



## **Buena Park Police Department Staffing and Organizational Assessment**



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## Table of Contents

INTRODUCTION .....	1
ABOUT THE DEPARTMENT .....	2
DEPARTMENT STATISTICS AND TRENDS .....	3
STUDY METHODOLOGY .....	6
COMPARISON STUDY .....	7
POSITIVE FINDINGS .....	10
RECOMMENDATIONS .....	12
Section I – Department Leadership Roles .....	14
Section II – Professional Standards .....	15
Section III – Patrol Operations .....	16
Section IV – Traffic Operations .....	20
Section V – Community Impact Team .....	21
Section VI – Investigations .....	23
Section VII – Support Services .....	26
Section VIII - Dispatch Center .....	28
Section IX - Records Bureau .....	29
Section X – Information Technology .....	30
Section XI - Administrative Service Bureau .....	31
Section XII – Training .....	32
Section XIII – Organization Culture .....	34
Section XIV – Succession Planning .....	35
Section XV – Communication .....	36
Section XVI – Command Structure and Span of Control .....	39
Section XVII – Leadership, Supervision and Management .....	43
Section XVIII – Staffing Allocation Plan .....	44
CONCLUSION .....	44

ATTACHMENT 1 – STAFFING ALLOCATION .....46

ATTACHMENT 2 – ORGANIZATIONAL CHART .....47

ATTACHMENT 3 – MISSION, VISION, VALUES.....48

ATTACHMENT 4 - SUMMARY OF RECOMMENDATIONS .....49

ATTACHMENT 5 – HIRES, SEPARATIONS, PROMOTIONS, AND VACANCY STATUS.....52

ATTACHMENT 6 – POLICE DEPARTMENT TECHNOLOGY .....55

APPENDIX .....57

    About MRG..... 57

    Consultant Bios ..... 58

## INTRODUCTION

Located in northwest Orange County, Buena Park is known as the “Center of the Southland,” a city with a distinct heritage undergoing an exciting revitalization in business, residential, and commercial projects. Buena Park is a charter city operating under a Council-Manager form of government. With a diverse population of 83,000, Buena Park offers quality residential areas, excellent cultural and recreational facilities, and a stable economy within its 10.3 square miles. Throughout the day and evening hours, the city population swells by 20,000 – 30,000 people daily due to the Knott’s Berry Farm Amusement Park, Medieval Times venue, and its proximity to the Disneyland Park and numerous other Los Angeles area tourist attractions. The daily influx of tourists creates a significant resource impact on all Buena Park City services and especially on policing services. The City has approximately four hundred employees with an annual budget of \$109 million (all funds).

As a result of a recent strategic planning session with the City Council, the City is interested in assessing all City department operations to review operational effectiveness and efficiencies, as well as staffing levels. It was determined to initiate the review of the Police Department prior to assessing the other City departments. To that end, the City retained Municipal Resource Group, LLC (MRG) consulting team to conduct an organizational and staffing level assessment of the Buena Park Police Department to better prepare the department for delivering services in the future.

The primary purpose of this review is to provide the Police Department and the City with a snapshot of observations and recommendations regarding organization staffing and potential staffing needs; organizational structure and resource allocation; review service delivery models, and supervisory and command structures. Organizational improvements recommendations are included in the analysis. The organizational analysis also includes a review of crime trends, calls for service, scheduling and deployment models, organizational structure, benchmarking statistics with other agencies, and an overall budgeting review.

One of the most difficult challenges that law enforcement executives, city managers, elected officials and communities face is determining the appropriate formula for the effective and fiscally responsible staffing of its police department. The reality is that modern public safety priorities and police staffing are expensive, yet necessary and often difficult to understand. The most important factor to recognize is that there is simply no perfect model. Every community is different; every community has different policing and public safety needs and expectations; and every City implements different policing and service strategies. Further, many cities have different policing realities based upon historical perspectives, levels of crime, social disorder, geographic challenges, demographics, financial challenges, political environments, community expectations, demands for calls for service, and differing policing perspectives. For this reason, MRG conducted a comprehensive review of the operations of the Buena Park Police Department.

The question of how many officers and professional support staff any law enforcement agency really needs depends upon numerous factors and criteria. Some of the factors to consider when evaluating and determining law enforcement staffing needs include:

Budget Authorization	Vacancy Rates	Officer to Resident Ratios
Calls for Service/ Response Time	Crime Statistic/ Crime Trends	Geographic Coverage/ Police Beat Alignments
Investigations/ Clearance Rates	Supervisory Span of Control	Population Trends/ Tourism Impacts
Community Priorities	Workload Data	Patrol Schedules/ Deployment Plans

The Buena Park Police Department Organizational and Staffing Level Organizational Assessment kicked off in April 2024 and was led by two highly skilled professionals (bios in Appendix). The objective was to collaborate with department staff in evaluating the department’s organizational structure, operations, and services.

The assessment focused on identifying opportunities for improvement and enhancing overall efficiency and service delivery to the department’s operational structure. Therefore, the recommendations provided here do not include an assessment of their fiscal impact on the organization. It is recognized that given the City’s current fiscal constraints, implementing many of these recommendations may require additional financial resources or reallocating existing ones.

## ABOUT THE DEPARTMENT



The Buena Park Police Department is a full-service, mid-size law enforcement agency with an authorized sworn staff of 95 police officers (4 positions unfunded), 46 full-time professional staff, and 25 part-time professional support staff (see Staffing Allocation in Attachment 1). While the City population has steadily increased over the past 30 years, the authorized complement of 95 sworn officers has remained the same for more than 30 years. Significant changes in public safety operations, additional demands on police personnel, increased community expectations and changes in calls for services have created

continued challenges for the City's Police Force. The Buena Park Police Department is currently at a funded sworn staffing ratio of 1.08 sworn officers per 1,000 residents.

The Buena Park Police Department has two divisions: Operations and Support Services. The Captain who leads the Operations Division is responsible for the Patrol Bureau, the Traffic Services Bureau, the Community Impact Team, and the Jail. The Captain who leads the Support Services Division is responsible for the Administrative Services Bureau (which includes Crime Prevention, Records and Dispatch), the Investigations Bureau, and Information Technology. In addition to overseeing the two divisions, the Chief's Office is also responsible for the Professional Standards and Accreditation functions (see Organizational Chart in Attachment 2).

Buena Park public safety concerns include increases in violent and property crimes, issues of homelessness and code enforcement, and traffic congestion and traffic safety. As with most California cities, due to fiscal constraints, the Police Department has experienced a stagnation of staffing and services.

As a result, thin staffing margins, the agency has strategically focused on the most effective and efficient use of its staffing resources. As such, over the years members of the Command Staff have assumed additional responsibilities in response to limited staff support. To illustrate the number of additional responsibilities that members of the Command Staff have, Table 1 lists some of the primary and ancillary tasks for each Lieutenant. This list is only a snapshot of key management tasks and responsibilities for one rank within the department but is representative of the additional tasks all other supervisors, civilian staff, line staff and other key personnel have daily. These tasks and responsibilities will be discussed in further detail throughout this report. The table also illustrates the need to expand some of the existing command structure.

