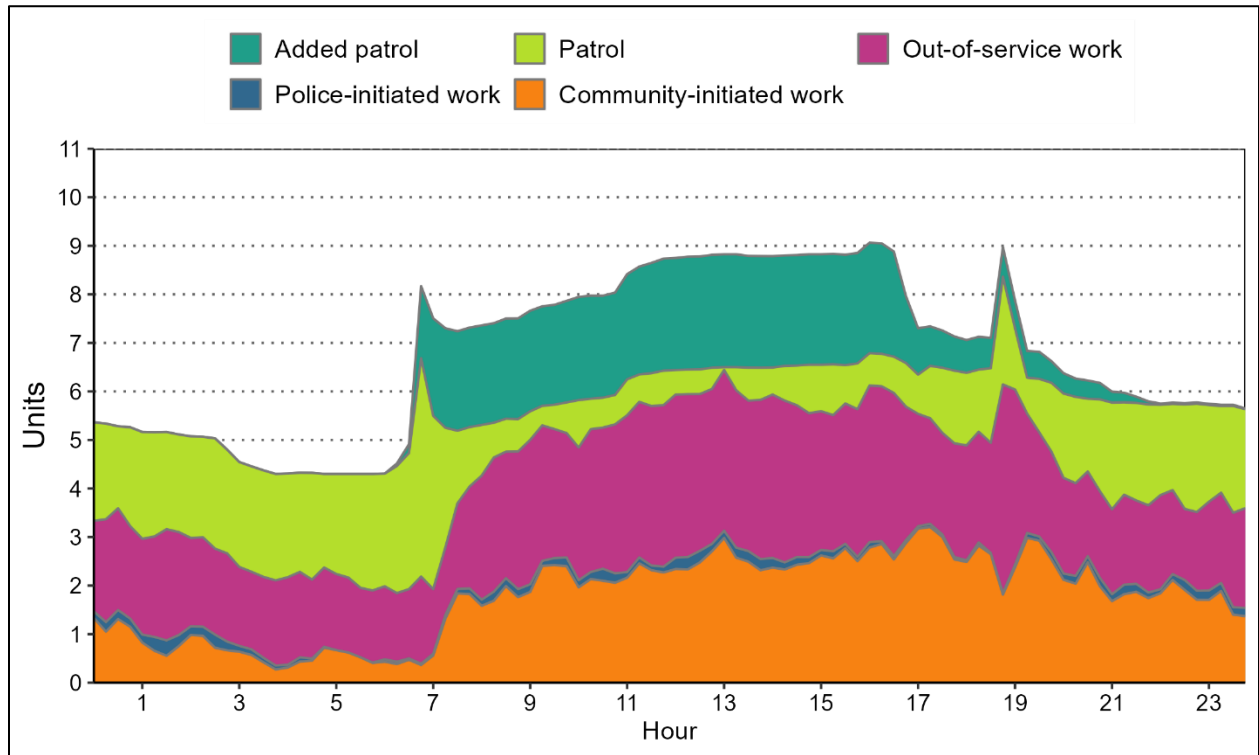


FIGURE 9-20: Deployment and All Workload, Weekends, Summer 2023

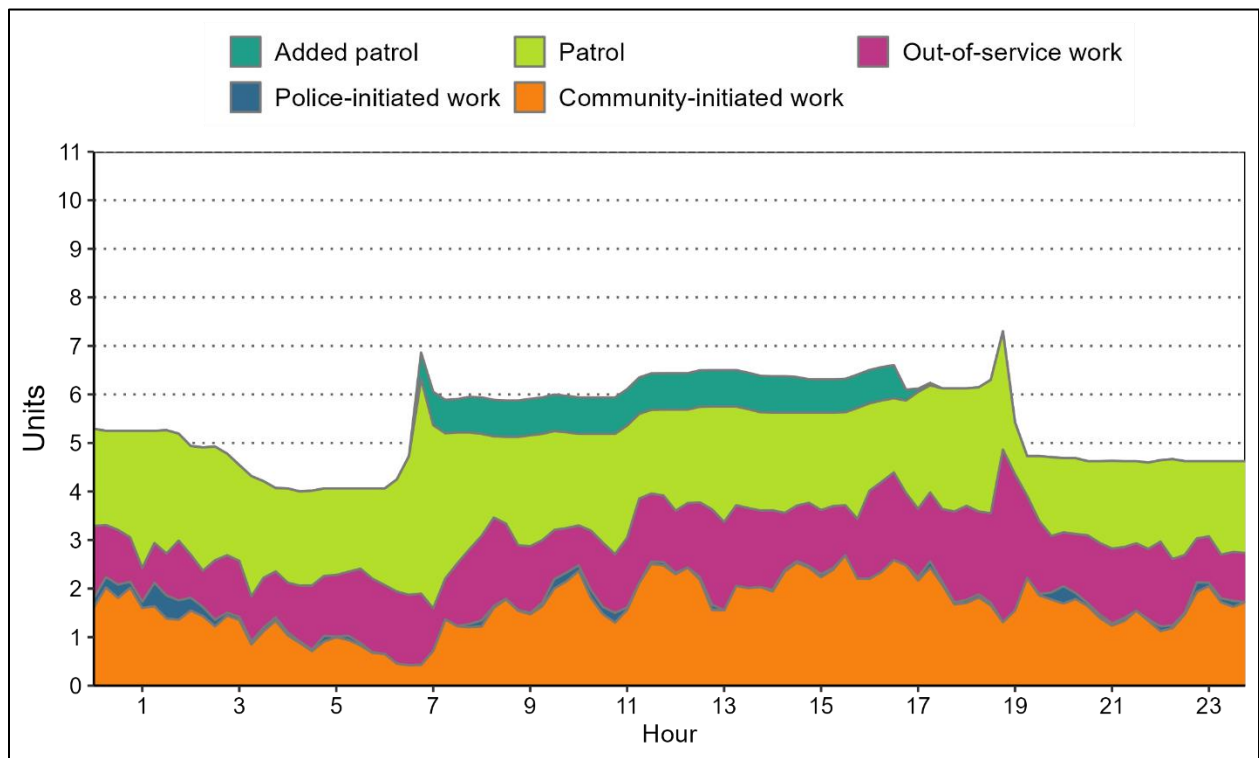


FIGURE 9-21: Deployment and All Workload, Weekdays, Winter 2024

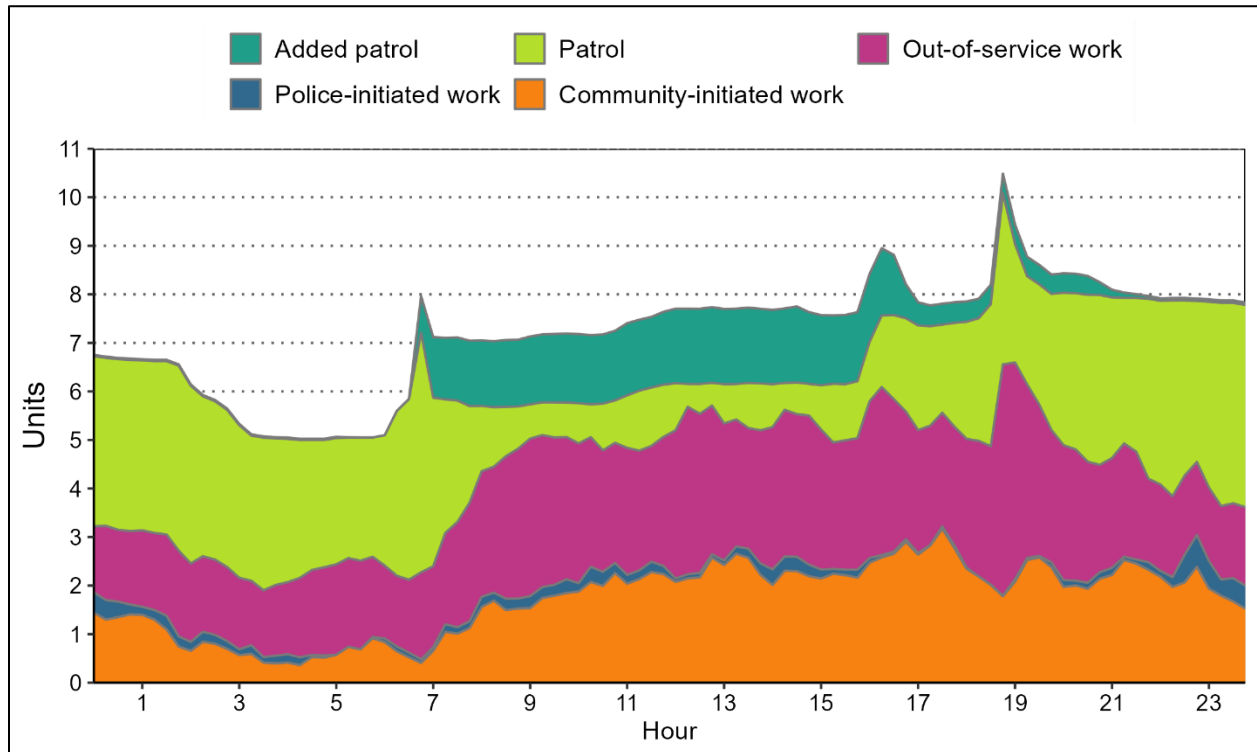
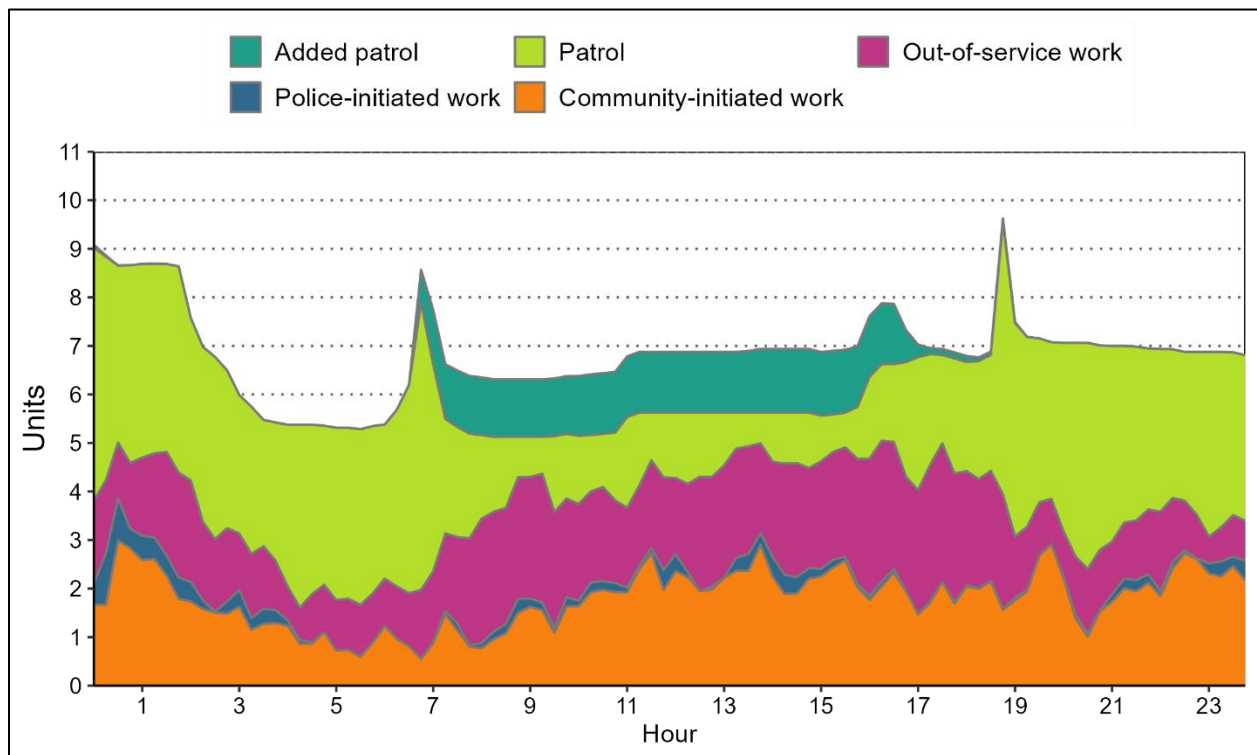


FIGURE 9-22: Deployment and All Workload, Weekends, Winter 2024



Note: Figures 9-19 to 9-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:
 - Average community-initiated workload was 1.8 units per hour during the week and 1.6 units per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.3 units per hour during the week and 3.1 units per hour on weekends.
 - This was approximately 63 percent of hourly deployment during the week and 57 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:
 - Average community-initiated workload was 1.7 units per hour during the week and 1.8 units per hour on weekends.
 - This was approximately 24 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.2 units per hour during the week and 3.7 units per hour on weekends.
 - This was approximately 58 percent of hourly deployment during the week and 54 percent of hourly deployment on weekends.