**Table 1 – Ancillary Duties**

<b>Lieutenant Duties &amp; Collateral Assignments</b>				
Effective August 15, 2023				
<b>Williams</b> <i>Special Operations</i>	<b>Escamilla</b> <i>South Area Commander</i>	<b>Pino</b> <i>North Area Commander</i>	<b>Bailey</b> <i>Investigations</i>	<b>Dieringer</b> <i>Administrative Services</i>
<ul style="list-style-type: none"> <li>• Traffic</li> <li>• C.I.T. &amp; PERT</li> <li>• K9 &amp; Mounted Details</li> <li>• Color Guard</li> <li>• Jail</li> <li>• Fleet</li> <li>• Front Counter</li> <li>• PSO's, CSA's and Cadets</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling / I.S.E.</li> <li>• Mutual Aid Coordinator</li> <li>• Command Post Vehicle</li> <li>• FTO/Corporal Program</li> <li>• Commendation Committee</li> <li>• RIPA Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Blue Team Review Committee</li> <li>• Reserves</li> <li>• UAS/Drones</li> <li>• NIBRS Coordinator</li> <li>• Patrol Payroll Audits (Weekday WC Dependent)</li> </ul>	<ul style="list-style-type: none"> <li>• S.R.O.'s</li> <li>• Monthly Report</li> <li>• Crime Analysis, Property &amp; Evidence</li> <li>• Court Rejects</li> <li>• Peer Support</li> <li>• Chaplains</li> <li>• Flock</li> <li>• Uniform &amp; Equipment Committee</li> <li>• BPPD Phone App</li> <li>• Spillman Users Group</li> </ul>	<ul style="list-style-type: none"> <li>• CALEA</li> <li>• Dispatch</li> <li>• I.T.</li> <li>• Records</li> <li>• Emergency Management – EOC</li> <li>• Building</li> <li>• Training</li> <li>• Details &amp; Billing</li> <li>• Forms Committee</li> <li>• P.I.O. and Media Relations</li> <li>• Axon Sustainability Group</li> <li>• Technology Committee</li> <li>• SWAT</li> </ul>

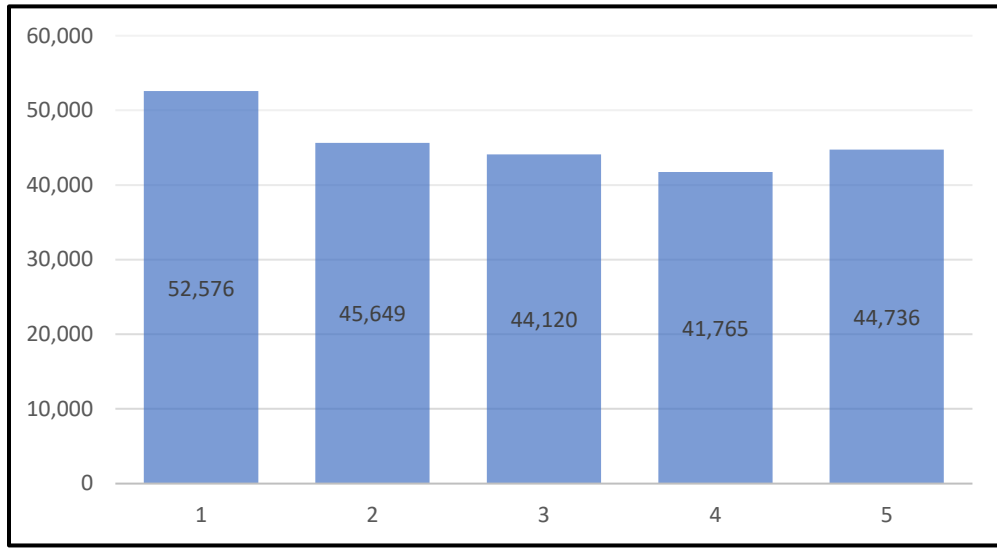
The Buena Park Police Department has an established mission, vision and values statement that was updated in early 2024 (see Attachment 3). In addition, the Department recently updated its Three-Year Strategic Plan which provides the Written Organizational Expectations of their service to the community.

**DEPARTMENT STATISTICS AND TRENDS**

Buena Park Police Department’s goal is to become one of the safest cities in Orange County and California. The Police Department focuses on enhancing public safety through focused strategic planning designed to reduce and mitigate crime and criminal activity at all levels. They seek to maintain officer response times through staffing efficiencies, advanced technologies, and asset utilization.

As mentioned in the Introduction, one component of an assessment is a review of current department activities such as Calls for Service and Type 1 Crime Trends. Provided in the following tables are a few of the critical influences on the Department.

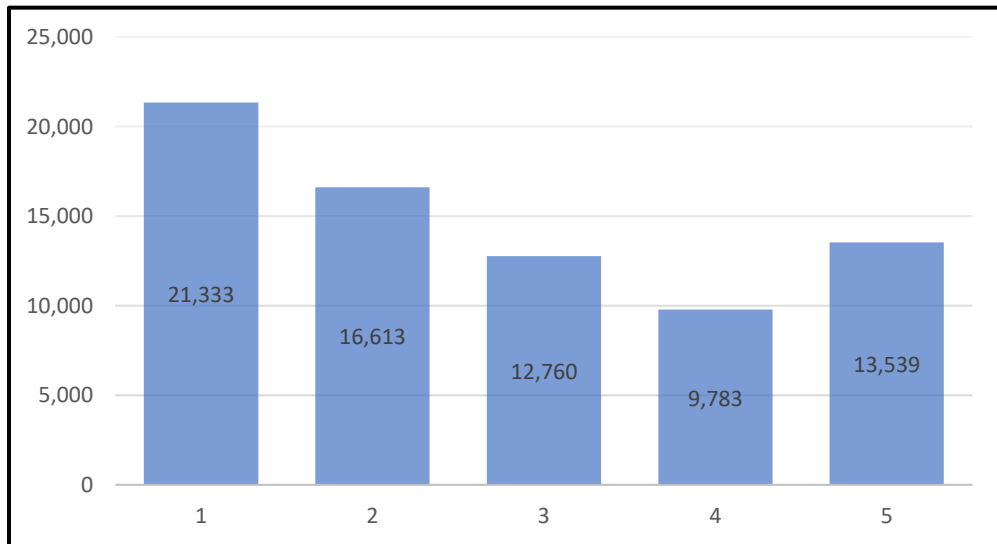
**Table 2 - Calls for Service by Year**



Source: Buena Park Police Department

The number of Officer-Initiated Calls serves as an indicator for the amount of discretionary time Patrol Police Officers must conduct proactive law enforcement activities.

**Table 3 - Officer-Initiated Calls by Year**

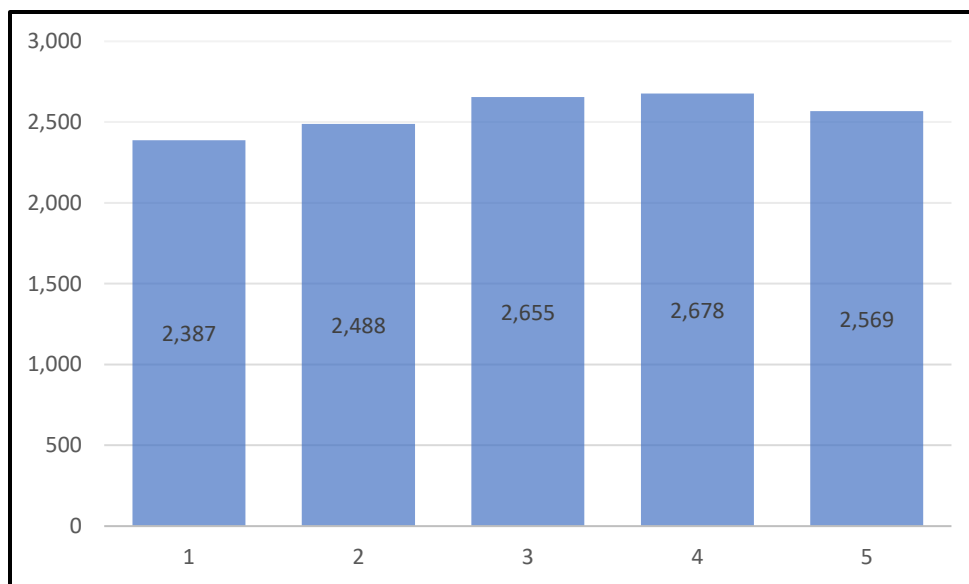


Source: Buena Park Police Department

Part 1 Crime trends are another indicator of influences on a department. Part I Crimes are defined as offenses graver in character than that of a misdemeanor and punishable by imprisonment for more than one year. Part I Crimes are classified as homicide, rape, robbery, assault, burglary, theft, vehicle theft and arson.



**Table 4 - Part I Crimes by Year**



Source: Buena Park Police Department

Below is a review of the Department’s response times to both emergency and non-emergency calls for service. Although response times can be particularly important in life-threatening and other high-priority situations, the reality is that Priority 1 calls account for less than 10 percent of all calls for service. As illustrated in the chart below, responses times have been trending upward for Priority 1 and Priority 2 calls over the 5-year period, however Priority 2 response times did level out 2023.

**Table 5 - Dispatch Response Times by Year**

Priority Calls	2019	2020	2021	2022	2023
Priority 1	00:03:07	00:03:06	00:03:37	00:04:13	00:04:29
Priority 2	00:09:39	00:09:52	00:13:42	00:16:03	00:15:54
Priority 3	00:28:53	00:13:48	00:20:00	00:23:33	00:22:36

Source: Buena Park Police Department. Time reflects first address/call accepted to first unit on scene, including drive time.

The Buena Park Police Department consistently demonstrated an outstanding record of an immediate response to critical calls for service; therefore, there is no need for further detailed analysis of these issues.

Response to the scene of major crimes, and especially less serious crimes, is a response to a call that may have been delayed by the citizen; or an offense that occurred hours before the discovery; therefore, response time issues are often more a perception issue for a community.

In cases that do not involve emergencies, studies have noted that when citizens are told of an approximate response time to their call, they are satisfied with the response time.

## STUDY METHODOLOGY

Municipal Resource Group, LLC (MRG) conducted this independent assessment by means of in-person, zoom and telephonic interviews with internal stakeholders, a review of documents requested from and/or supplied by the City or sourced by MRG consultants, and a comprehensive comparison study of similar-sized police departments in the region.



### Interviews

MRG consultants interviewed every Captain and Lieutenant, and many of the Sergeants and Corporals. In addition, MRG consultants interviewed several non-sworn staff members representing the various support units such as dispatch, records, and information technology. Interviews explored individual roles, critical issues facing the department, organizational culture, organizational strengths and weaknesses, internal communication and collaboration, resource availability and needs, and identifying process issues and solutions.

### Documents

The documents reviewed by MRG include, but are not limited to the following:

- Organizational Charts
- FY 2023-24 Budget
- Historical Data
- Demographic Data
- Crime Statistics and Call for Service
- Service Delivery Models
- Task Force Assignments
- Strategic Plans
- Policy Platforms
- Job Descriptions and Ancillary Duty Listings
- Third Party Contracts and Mutual Aid Agreements
- Community Surveys

### Comparison Study

A comparison study of similar police departments is a valuable tool in the analysis of organizational structures. MRG examined police departments for six cities to review staffing levels, programs, and services to identify similarities and differences. Understanding staffing

levels among cities of similar structures is helpful for strategic growth, managing work with staff vacancies, and implementing organizational change.

**COMPARISON STUDY**



Six police departments were selected for comparison jointly by MRG and the City based on criteria that aligned with Buena Park’s geographic location, population, size of city, crime rate, city budget, suburban feel, and community amenities. Buena Park is in Orange County, and three cities were selected from the same county: Tustin, Westminster, and Fullerton. The remaining three cities were chosen for their similarities to three or more of the selection criteria: South Gate, Montebello, and Walnut Creek. South Gate and Montebello are adjacent to Los Angeles County while Walnut Creek is in Contra Costa County in the Bay Area. A demographic snapshot of Buena Park and the six cities is outlined in Table 9.

**Table 6 – Comparison Cities / Demographic Information**

DEMOGRAPHIC INFORMATION					
Comparator City	City Population	Square Miles	Overall Budget	PD Budget	% PD Budget / City Budget
Buena Park	83,884	10.3	89.78M	37.2M	40.5%
Tustin	80,276	11.1	90.0M	34.1M	37.9%
Westminster	90,911	10.4	76.0M	34.8M	45.7%
Fullerton	137,663	22.4	120.9M	56.1M	46.2%
South Gate	92,726	7.4	67.6M	37.7M	55.8%
Montebello	60,569	8.4	72.7M	20.2M	27.7%
Walnut Creek	70,127	19.8	103.4M	36.2M	35.0%

Source: City Budget Documents

Staffing allocations for the comparable benchmark cities range from 191 full-time equivalent (FTE) staff to 107 FTEs; with Montebello having the least number of staff at 107 FTEs and

Fullerton having the most at 191 FTEs. Buena Park and South Gate at 141 and 143 FTEs fall within the median staffing allocations among the comparable cities. Table 10 reflects the detailed staffing allocations by comparable benchmark cities.

**Table 7 – Calls for Service and Staffing Levels**

<b>CALL FOR SERVICE &amp; STAFFING LEVELS</b>					
<b>Comparator City</b>	<b>Calls for Service 2022</b>	<b>PD Staffing</b>	<b>Sworn Staffing</b>	<b>Non-sworn Staffing</b>	<b>% of Sworn to total FTE</b>
Buena Park	41,765	136	91	46	67.4%
Tustin	41,536	156	97	59	62.2%
Westminster	79,079	156	99	57	63.5%
Fullerton	69,327	191	133	58	69.6%
South Gate	47,155	143	86	57	60.1%
Montebello	41,225	107	79	28	73.8%
Walnut Creek	38,501	128	80	48	62.5%

Source: FBI Statistics / City Budgets

Based on the above noted staffing allocations, the chart below reflects the sworn officers per 1,000 residents for each department. Illustrated in the chart, the Buena Park Police Department has 1.08 sworn police officers per 1,000 residents which is slightly below the average of the comparison cities. Orange County’s average for sworn police officer per 1,000 residents among the cities that have police departments is 1.14. While this statistic should not be viewed as a primary criterion for determining police department staffing levels, it serves as an informative guide in comparing staffing levels with similar jurisdictions.

**Table 8 – Sworn Officers per 1,000 Residents**

<b>SWORN OFFICERS PER 1,000 RESIDENTS</b>	
<b>Comparator City</b>	<b>Sworn per 1,000 Residents</b>
Buena Park	1.08
Tustin	1.21
Westminster	1.09
Fullerton	0.97
South Gate	0.93
Montebello	1.30
Walnut Creek	1.14

Below is a comparison of Part 1 Crimes statistics for the six jurisdictions and Buena Park. The 2021 data is not available from the FBI due to the conversion of a new nation-wide crime reporting system around that time.