FIGURE 9-23: Percentage of Workload, Weekdays, Summer 2023

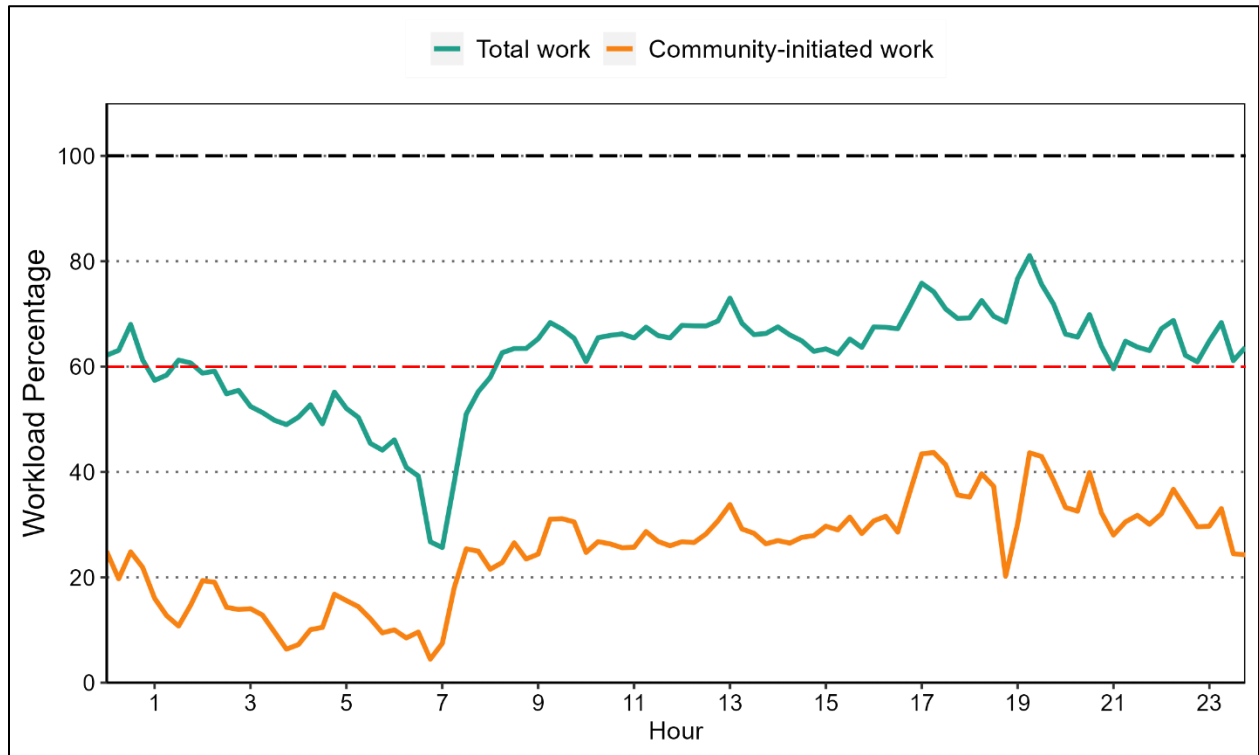


FIGURE 9-24: Percentage of Workload, Weekends, Summer 2023

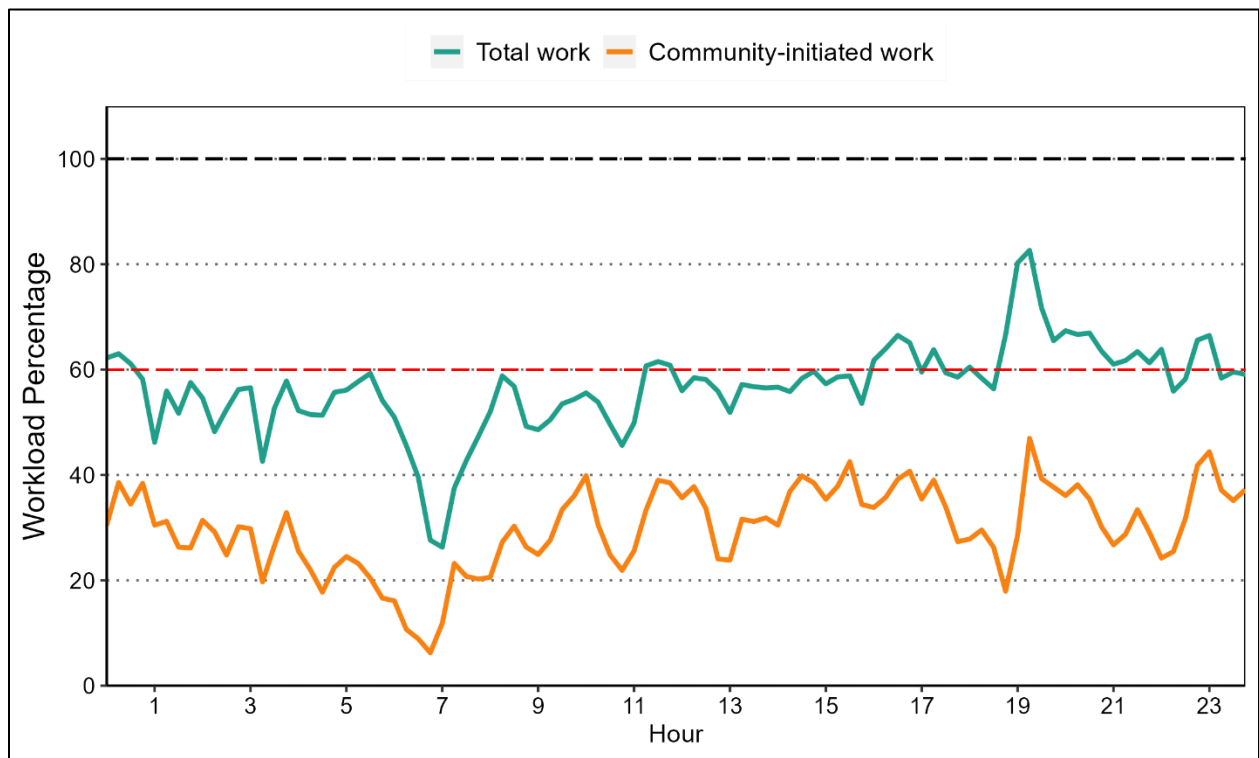
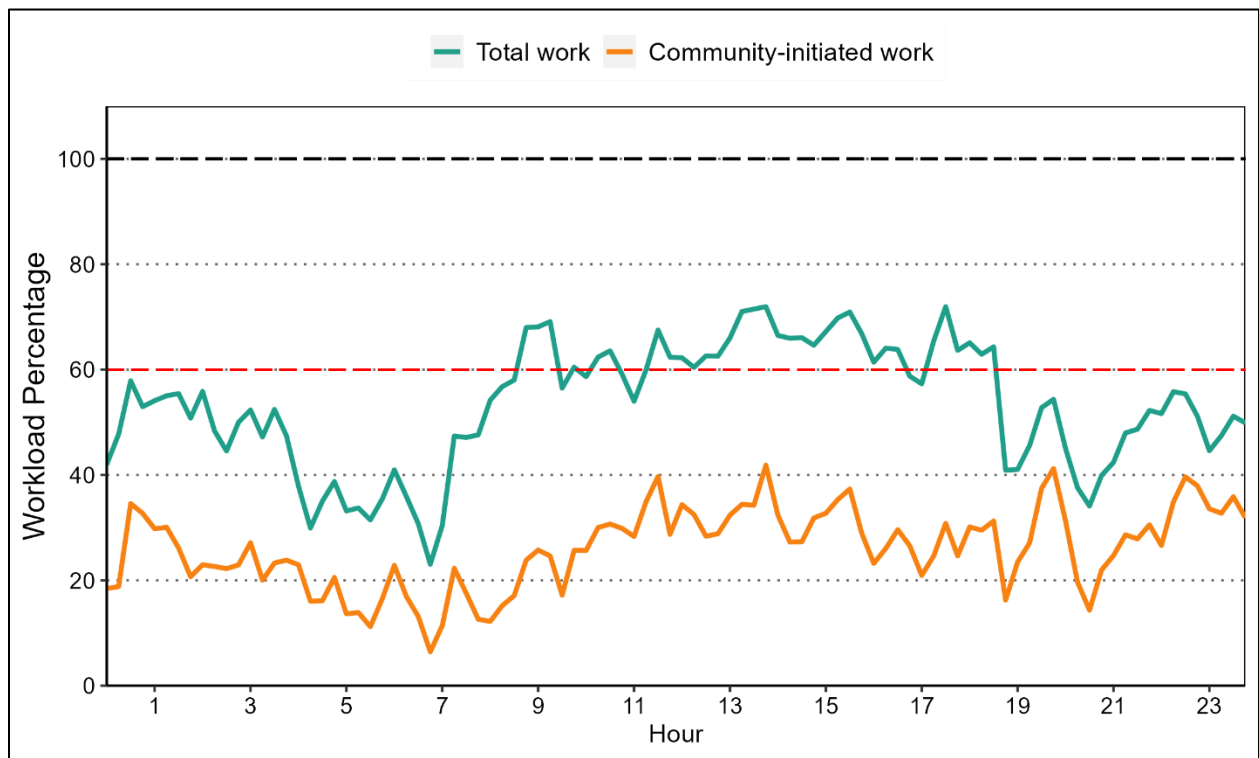


FIGURE 9-25: Percentage of Workload, Weekdays, Winter 2024



FIGURE 9-26: Percentage of Workload, Weekends, Winter 2024



Observations:

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 44 percent of deployment between 5:00 p.m. and 5:30 p.m. and between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 47 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - During the week, workload reached a maximum of 81 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 83 percent of deployment between 7:15 p.m. and 7:30 p.m.

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 41 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 42 percent of deployment between 1:45 p.m. and 2:00 p.m.
- All work:
 - During the week, workload reached a maximum of 74 percent of deployment between 12:15 p.m. and 12:30 p.m. and between 12:45 p.m. and 1:00 p.m.
 - On weekends, workload reached a maximum of 72 percent of deployment between 1:30 p.m. and 2:00 p.m. and between 5:30 p.m. and 5:45 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on-scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on-scene.