**Table 9 – Part 1 Crime Stats**

<b>PART 1 CRIME STATISTICS</b>					
<b>Comparator City</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2022</b>
Buena Park	3,106	2,840	2,307	2,328	2,591
Tustin	2,081	1,966	2,259	2,279	2,212
Westminster	3,106	2,719	2,870	2,808	3,015
Fullerton	4,245	3,992	3,530	3,759	4,281
South Gate	3,805	2,998	3,376	3,583	3,436
Montebello	1,847	1,861	1,626	1,242	2,069
Walnut Creek	2,409	2,358	2,616	2,154	2,356

*Source: FBI. Note crime stats reported by the FBI vary slightly from the stats reported directly by city police departments.*

The Federal Bureau of Investigations (FBI) warns against using crime statistics and staffing levels to assess the effectiveness of the law enforcement in specific areas, as these can create misleading perceptions that negatively impact communities and their residents. Consequently, the FBI has a longstanding policy against ranking law enforcement agencies solely based on crime data. Uniform Crime Reporting (UCR) statistics provide population figures and data on reported crimes, clearances, and arrests, but ranking agencies overlook the uniqueness of each community. Factors influencing the volume and types of crime vary widely across different jurisdictions:

- Population density and degree of urbanization.
- Variations in composition of the population, particularly youth concentration.
- Stability of the population with respect to residents; mobility, commuting patterns, and transient factors.
- Economic conditions, including median income, poverty level, and job availability.
- Modes of transportation and highway systems.
- Cultural factors and educational, recreational, and religious characteristics.
- Family conditions with respect to divorce and family cohesiveness.
- Climate.
- Administrative and investigative emphases on law enforcement.
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probational).
- Citizens’ attitudes toward crime.
- Crime reporting practices of the citizenry.

## POSITIVE FINDINGS



Buena Park Police Department is a first-class, well-run, professionally managed, well-disciplined, professional police organization. The organization makes sound management decisions that are supported by the City staff and City Council, and they have a cadre of committed employees, police officers, supervisors and managers that have allowed the department to meet the ongoing public safety needs of the community. The Police Department is poised to meet future policing challenges. Their key asset is their commitment at all levels to embrace change and find cost effective ways to enhance public safety services. That said, while the organization is consistently achieving excellence in policing services, they are currently at a “tipping point,” and without intervention, systems, projects, programs, and services could begin to fail. Nevertheless, provided below are several positive findings about the Buena Park Police Department.

- **The Buena Park Police Department highly prioritizes customized public safety and the delivery of law enforcement services to the public.**

This has been achieved through coordinated departmental programs, staffing assignments, community outreach, including community engagement and collaboration, as well as various public communication and social media strategies. As a full-service agency, the Police Department meets community expectations for personalized police response and services.

- **The Buena Park Police Department has an outstanding leadership team.**

Through the capable leadership, guidance and direction of Chief Frank Nunes, the department has high morale and practices sound policies and procedures. The Department prides itself on their integrity, ethics, and transparency. They continuously strive for excellence through their ongoing commitment to law enforcement accreditation. The Buena Park Police Department is among a handful of California Police Departments who have achieved multiple accreditations. The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a national organization that has created “The Gold Standard in Public Safety.” Through the accreditation and reaccreditation process, the

commission conducts a highly detailed analysis of every policy, procedure, and operation of the department.

- **The Buena Park Police Department Command Staff is focused on its core values while practicing and implementing strategic planning strategies.**

The Chief, captains, lieutenants, and key professional staff are a cohesive leadership team. They created and continuously nurtured a healthy organizational culture that balances the needs of the department, the city organization, and the community they all serve. The Police Department staff enjoy mentoring, coaching, and supporting less seasoned employees. There is a strong emphasis on professional development for sworn officers.

- **The Buena Park Police Department is an organization that has proven adaptability by successfully organizing and reorganizing department staffing, projects, and initiatives.**

While the Buena Park population has grown over the years and the delivery of law enforcement services have become more complex, the Police Department staffing has remained static for more than 30 years. Combined with a series of extended position vacancies, this has created an ongoing staffing deficit that has put a strain on personnel resources throughout the organization. However, the Department continues to adapt well and adjust components of its service delivery model. For example, in response to the ongoing staffing deficit, in 2024 the Department reinitiated the Police Services Officer (PSO) program. The non-sworn civilian staff in this program are assigned to help officers in patrol and investigations. The PSO's assigned to patrol have been effective in managing minor calls for service and the Department has reduced "Priority 3" response times. The program has been successful in freeing up officers' time to focus on more serious call for service incidents. The Department successfully contracts staffing to operate and manage their jail and detention functions.

- **The Buena Park Police Department has been proactive in investing and managing its technology resources.**

Uniquely, the Department houses and provides ALL technology services and resources for the entire City of Buena Park. The technology team operates efficiently under the direction and expert leadership of the Information Technology Supervisor and meets the needs of its "clients." Further, the City supports the Department by investing in technology. As such, this is an area of strength for the Department.

- **The Buena Park Police Department does an excellent job of managing its resources in addressing the increase of daytime/evening population due to tourism.**

The City of Buena Park, like several California cities with sizable tourism impacts, experiences significant population growth during both daytime and evening hours due to Knott's Berry Farm, Medieval Times, local hotels, and its proximity to Anaheim and the Disneyland Parks. The Police Department does an excellent job of managing resource needs as well as partnering with the local tourist sites.

- **The Buena Park Police Department has consistently proven that it is a fiscally and strategically efficient and effective law enforcement agency.**

The Police Department has been forced to address years of significant reductions in staffing, resources, and limited budgeting for any additional police officer positions; and yet, the Department has maintained consistently low crime rates and delivered law enforcement services efficiently and effectively. The Department willingly engaged with other city departments in collaboratively addressing on-going fiscal challenges. As part of that effort, the Department continues to have a “budgetary freeze” on four Police Officer positions.

- **The Buena Park Police Department has an excellent “2024-2026 Strategic Plan.”**

The Police Department recently adopted an updated strategic plan which highlights the Department’s mission, vision, and values, and provides a detailed list of organizational goals, objectives, and strategies for short-, mid-, and long-terms. Going forward, the Department will receive help for continued strategic planning workshops that specifically focus on naming department staff who are responsible for the management and oversight of each listed goal, objective, and strategy. Further, the Department should establish definitive timelines for all goals and objectives and develop outcome measurements for goals and objectives.

## RECOMMENDATIONS



A series of criteria for consideration while determining the ideal level of staffing for a police department was outlined in the Introduction. Benchmarking studies that compare sworn and non-sworn staffing ratios as well as crime statistics with other similar sized communities is one way to examine staffing issues but provides no guarantee in finding the best staffing model for any given agency. An overlooked but crucial issue pertains to

the strategic utilization of staffing resources within agencies. This report aims to examine the deployment of the Department’s current staffing by analyzing its organization structure, scheduling models, and deployment strategies. This evaluation includes comprehensive interviews with supervisors, managers, and key personnel, as well as a comparative analysis with similar law enforcement agencies.

The Buena Park Police Department has a flat management and command staffing structure. A detailed review of management staff tasks and responsibilities confirms that the span of control for the current command staffing structure is not manageable by way of key tasks and responsibilities, personnel span of control, and unity of command.



The Department serves the public through patrol, administrative, support services, and investigative functions, complemented by various specialized units to address community safety needs. This report focuses on these specific organizational areas. Aligned with mission, vision, and values, the Department strives to deliver responsive policing services. It maintains a commitment to continuous improvement through rigorous review of policies, procedures, and operations through the Commission on Accreditation for Law Enforcement Agencies (CALEA). Recognizing its fiscal obligations to the City and community, the Department emphasizes delivering policy services of genuine value.

Key goals in recognizing and providing quality customer service require the organization to stay focused on providing a return of investment and creating value for the considerable financial investment in public safety. The success of the Department relies on a series of strategic goals and objectives focused on specific value accountability. Identifying and focusing on these values in policing is critical to the success of an organization. These values include:

Reduce criminal victimization – Call offenders to account
Reduce fear and enhance personal security and safety
Provide safety in public places
Satisfy community/customer needs – Achieve and maintain trust and legitimacy with the community we serve
Problem-Solving as a rule – not an exception
Use force and authority fairly, efficiently, and effectively
Use financial resources fairly, efficiently, and effectively

Every law enforcement organization (regardless of size) is divided into a minimum of two distinct divisions labeled as Field Services - Operations (Patrol, Traffic and Special Operations) and Support Services (Administrative Services, Investigations, Records, Communications, etc.). Like staffing criteria, there are numerous issues involved in developing the “right size” staffing plan for any law enforcement organization. Again, the reality is that there is no perfect model. As every organization is different, every organization must experiment with and select the staffing model they believe will best serve their interest.

The following recommendations are presented within the various units, bureaus, or functions. In some cases, a particular function will not have a recommendation, but still is included in this report as a benefit to the reader, particularly those who are not familiar with the day-to-day operations of a municipal police department. (For a summarized list of recommendations see Attachment 4).

## **Section I – Department Leadership Roles**

**Recommendation No. 1: It is recommended the Department add one Lieutenant position and two Sergeant positions. Ideally the Lieutenant would be assigned to the Watch Commander's Office. The assignment of the two new Sergeant positions would be dependent on the specific assignment, duties, responsibilities, and span of control needs should the department add new Police Officer positions as noted in Section III.**

Currently, there are two lieutenants assigned to the Watch Commanders office. The lieutenants are responsible for the overall management of police patrol operations 24-hours per day, 7-days per week. The lieutenants have direct oversight of the patrol supervisors. With only two lieutenants assigned to the Watch Commanders office, 50% of all patrol shifts lack management oversight and coverage. This means that during 50% of the shifts, sergeants are responsible for the oversight of all patrol operations including the direct supervision of their patrol teams, managing all calls for service, any/all critical incidents, and the management and administrative responsibilities of the Watch Commander role.

The creation of an additional lieutenant position is important to the success of the Watch Commander's Office. Among the recommendations presented in this report, this stands out as one of the most pressing and essential for the organization's current and future health. The necessity for one additional lieutenant and two additional sergeants is supported by the imperative of ensuring expanded round-the-clock command level coverage at the Patrol Watch Commander's office. This additional coverage and support for the Watch Commander's Office coverage is more than justified by:

- The current level of calls for service in Patrol.
- The complexity of calls for service.
- The amount of time necessary to manage these calls for service.
- The need for focused command oversight.
- The need for direct supervision at the level of first-line supervisor.
- The need for training and mentoring of supervisors.
- The importance of managing liability and risk management.
- The need for supervisory checks and balances.
- The need to relieve first-line supervisors (Sergeants) of the burden of numerous administrative tasks that currently impede their direct ability to effectively supervise officers and manage calls for service – the primary role of the police supervisor.

In Section III – Patrol Operations, we are recommending the addition of several new police officer positions. The recommendation for two additional sergeant positions will become necessary as the department reorganizes and expands its patrol operations. The two new sergeant positions would address span of control issues as well as balance assignments and responsibilities among the sergeants.

**Recommendation No. 2: It is recommended the Department should conduct a review of the Corporal position. It is likely that a more defined role and responsibility of a Corporal Officer program would enhance training, officer accountability and serve as a key platform for succession planning for first-line supervisors.**

In addition to the Chief of Police, two Captains, five Lieutenants and 12 Sergeants, the Department also has 20 Corporal positions. How police departments utilize the corporal rank varies from agency to agency. The Buena Park Police Department utilizes the Corporal position in a variety of capacities, including as patrol officers, field training officers, and acting as quasi-supervisors in the absence of patrol sergeants. That said, the corporal position is currently underutilized. The responsibilities of the corporals can be expanded to serve in a greater leadership role. As such, it would be beneficial to review the Corporal rank and program to consider issues of professional development, career planning, training, supervision, and succession planning.

## **Section II – Professional Standards**

**Recommendation No. 3: It is recommended the Department add one Police Officer position to the Professional Standards Unit.**

The Professional Standards Unit is staffed by one sergeant who reports to the Chief of Police. The unit encompasses a large scope of responsibilities that include Internal Affairs Investigations; citizen complaints; recruitment, hiring and retention; and investigating issues of risk management and civil claims involving the Department. Administratively, the unit is supported by a Senior Administrative Assistant and an Administrative Assistant assigned out of Chief of Police's office. The sergeant assigned to this unit also assists in CALEA accreditation issues and oversight of department policy and procedures. The significant responsibilities of recruitment and hiring are shared by a sergeant and a police officer assigned to the Department Training Unit. The Professional Standards Unit is critically understaffed for the number of responsibilities the unit has. As such, it is recommended that an additional Police Officer be added to the Department so that an additional Police Officer can be assigned to the Professional Standards Unit to assist the Sergeant in administering the activities of the Unit.

With high number of functions in the Professional Standards Unit, certain functions do not receive the proper attention. One such function lacking the proper attention is recruitment, hiring and retention, which is crucial in shaping and maintaining the lifeblood of any law enforcement organization. The Department has 17 positions vacant with 4 positions frozen.

The success in their recruitment efforts lies in the positive record of retention of civilian and sworn personnel and the high morale and employee job satisfaction. Retaining current police employees is one of the primary keys for success in delivering a quality level of services to the community. Stability for employees maintains a positive level of morale within the agency and this translates to satisfied and productive employees. Providing Buena Park employees with the

most contemporary training, safety equipment, resources, and competitive salaries and benefits creates a positive work environment which translates to positive employee retention.

See Attachment 5 for an illustration of the high amount of recruitment and hiring activity that occurs within the Professional Standards Unit, a list of hires, separations, and promotions for 2023, as well as the status of vacant positions in the department (as of April 2024).

### **Section III – Patrol Operations**

**Recommendation No. 4: It is recommended the Department add back the four (4) frozen Police Officer positions, and that the additional four officers be assigned to Patrol to augment minimum staffing levels during those patrol shifts when only 1 sergeant and 4-5 officers are assigned to patrol the entire city.**

**Recommendation No. 5: It is recommended the Department add four (4) new Police Officer positions and that the additional four officers be assigned to Patrol so that patrol teams can reach a minimum staffing level of 7 officers per shift.**

**Recommendation No. 6: It is recommended the Department form an internal patrol scheduling committee to review current and alternative patrol schedules. A modified 3/12 Patrol Schedule may be an option to enhance 24/7 patrol coverage. No doubt many other scheduling options could be developed for consideration.**

**Recommendation No. 7: It is recommended the Department add four (4) new Police Services Officers (PSO's) and assign three to Patrol Services and one to the Property and Evidence Unit.**

The Patrol Division annually responds to approximately 44,700 calls for service. Officer initiated activity accounts for an approximate additional 13,500 details annually. The Patrol Services Division works in close partnership with the Investigations Unit, allied law enforcement agencies and community organizations to meet community public safety needs and to solve crime-related problems at the neighborhood level. Patrol Operations includes about 46 patrol officers, six sergeants, and two lieutenants, and are supported by three civilian Police Service Officers (PSO's). Twenty-four hours a day, seven days-a-week, members of the Patrol Services Division respond to requests for assistance.