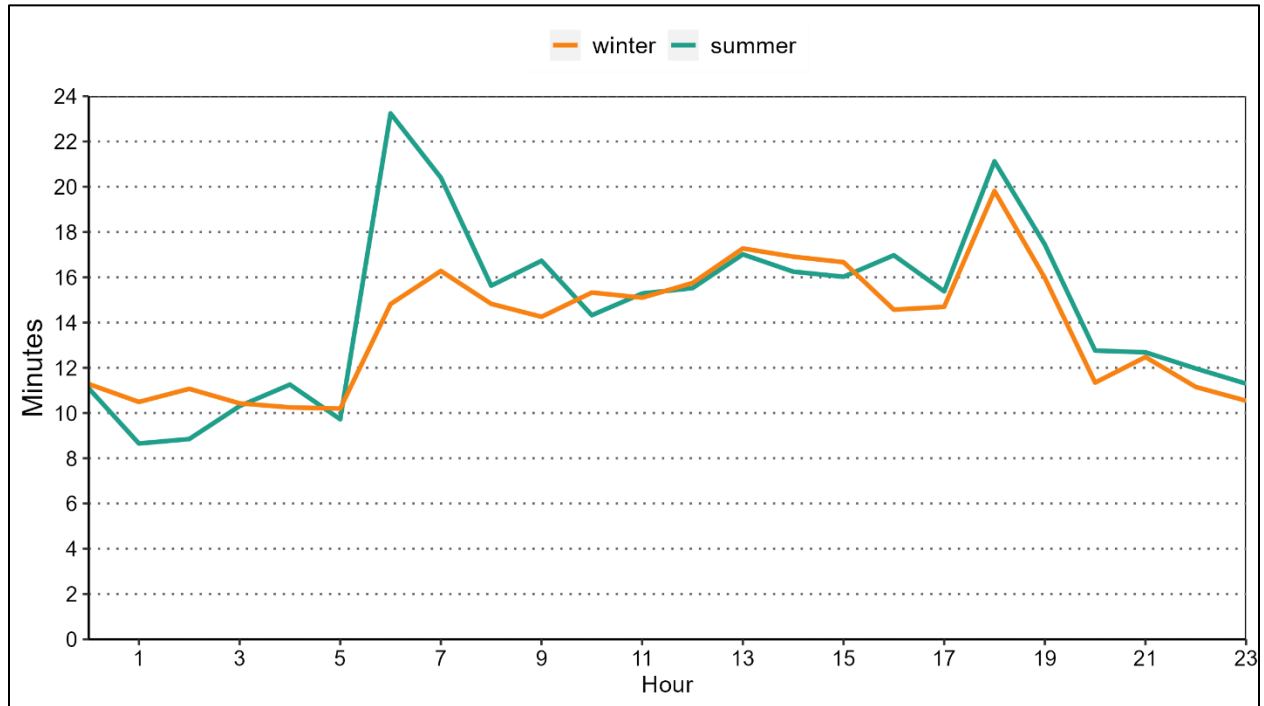
We begin the discussion with statistics that include all calls combined. We started with calls for 3,611 in summer and 3,549 calls in winter. We limited our analysis to community-initiated calls, which amounted to 3,227 calls in the summer and 3,069 calls in the winter. In addition, we removed the calls lacking a recorded arriving unit and calls outside San Luis Obispo. We were left with 2,854 calls in summer and 2,709 calls in winter for our analysis. For the entire year, we began with 23,723 calls and limited our analysis to 20,877 community-initiated calls. With similar exclusions, we were left with 18,398 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (summer vs. winter), we show differences in response times by category.

FIGURE 9-27: Average Response Time and Dispatch Processing, by Hour of Day, Summer 2023 and Winter 2024



Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 23.2 minutes.
- In summer, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 8.7 minutes.
- In winter, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 19.8 minutes.
- In winter, the shortest response times were between 4:00 a.m. and 6:00 a.m., with an average of 10.2 minutes.