A detailed analysis of "Calls for Service" can be a reliable workload indicator when determining patrol staffing needs for a law enforcement agency. The calls for service data represent a recognizable and readily measurable demand for police services. This workload indicator is based on multiple factors including the number of times people from the community request police services; the number of calls dispatched to patrol officers that require a response to a call for service; officer-initiated calls for service; and the overall amount of time that it takes for a patrol officer to respond and handle the call. This time includes any necessary follow-up investigation and the time that it takes to write a police report(s) documenting the incident.

A review of calls for service, response times, officer-initiated calls for service and other data, as well as data obtained through staff interviews, show that the number of Police Officers assigned to Patrol is insufficient. At certain times of the day, there is only one sergeant and 4-5 officers available to respond to service calls. The limited number of officers on duty restricts officers from conducting proactive police work as they are primarily responding to calls for services and the necessary follow-up to calls. Additionally, if a critical incident occurs, it will need the entire patrol team. A second critical incident or serious call could result in significant response delays or necessitate requesting assistance from neighboring jurisdictions to manage the calls. Consequently, other service calls may need to wait before dispatch. The high call value and the nature of certain incidents requiring multiple officers mean that not every assigned officer can cover all geographical beats simultaneously.

The two tables below illustrate a typical patrol day (July 2022) with the associated police officer coverage per hour compared to the calls for service per hour.

**Table 10 – Sample Patrol Staffing per Hour Model (July 2022)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0	9	9	9	6	6	6	6
1	9	9	9	6	6	6	6
2	7	7	7	6	6	6	6
3	7	7	7	6	6	6	6
4	7	7	7	6	6	6	6
5	7	7	7	6	6	6	6
6	7	7	5	5	5	5	7
7	7	7	5	5	5	5	7
8	7	7	5	5	5	5	7
9	7	7	5	5	5	5	7
10	7	7	5	5	5	5	7
11	7	7	5	5	5	5	7
12	7	7	5	5	5	5	7
13	7	7	5	5	5	5	7
14	9	9	12	12	12	12	9
15	9	9	12	12	12	12	9
16	9	9	7	7	7	7	9
17	9	9	7	7	7	7	9
18	9	9	7	7	7	7	9
19	9	9	7	7	7	7	9
20	9	9	7	7	7	7	9
21	9	9	13	13	13	13	9
22	9	9	13	13	13	13	9
23	9	9	13	13	13	13	9

**Table 11 – Calls for Service per Hour (Average May - July 2022)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0	84	56	45	27	38	36	57
1	59	35	28	24	34	36	41
2	39	37	21	27	33	28	39
3	28	21	26	27	24	26	32
4	19	19	41	23	20	28	17
5	19	24	33	25	23	31	16
6	31	37	22	34	34	32	37
7	37	52	48	56	45	48	45
8	45	66	76	57	52	57	65
9	47	84	71	55	64	63	55
10	53	85	89	61	57	52	66
11	67	76	68	73	68	66	61
12	69	83	65	74	70	77	66
13	85	72	61	86	65	63	66
14	58	91	60	72	77	83	70
15	74	91	70	64	60	84	69
16	64	91	65	78	79	88	82
17	83	100	76	83	77	81	75
18	67	75	68	87	66	94	80
19	96	99	65	64	76	95	92
20	89	117	56	77	67	75	99
21	96	93	63	60	85	97	127
22	94	77	60	57	61	84	120
23	69	63	39	46	59	63	95

By unfreezing the four “frozen” officer positions, and then adding four new police officer positions increasing sworn staffing to a total of 99 officers, the Department could address the patrol staffing gap and potentially reduce some patrol overtime that is required when patrol teams fall below minimum staffing levels which now occurs daily. By adding eight officers to Patrol, the Department can establish seven police officers as the minimum staffing level for patrol shifts.

To provide the most efficient 24-hour patrol coverage 7-days per week, the Department currently operates on what is commonly known as a modified 3/12 - 4/10 schedule. Patrol Officers, and Sergeants are assigned to four 10-hour shifts during the weekdays and three 12.5-hour shifts on the weekends. These shifts are divided into Patrol Teams. To achieve a minimum of seven officers on a patrol shift, it is recommended that the Department review the current modified 3/12 – 4/10 schedule, where some shifts are on a 3/12 and some shifts are on a 4/10 schedule. This hybrid schedule was implemented because of a high number of police officer vacancies which occurred during the height of the pandemic in 2020 and 2021. Should the Department hire more police officers and increase the number of police officers assigned to Patrol, as recommended, then it would be appropriate to revisit the hybrid work schedule.

An area of concern throughout the interview process was the span of control of the sergeants assigned to Patrol. The officers are divided into patrol teams that are directly supervised by a patrol sergeant. The typical span of control for a patrol sergeant range between 5-7 officers who are directly supervised by one sergeant. Throughout the day or week, Buena Park’s current shift configuration requires a single sergeant to directly supervise as many as 8 -12 officers. While this is not optimal, it is common in police agencies for patrol supervisors to have upwards of 12 officers under their supervision on a shift. The key for sergeants to be successful in leading their patrol shift is for them to be available in the field for general oversight, provide

support, and troubleshoot issues. In the case of the Buena Park Police Department, the patrol sergeants report that they are only able to be in the field between 30%-40% of the time as they are in the station doing administrative work such as preparing officer evaluations and supporting the Watch Commander's desk. Therefore, Recommendation No. 1 of adding two sergeant positions will help address the span of control issues as well as allow for the patrol sergeants to spend more time in the field.

The Buena Park Police Department has established a proactive Police Services Officer (PSO) Program. The program currently staffed seven PSOs who are to assist the agency in front desk/community service operations, clerical assignments, assistance to the traffic unit (parking enforcement and vehicle abatement, patrol assistance) report writing, assistance to the investigation's unit including property and evidence, and assistance to the Training unit.

In addition, the PSOs are also available to assist with community events, special projects, and other community service programs as assigned. The PSOs have been an invaluable asset to patrol operations, responding to numerous calls for service and writing police reports on cases that are not in progress, do not have immediate suspect information, and do not require immediate investigative follow up. The PSOs have been successful in responding to a variety of calls for service and freeing up patrol officers' time to focus on more high priority enforcement activity. In fact, the Department credits the recent increase in PSO utilization in Patrol for reducing response times for Priority 3 calls. The success of this program warrants the addition of four new PSO positions – three assigned to Patrol and one to the Property and Evidence Unit.

Due to the significant workload of the one (and only) Property and Evidence Clerk, this unit will immediately benefit from additional staffing by way of the new PSO. We recognize that various job classifications may impact this recommendation and the job classification, and the requisite duties, tasks and workload responsibilities should all be considered.

The PSOs have been an essential component in the Department implementing "Differential Policing Strategy," which involves methods of providing policing services not requiring a response from a sworn patrol officer. This strategy may include a mechanism to provide police report services at the front counter/lobby of the Police Department. A citizen can respond to the Police Department in person and file a police report with a non-sworn employee such as a PSO. These types of reports are made to document minor or noncriminal offenses that do not require the expertise of a police officer and do not require substantial follow up to complete. Examples include a minor theft of property without any suspect information, vandalism/graffiti, abandoned vehicles, suspicious circumstances, reporting lost or found property and other events that are civil, rather than criminal in nature.

Additional methods would include a citizen calling to report an incident and providing a report case number over the phone; mailing in documentation of an incident; and the most popular method involves an on-line reporting system where citizens can document events and receive a case number for their files. Throughout the nation, "Online" reporting has become an immensely popular method of documenting police-related incidents. This reporting option has

proven to reduce the overall workload of the patrol officer and thereby provide additional time for officers to provide enhanced community policing services including crime prevention programs; enhanced criminal investigations; and additional time to focus on more serious crimes and critical incidents.

It is important to note that in responding to calls for service and documenting crime reports, patrol officers generate additional workload responsibilities for investigators, crime scene processing personnel, property/evidence technicians, dispatchers, and records management. The entire workload can be reduced through alternative methods of documenting incidents such as online reporting.

The Buena Park Police Department has successfully implemented all the above listed Differential Policing Strategies. Although the Department provides these alternative report services to the community, they still pride themselves in providing a personal response to calls when requested and when deemed appropriate, thereby continuing to provide an exceptionally high level of service to the community.

The Department has an established Police Cadet Program, which currently utilizes non-sworn part-time employees to assist the agency in a variety of areas including front desk and community service operations, clerical assignments, assistance to the traffic and training units. The cadets are also available to assist with community events and special projects, and other community service programs as assigned.

#### **Section IV – Traffic Operations**

**Recommendation No. 8: It is recommended the Department add one (1) new Police Officer position so that one motorcycle officer can be added to the Traffic Unit.**

The Traffic Unit of the Buena Park Police Department promotes safety on roadways by enforcing traffic related laws, collaborating with the agencies traffic engineers, and educating the public about traffic safety. The traffic team deploys on marked motorcycles and concentrates on initiative-taking efforts to prevent and reduce collisions, protect life and property, and promote the smooth flow of traffic.

The traffic officers' primary responsibility is to investigate traffic collisions and to enforce traffic laws. Additionally, traffic officers may manage traffic complaints, respond to traffic hazards, assist in the coordination of special events, provide public education presentations, conduct tow truck inspections, tow yard inspections, and supplement the patrol section by responding to and covering patrol calls for service.

Traffic officers investigate traffic collisions and specialize in advanced techniques for incidents involving severe injury or death. The team provides support to Patrol Teams and the Department's overall mission to reduce and prevent crime. When fully staffed, the traffic team is comprised of one Sergeant, four Motorcycle Officers, and three Traffic Enforcement



Specialists. Based on the current staffing level, there is no Motorcycle Officer assigned to traffic enforcement Friday through Sunday. As such, it is recommended to add one Motorcycle Officer to Traffic Operations so that weekend coverage can be implemented.

The traffic team focuses on the three E's of traffic safety – Education – Engineering – Enforcement. The traffic team routinely engages in a variety of safety programs including:

- Pedestrian Crosswalk Safety Operations.
- Bicycle Safety Operations through education and enforcement.
- Conduct Speed Data Analysis.
- Participate in Traffic Enforcement Operations including Safe Routes to School Programs, Street Smarts Program and Avoid - DUI Enforcement Programs.
- Facilitate Community Meetings to address traffic safety issues.
- Continued partnership with the local Bicycle Coalitions to enhance bicycle safety and awareness.
- Received awards from Mothers Against Drunk Driving (MADD Awards) for pro-active DUI Enforcement and Education Efforts.
- Submitted Grant Funding Application to the State of California – Office of Traffic Safety for a variety of traffic enforcement operations to include, impaired driving enforcement, seat belt enforcement, bicycle and pedestrian violation enforcement, motorcycle safety and focusing on traffic collisions – specific primary collision factors and data collection.

## **Section V – Community Impact Team**

**Recommendation No. 9: It is recommended the Department reassess the structure of the Community Impact Team and the Special Operations Bureau to determine an appropriate division of responsibilities and functions.**

The vision and philosophy of the Buena Park Police Department's Community Impact Team (CIT) is to address quality of life issues and reduce crime by proactively using crime analysis data and highly concentrated law enforcement. CIT's goal is to improve the overall safety and benefits of living in the City of Buena Park. While CIT is part of the Operations Division, it operates as a valuable department-wide resource.

The CIT is supervised by one Sergeant and staffed by two Homeless Liaison Officers, one Detective, one Public Safety Task Force Officer and is assisted by the Regional Narcotics Suppression Program Detective. The Team is focused on addresses the following quality of life issues:

- Auto theft.
- Auto and residential burglaries.
- Subjects on parole, post-release community supervision and probation.
- Pimping, prostitution, and related criminal activity at massage establishments.
- Any crime trend(s) which may include the need for surveillance or other specific enforcement tactics.

- Assisting patrol officers with identifying and communicating community challenges (Blue Cards).
- Community group meetings.
- Homelessness.
- Youth Diversion (North Orange County Task Force).
- Local (within City boundaries) narcotics enforcement.
- Neighborhood Improvement Task Force activity and blight.

CIT is designed to address emerging issues, community concerns, crime trends and problem areas in the community. The officers selected for this Team are extremely motivated and have consistently demonstrated a firsthand approach to problem solving and preventing crime. The CIT targets and administers solutions to identified problems without diverting patrol officers from responding to everyday calls for service.

Enforcement tactics include, but are not limited to:

- Limited plain clothes and unmarked vehicles.
- Surveillance and sting operations.
- Search warrant and buy busts.
- Undercover operations.
- Bicycle patrol.
- Bait car use.
- High profile enforcement utilizing regular class B uniform and soft tactical gear.
- Marked police vehicle.

While separate from the CIT, the Special Operations Bureau has similar roles and tactics. The Special Operations Bureau is managed by the Special Operations Lieutenant, who oversees one police sergeant, and is staffed by two K-9 officers and two gang detectives. The K-9 teams consist of the officer handler and the Police Service Dog. The canine provides enforcement duties and narcotics, article, and person searches. Patrol duties include building searches, area searches, tracking and officer protection, among many other assignments. The canines serve to protect officers, their handler, and the public, and they are force-multipliers, able to perform extraordinary public safety duties.

Unfortunately, CIT is stretched thin due to limited team members and a wide range of responsibilities – some of which require conflicting approaches and skills. For example, the Homeless Liaison Officers must approach their role very differently compared to narcotics enforcement and surveillance activities. Also, often one function of CIT requires significant resource utilization, therefore reducing the effectiveness of other CIT functions. As such, the Department may want to consider dividing CIT into two separate groups – one focused on homelessness, youth diversion, and the Neighborhood Improvement Task Force while the other group focused on narcotics enforcement, vice, surveillance, auto theft, and auto and residential burglaries. Further, as there may be some redundancies between CIT and Special Operations, it

should be evaluated how the functions of Special Operations Bureau might be folded into one of the groups of the CIT.

## **Section VI – Investigations**

**Recommendation No. 10: It is recommended the Department add three (3) new Police Officer positions to Investigations, one each assigned to Crimes Property, Crimes Persons, Crimes against Children.**

The Investigations Section is responsible for reducing and solving crime through prevention, investigation, and suppression activities. The Investigations Unit is responsible for investigating all felonies and serious misdemeanor offenses. Detectives are assigned to the unit for a three-year period and receive specialty training in areas such as retail theft, burglary, auto theft, technology and financial crimes, sexual assaults, family violence, violent crimes, including homicide and robbery investigations, and crimes against children.

Every crime report taken by a uniformed patrol officer is reviewed by, and if necessary, followed-up by an investigator. Criminal activity crosses all boundaries and jurisdictions and as such, the Investigations Unit also works closely with allied law enforcement agencies and the District Attorney's Office within the County in a joint effort to solve and prosecute crimes.