FIGURE 9-28: Average Response Time by Category, Summer 2023

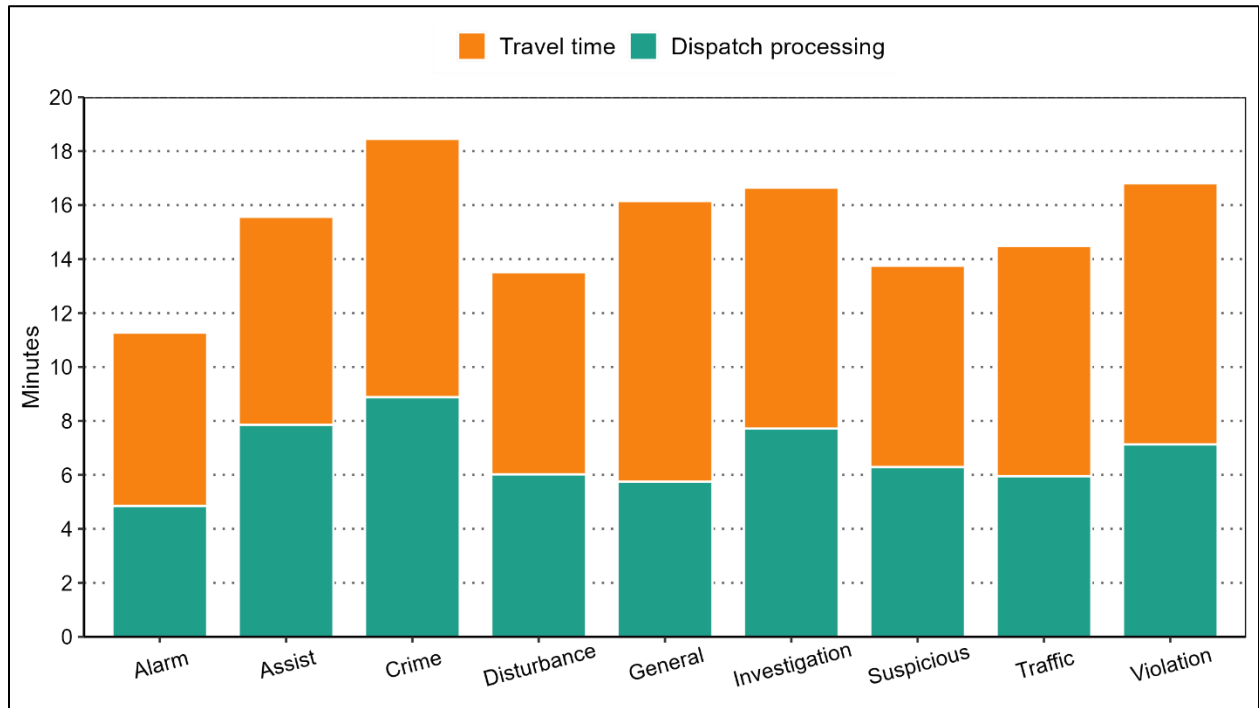


FIGURE 9-29: Average Response Time by Category, Winter 2024

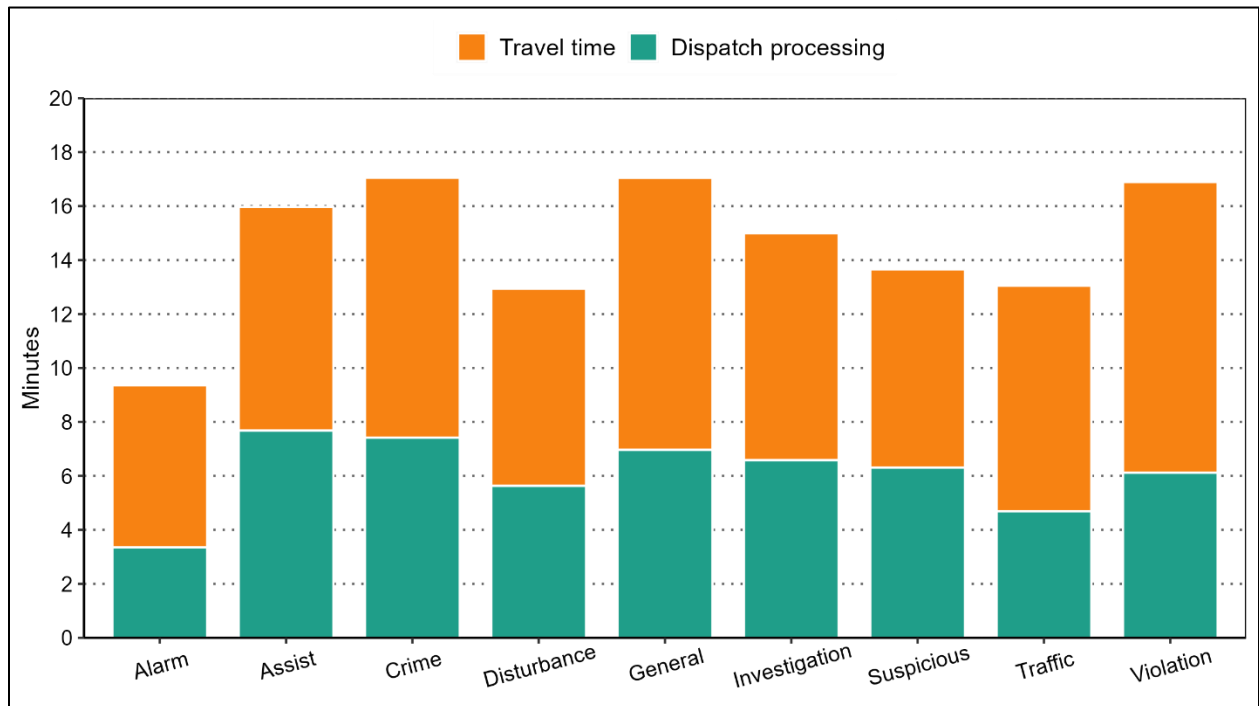


TABLE 9-16: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	5.8	8.5	14.3	104	4.4	8.5	12.9	103
Alarm	4.8	6.4	11.3	178	3.4	6.0	9.4	179
Animal call	6.1	10.7	16.8	23	4.9	9.9	14.8	13
Assist community member	8.3	8.3	16.6	158	7.7	9.0	16.7	164
Assist other agency	7.1	6.5	13.6	84	7.7	6.8	14.5	76
Crime against persons	6.8	9.1	15.9	40	7.1	7.6	14.7	52
Crime against property	9.1	9.6	18.7	390	7.5	9.9	17.4	397
Disturbance	6.0	7.5	13.5	709	5.6	7.3	12.9	712
Investigation	7.7	8.9	16.6	434	6.6	8.4	15.0	406
Mental health	4.6	5.6	10.2	7	12.9	7.5	20.4	5
Miscellaneous	5.8	13.8	19.5	8	6.7	11.5	18.3	10
Suspicious incident	6.3	7.5	13.8	387	6.3	7.3	13.7	328
Traffic enforcement	6.2	8.6	14.8	72	5.2	8.1	13.3	60
Violation	7.1	9.7	16.8	260	6.1	10.8	16.9	204
Total Average	6.9	8.3	15.2	2,854	6.2	8.2	14.4	2,709

Note: The total average is weighted according to the number of calls per category.

Observations:

- In summer, the average response time was between 11 minutes and 17 minutes.
- In summer, the average response time was as short as 11 minutes (for alarms) and as long as 18 minutes (for crimes).
- In winter, the average response time was between 9 minutes and 17 minutes.
- In winter, the average response time was as short as 9 minutes (for alarms) and as long as 17 minutes (for crimes and general noncriminal calls).
- The average response time for crimes was 18 minutes in summer and 17 minutes in winter.

TABLE 9-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	15.4	16.3	26.1	10.3	17.5	26.4
Alarm	10.8	13.9	22.2	7.0	11.6	18.1
Animal call	11.1	20.0	30.4	9.5	15.5	18.8
Assist community member	16.7	18.2	30.2	19.9	20.9	35.0
Assist other agency	16.4	12.4	29.8	20.9	11.9	33.0
Crime against persons	16.9	31.5	47.3	13.5	14.3	24.4
Crime against property	23.6	22.5	42.7	18.5	21.9	35.3
Disturbance	13.8	15.7	28.4	13.1	14.1	25.3
Investigation	16.9	17.8	34.7	12.8	17.2	28.5
Mental health	10.6	8.3	17.9	36.0	10.8	43.7
Miscellaneous	11.2	29.8	38.6	13.9	27.4	36.6
Suspicious incident	12.7	15.1	26.0	12.9	13.9	27.9
Traffic enforcement	13.4	18.6	25.9	10.7	16.5	25.6
Violation	14.9	19.4	36.2	13.2	24.1	34.0
Total Average	16.6	17.4	32.9	13.8	17.1	28.5

Note: A 90th percentile value of 32.9 minutes means that 90 percent of all calls are responded to in fewer than 32.9 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 22 minutes (for alarms) and as long as 44 minutes (for crimes).
- In winter, the 90th percentile value for response time was as short as 18 minutes (for alarms) and as long as 35 minutes (for assists).

FIGURE 9-30: Average Response Time Components, by Area

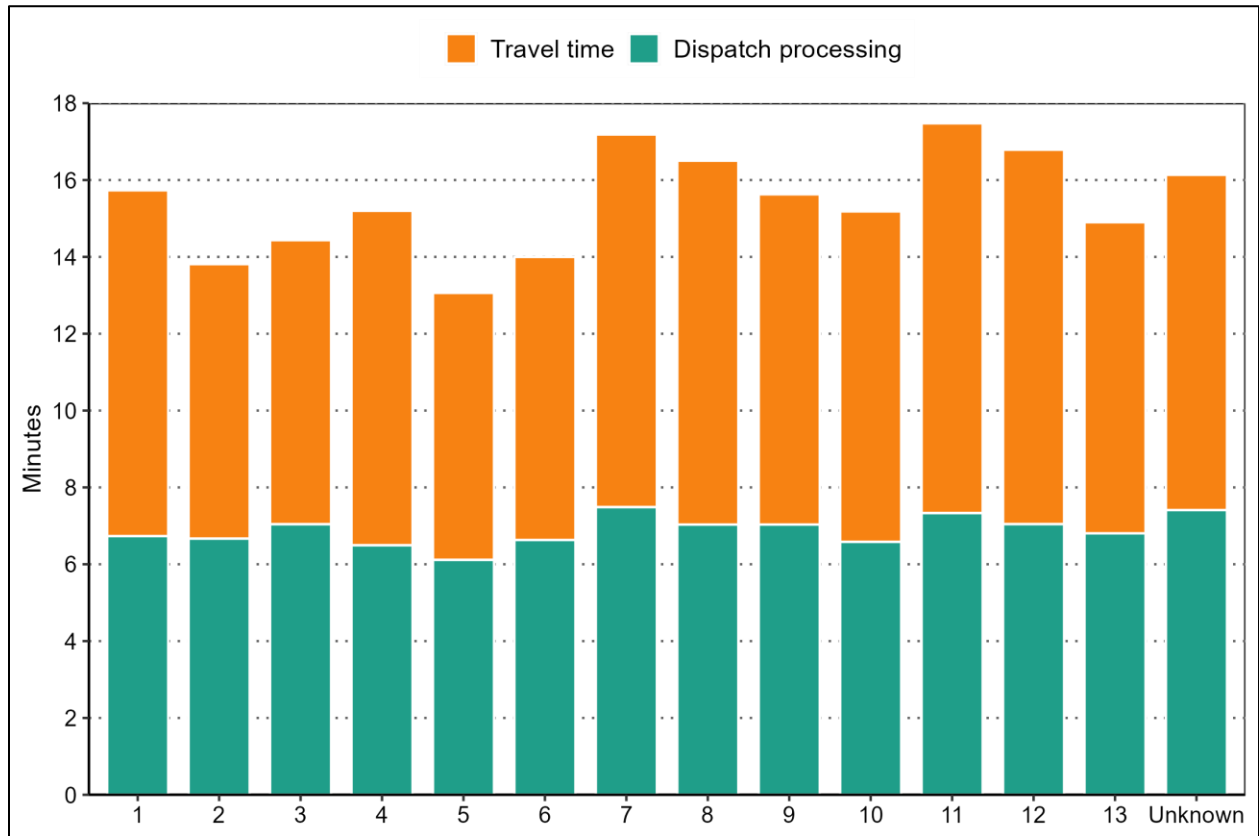


TABLE 9-18: Average Response Time Components, by Area

Area	Minutes			Calls	Sq. Miles
	Dispatch	Travel	Response		
1	6.7	9.0	15.7	1,535	1.58
2	6.7	7.1	13.8	2,062	0.54
3	7.0	7.4	14.4	675	0.38
4	6.5	8.7	15.2	109	0.36
5	6.1	6.9	13.1	3,356	0.31
6	6.6	7.4	14.0	2,331	0.66
7	7.5	9.7	17.2	1,397	1.87
8	7.0	9.5	16.5	1,082	2.23
9	7.0	8.6	15.6	1,133	0.46
10	6.6	8.6	15.2	1,358	1.63
11	7.3	10.1	17.5	810	0.58
12	7.0	9.7	16.8	761	0.89
13	6.8	8.1	14.9	1,756	2.12
Unknown	7.4	8.7	16.1	33	NA
Total	6.7	8.2	14.9	18,398	13.59

Observations:

- Area 5 had the shortest average dispatch time of 6.1 minutes.
- Area 5 had the shortest average response time of 13.1 minutes.
- Area 11 had the longest average response time of 17.5 minutes.

High-Priority Calls

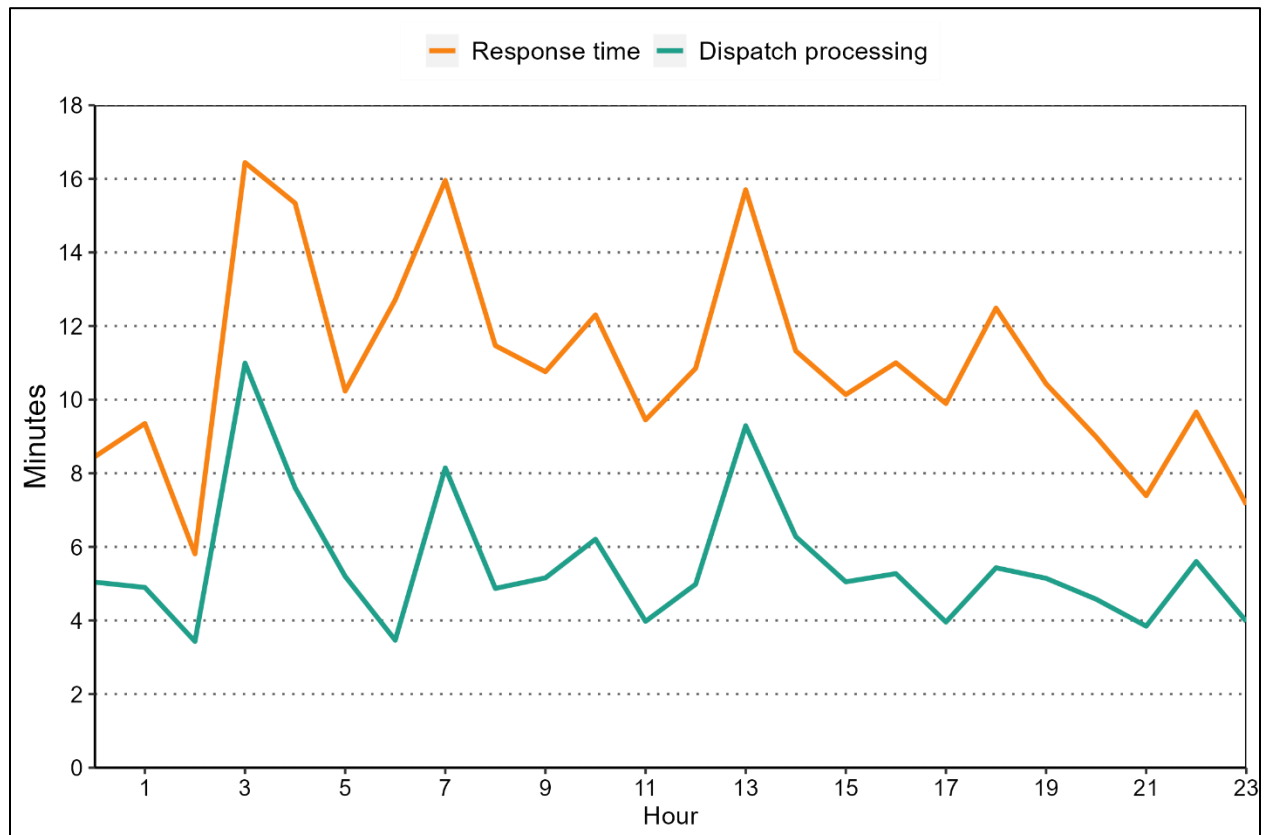
The department assigned priorities to calls with priority "*" and "1" as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "COLL EXTRICATIO" and "COLL INJ," to see if these provided an alternate measure for emergency calls.

TABLE 9-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
*	1.8	5.1	6.8	66	11.8
1	5.7	5.5	11.2	527	24.3
2	4.3	6.0	10.4	2,051	19.0
3	6.4	7.7	14.1	6,719	27.6
4	7.6	9.1	16.6	8,384	34.8
5	8.4	10.5	19.0	651	44.3
Total	6.7	8.2	14.9	18,398	30.6
Injury accident	2.4	4.4	6.8	123	10.5

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 9-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 10.8 minutes, lower than the overall average of 14.9 minutes for all calls.
- Average dispatch processing was 5.3 minutes for high-priority calls, compared to 6.7 minutes overall.
- For high-priority calls, the longest response times were between 3:00 a.m. and 5:00 a.m., with an average of 16.4 minutes.
- For high-priority calls, the shortest response times were between 11:00 p.m. and 1:00 a.m., with an average of 7.1 minutes.
- Average response time for injury accidents was 6.8 minutes, with a dispatch processing of 2.4 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from July 1, 2023, to June 30, 2024, were classified into the following categories.

TABLE 9-20: Call Type, by Category

Call Type Description	Table Category	Figure Category
ALARM AUDIBLE	Alarm	Alarm
ALARM FIRE		
ALARM SILENT		
ALARM WATERFLOW		
ASSIST REQ	Assist community member	
KEEP THE PEACE		
PUBLIC ASSIST		
ASSIST O FIRE	Assist other agency	Assist
ASSIST O POLICE		
FIRE ELECTRICAL		
FIRE FLAMES		
FIRE ILL BURN		
FIRE LG TRASH		
FIRE RPTED OUT		
FIRE SM TRASH		
FIRE STRUCTURE		
FIRE VEHICLE		
FIRE WILDLAND		
FIRE WILDLAND L		
GAS OUTSIDE		
HAZMAT SMALL		
LEAKING HYDRANT		
MEDICAL		
MEDICAL ARREST		
MEDICAL SPECIAL		
PUBLIC WORKS		
SMOKE CHECK OUT		
CRIME AGAINST PERSONS*	Crime against persons	Crime
ARSON	Crime against property	
ATTEMPT THEFT		
BURG COM		
BURG RES		
BURG VEHICLE		
CONTROLLED NARC		
EMBEZZLEMENT		
FRAUD		

Call Type Description	Table Category	Figure Category	
GRAFFITI			
PROPERTY DAMAGE			
PROWLER			
THEFT			
THEFT-VEHICLE			
TRESPASSING			
VANDALISM			
VANDALISM IP			
COMMUNITY MEMBER DISPUTE	Disturbance	Disturbance	
DISORDERLY			
FIREWORKS			
JUVENILE PROB			
LOITERING			
NOISE 2ND RESP			
NOISE OTHER			
NOISE PARTY			
NOISE POLICE	Animal call	General noncriminal	
PROTEST			
ANIMAL PROBLEM			
MENTAL ASSIST			Mental health
MENTAL SUBJ			
SUICIDE ATTEMPT			
COMMUNICATIONS			Miscellaneous
INFORMATION			
TOWED VEHICLE			
WARRANT	Warrant (or) arrest		
9-1-1 ABANDON	Investigation	Investigation	
ABAND VEHICLE			
ATTEMPT-LOCATE			
CUSTODIAL INT.			
DECEASED SUBJ			
ELECTRICAL HAZ			
FOUND PROPERTY			
IN PROGRESS			
LOST PROPERTY			
MISSING PERSON			
PROBATION SEARC			
RECOVERED VEH			
WELFARE CHECK			
SUSPICIOUS	Suspicious incident	Suspicious incident	
COLL EXTRICATIO	Accident	Traffic	
COLL FREEWAY			

Call Type Description	Table Category	Figure Category
COLL HIT AND RU		
COLL INJ		
COLL NON INJ		
COLL PED/BIKE		
DUI	Traffic enforcement	
TRAFFIC HAZARD		
TRAFFIC OFFENSE		
TRAFFIC STOP	Traffic stop	
ALCOHOL OFFENSE	Violation	Violation
LITTERING		
MC-ALCOHOL		
MC-CAMPING		
MC-LOITERING		
MC-PANHANDLING		
MC-SLEEPING		
MC-SMOKING		
MC-SOLICITING		
MUNI CODE VIOL		
PARKING PROBLEM		
PARTY REG		
POSTING VEHS		
PROBATION VIOL		
WEAPON OFFENSE		

Note: * The "crime against persons" category includes the following original call descriptions: "assault in progress (assault ip)," "assault," "bomb threat," "carjacking," "child abuse," "domestic violence in progress (domestic vio ip)," "domestic violence (domestic viol)," "elder abuse/neglect (elder abuse/neg)," "homicide," "kidnapping," "robbery in progress (robbery ip)," "robbery," "resisting," "sex offense," and "threatening."

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the California Department of Justice's Open Justice Data Portal. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2014 through 2023, along with clearance rates for 2022 and 2023. Crime rates are expressed as incidents per 100,000 population.

TABLE 9-21: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Atascadero	CA	30,226	390	1,403	1,793	30,323	214	999	1,214
Goleta	CA	32,296	152	1,657	1,808	32,503	172	1,449	1,621
Hollister	CA	42,681	323	806	1,129	42,547	343	879	1,222
Lompoc	CA	43,654	499	1,936	2,435	43,591	484	1,762	2,246
Paso Robles	CA	30,906	317	1,695	2,013	30,792	403	1,598	2,001
Porterville	CA	62,653	487	2,086	2,573	62,508	445	2,070	2,515
Santa Barbara	CA	85,847	480	2,152	2,631	85,382	611	1,815	2,427
Santa Cruz	CA	62,809	712	3,544	4,256	62,929	655	2,390	3,045
Santa Maria	CA	109,348	650	2,780	3,430	109,687	617	2,367	2,984
Santa Paula	CA	31,118	328	1,102	1,430	31,400	382	847	1,229
Seaside	CA	32,390	417	1,216	1,633	30,187	434	831	1,265
San Luis Obispo	CA	47,394	563	3,682	4,245	48,249	526	2,628	3,154
California		39,114,785	500	2,343	2,843	39,109,070	511	2,273	2,784
National		332,403,650	380	1,954	2,334	NA			

Note: National crime statistics are not yet available for 2023. The FBI usually reports these statistics in late September or early October of the following year. We used population estimates from the State of California's Department of Finance.

FIGURE 9-32: Reported San Luis Obispo Violent and Property Crime Rates, by Year

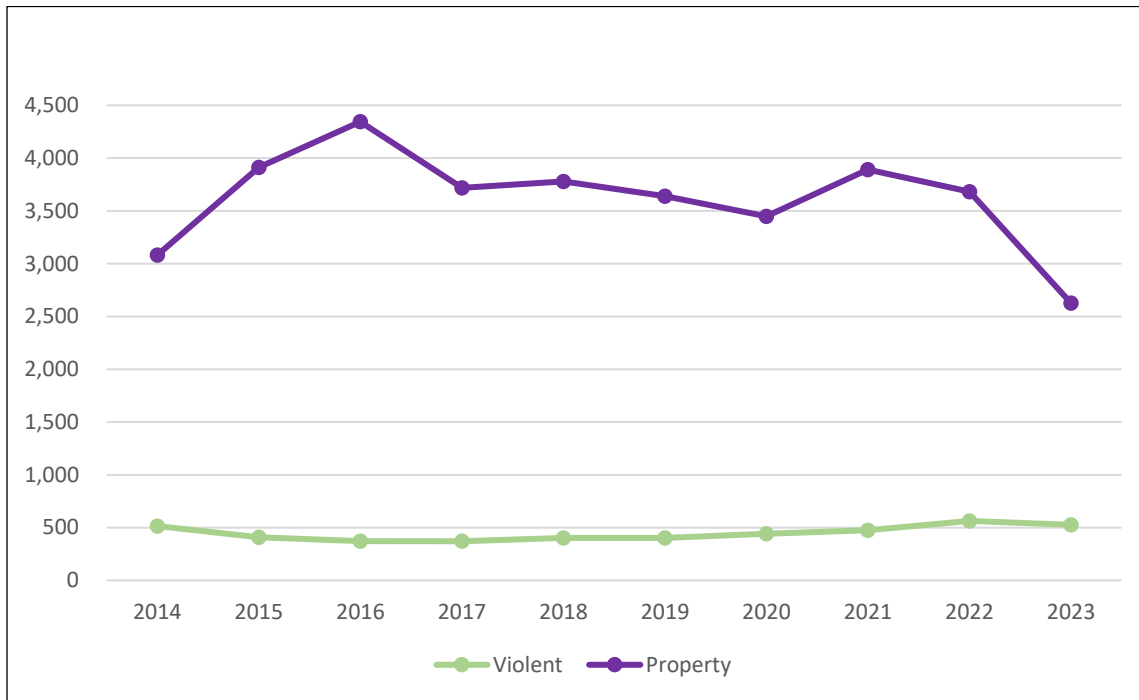


FIGURE 9-33: Reported San Luis Obispo and California Crime Rates, by Year

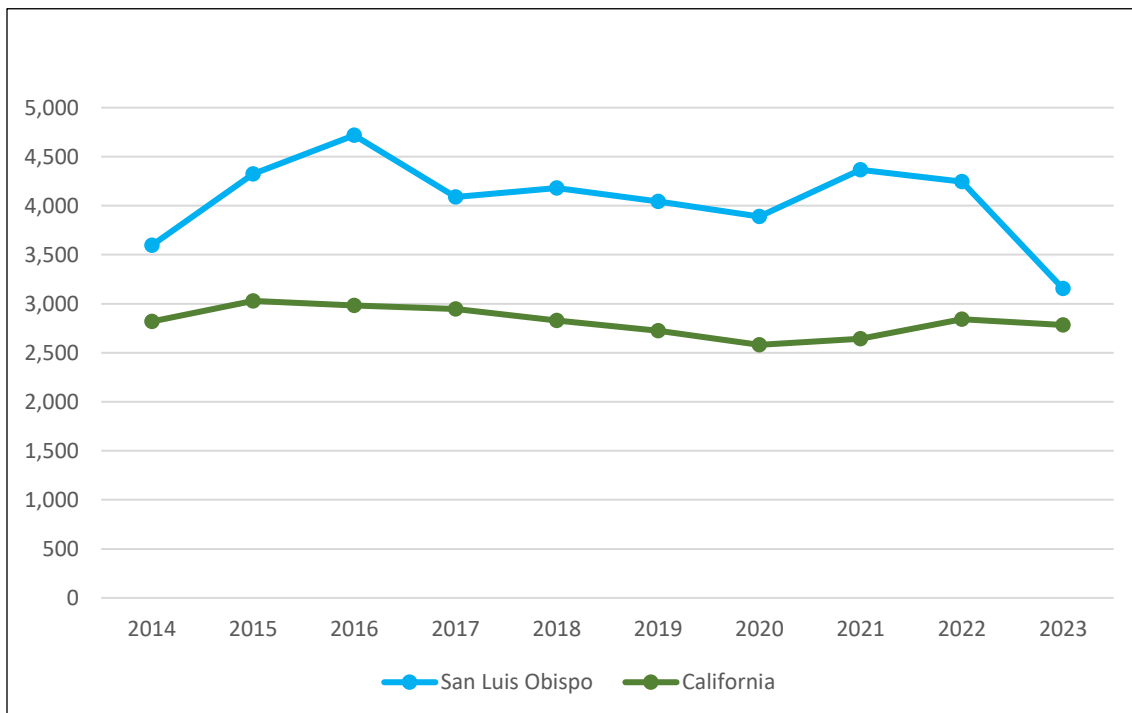


TABLE 9-22: Reported San Luis Obispo, California, and National Crime Rates, by Year

Year	San Luis Obispo				California				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	46,672	514	3,083	3,597	38,970,399	389	2,430	2,819	324,699,246	357	2,464	2,821
2015	47,116	410	3,914	4,323	39,315,550	424	2,605	3,029	327,455,769	368	2,376	2,744
2016	47,774	373	4,345	4,718	39,421,283	443	2,541	2,984	329,308,297	383	2,353	2,736
2017	47,934	371	3,718	4,089	39,536,653	449	2,497	2,946	325,719,178	383	2,362	2,745
2018	47,885	401	3,778	4,179	39,557,045	447	2,380	2,828	327,167,434	369	2,200	2,568
2019	47,735	402	3,641	4,043	39,959,095	434	2,290	2,724	328,239,523	379	2,010	2,489
2020	46,986	441	3,448	3,888	39,538,223	442	2,139	2,581	331,449,281	399	1,958	2,357
2021	47,326	475	3,892	4,368	39,368,613	466	2,178	2,645	332,031,554	396	1,933	2,329
2022	47,394	563	3,682	4,245	39,114,785	500	2,343	2,843	332,403,650	380	1,954	2,334
2023	48,249	526	2,628	3,154	39,109,070	511	2,273	2,784	NA			

Note: National crime statistics are not yet available for 2023.

TABLE 9-23: Reported San Luis Obispo, California, and National Crime Clearance Rates, 2022

Crime	San Luis Obispo			California			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	2,206	1,294	59%	21,797	10,752	49%
Rape	38	2	5%	14,346	3,970	28%	132,997	27,856	21%
Robbery	40	22	55%	47,669	13,356	28%	215,760	51,930	24%
Aggravated Assault	189	96	51%	128,798	60,502	47%	756,601	334,405	44%
Burglary	254	25	10%	143,429	14,348	10%	916,970	125,838	14%
Larceny	1,372	96	7%	577,733	12,817	2%	4,947,709	633,098	13%
Vehicle Theft	119	16	13%	181,815	37,846	21%	953,827	87,140	9%

TABLE 9-24: Reported San Luis Obispo and California Crime Clearance Rates, 2023

Crime	San Luis Obispo			California		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	1,892	1,166	62%
Rape	32	4	13%	13,723	3,685	27%
Robbery	44	29	66%	49,177	13,943	28%
Aggravated Assault	178	102	57%	135,046	61,055	45%
Burglary	181	32	18%	132,574	13,168	10%
Larceny	997	125	13%	560,414	11,042	6%
Vehicle Theft	90	19	21%	195,853	45,464	8%

Note: National crimes and clearances are not yet available for 2023.

APPENDIX C: CALLS EXCLUDED FROM THE STUDY

According to records obtained from the CAD system, the San Luis Obispo Police Department was associated with 34,658 calls from July 1, 2023, through June 30, 2024. 24,680 events were recorded with at least one patrol unit. In other words, 9,978 calls were excluded from our analysis.

- 86 calls had no unit assigned.
- 9,863 calls were responded to by the department's non-patrol units.
- 29 calls had recorded patrol units but lacked adequate unit statuses or timestamps.

TABLE 9-25: All Excluded Calls

Summary of Calls Excluded	Count	Percentage
No dispatched units	86	1%
Only nonpatrol units responded	9,863	99%
Inaccurate unit time stamps	29	0%
Total	9,978	100%

The following table shows the descriptions of these calls without units.

TABLE 9-26: Calls Without Units, By Description

Call Type Description	Count	Cumulative Percentage
Parking Problem	35	41%
9-1-1 ABANDON	14	57%
Towed Vehicle	8	66%
ABAND VEHICLE	5	72%
Welfare Check	5	78%
Alarm Audible	3	81%
Suspicious	3	85%
Other*	13	100%
Total	86	100%

Note: *These 13 calls include an additional 11 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 86 calls.

9,863 calls were handled by nonpatrol units only. The following table summarizes the most frequent call descriptions. Table 9-28 focuses on the types of nonpatrol units that responded to these calls.

TABLE 9-27: Calls with Only Nonpatrol Units, By Description

Call Type Description	Count	Cumulative Percentage
9-1-1 ABANDON	3,903	40%
ABAND VEHICLE	1,023	50%
Towed Vehicle	633	56%
Noise Party	596	62%
Traffic Offense	465	67%
Assist Req	388	71%
Information	303	74%
Public Works	283	77%
Suspicious	226	79%
Parking Problem	207	81%
Welfare Check	143	83%
Alarm Audible	140	84%
COLL NON INJ	138	86%
Disorderly	125	87%
Trespassing	117	88%
Loitering	93	89%
Traffic Hazard	81	90%
Other*	999	100%
Total	9,863	100%

Note: *These 999 calls include an additional 67 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 9,863 calls.

The 9,863 calls with a responding nonpatrol unit included 10,155 responding units (responses). The following table summarizes the responding units grouped by unit type. The column "unit count" indicates the number of distinct units of each type included in this count.

TABLE 9-28: Calls with Only Nonpatrol Units, By Unit Type

Unit Type	Responses	Unit Count	Percent
Dispatcher	6,928	12	68%
Chaplain	702	2	75%
Metro Bicycle Officer	659	3	82%
Dispatcher Supervisor	571	2	87%
Motor Officer	446	3	92%
CANCEL	222	1	94%
Captain	204	1	96%
Detective	125	5	97%
Mislabeled Unit ID	74	4	98%
Non-Patrol Sergeant	63	2	98%
School Resource Officer	59	1	99%
Trainee	59	2	100%
Narcotics Officer	22	1	100%
Lieutenant	19	3	100%
Chief	2	1	100%
Total	10,155	43	100%

END