The Buena Park Police Detective Bureau prioritizes violent crimes and crimes against a person, both felony and misdemeanor, above all others. The Detective Bureau investigates all leads to ensure these crimes are fully investigated. Due to the volume of property crimes, and the inability to investigate all of them due to current staffing levels, they are prioritized based on the felony threshold and solvability. All felony crimes are assigned for investigation. Misdemeanor crimes will be reviewed for solvability. Cases with no identified or obvious leads will be closed by exception. Cases with identified leads will be assigned to an investigator.

It is important to note that many of the cases closed for not having identified or obvious leads could potentially be workable. But again, due to the volume of cases and staffing levels, the Department is unable to investigate every case. Cases in this category will be reviewed if victims call and inquire on case status or insist on further investigation. The Detective Bureau is managed by a Police Lieutenant who supervises the Property Crimes Sergeant and the Crimes Against Persons Sergeant. The Property Crimes Section investigates thefts, burglaries, auto thefts, and economic crimes. The Persons Section investigates robbery, homicide, aggravated assaults, sexual assaults, and case involving child victims such as child abuse, sexual assault, robberies, assaults, and internet crimes against children. The Detective Bureau works with administrative support, one crime analyst, one property technician, crime scene investigators, and are also assisted by POS's who work as investigative aides.

Each investigator carries approximately 100-150 cases, which is an unusually large number. The chart below is a five-year history of caseloads and clearance rates that illustrates the significant caseload all investigators carry.

**Table 12 – Case Clearance Rates**

<b>Case Clearance Rates</b>					
<b>Caseload Received and Screened</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>ASN:</b> Assigned Workable Cases	848	858	718	679	553
<b>ECC:</b> Cases Closed Early	2,499	2,193	1,304	226	261
<b>SDA:</b> Cases Submitted to District Attorney's Office	725	836	588	214	121
<b>Total Cases Received</b>	<b>4,072</b>	<b>3,887</b>	<b>2,610</b>	<b>1,119</b>	<b>935</b>
<b>Case Clearance Activity</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>CLO and COM:</b> Cleared by Arrest, Warrant or Complaint	459	454	424	202	69
<b>EXC:</b> Exceptional Case Closures (Other)	379	327	194	136	98
<b>REJ:</b> Rejected by District Attorney's Office	273	185	171	81	45
<b>SUS:</b> Suspended	123	397	516	140	147
<b>UNF:</b> Unfounded	8	12	25	13	21
<b>Total Cases Cleared</b>	<b>1,242</b>	<b>1,375</b>	<b>1,330</b>	<b>572</b>	<b>380</b>

Through analysis of caseload data and staff interviews, it is evident that the Investigations Unit is understaffed. Due to limited staffing and high caseload, only the highest priority of cases can be thoroughly investigated.

Therefore, it is recommended the Department add three police officers to the Investigations Bureau thereby necessitating the need to add three more police officers to the force. The extra support will decrease detectives' overall workload, alleviate stress and burnout among investigators, boost the quality of investigations, expedite follow-ups, enhance case clearance rates, and allow for more effective focus on serious crime trends and serial offenders. This will be achieved through collaborative efforts to draft and execute more search warrants and conduct extensive surveillance operations, tasks that are both time-consuming and labor-intensive.

### Forensic - Crime Scene Investigations

The Buena Park Police Department CSI team has three full-time forensic specialists that are responsible for various field and lab duties (see list below). Their schedules are spread out to provide maximum coverage during high call activity times. In addition to serving the Buena Park community, the CSI team avails itself to neighboring agencies under mutual aid. The Forensic team appears to be appropriately staffed.

**Table 13 – Forensic Investigations**

5 YEAR FORENSIC INVESTIGATIONS DATA		
YEAR	CALL-OUTS	LAB REQUESTS
2019	363	66
2020	269	122
2021	311	136
2022	212	108
2023	230	101

### Crime Analysis

**Recommendation No. 11: It is recommended that the Department add one (1) additional Crime Analyst position.**

The primary mission of an RTCC is to enable law enforcement officers to respond quickly to crimes in progress or recently occurred incidents. Enhanced Crime Analysis through an RTCC centralizes various technologies, coordinates human resources (both sworn and non-sworn), and focuses on high-crime areas, active crimes, repeat offenders, public events, and high-density tourist locations. The goal is to enhance operational intelligence, improve officer safety, and prioritize community well-being.

The Buena Park Police Department currently has one full-time Crime Analyst. The Department's objective for the Crime Analyst is to provide statistics and analysis of crime patterns and trends to assist our officers in disrupting crime predictively and proactively. The Crime Analyst currently reviews statistics and trends and provides officers with crime mapping which aids in focusing enforcement activity. As mentioned above, the Department does not currently have a real time crime information center (RTCC) but wishes to expand the crime analyst program to allow for partnering with a regional RTCC. The addition of one Crime Analyst will allow the department to improve upon and expand all crime analysis capabilities, including improving the gathering of statistical data, reviewing of data and other crime trend information, providing enhanced dissemination of information to patrol and investigations, creating and improving provide real-time GIS and crime mapping data, and allowing the organization to eventually establish a Real Time Crime Information Center (RTCC).

Some of the regular functions of the crime analyst include:

- Review crime or incident reports with special attention to larcenies, automobile burglaries, residential burglaries, stolen vehicles, robberies, and other violent crimes, and identify trends and/or crime patterns.
- Extract and provide statistical data or information on demand as requested by police employees utilizing organizational data systems.
- Collaborate and dialog with officers, non-sworn, employees, detectives, sergeants and watch commanders to better gauge what is needed in our efforts to reduce crime and improve the quality of life within Buena Park
- Provide needed and necessary local crime bulletins.
- Analyze data relate to patrol calls for service.
- Review and analyze all police internal, local, regional, and state databases including NIBRS, Flock Cameras, Accurint/Lexis/Nexis, Crime Tracer, IdiCore, AFR, Vigilant, etc.
- Collaborate with Patrol, Investigations, and the Community Impact Team to find solutions for quality-of-life issues within the community including homelessness, community blight, and gang and drug related activity.
- Assist Code Enforcement with identifying problem locations throughout the city.
- Analyze staffing and calls for service to make sure that beats are properly aligned with crime occurring in the city and that patrol resources are being effectively allocated to address peaks in call volume.

## **Section VII – Support Services**

**Recommendation No. 12: It is recommended the Department establish a non-sworn Support Services Manager position to take over the responsibilities of the Police Lieutenant involved with managing the Support Services function.**

**Recommendation No. 13: It is recommended the Department evaluate the Crime Prevention program to consider appointing a non-sworn Crime Prevention Coordinator.**

The Administrative Services Bureau is comprised of the Communications Unit / Dispatch Center, Records Management, Crime Prevention, Community Services, Information Technology, and Property and Evidence. The Unit is currently led by a Lieutenant that used to have support from a Sergeant position which is currently frozen. The Communications and Record Management sections are led by non-sworn supervisors while a Sergeant leads Crime Prevention.

Given the large span of responsibilities the Lieutenant has, it is recommended that the Department consider establishing a non-sworn Support Services Manager that oversees the Communications and Record Management sections as well as Community Outreach, Property and Evidence, and Front Desk operations. Further, it is recommended the Department evaluate the Crime Prevention program to consider appointing a non-sworn Crime Prevention Coordinator would be advantageous.

Some of the key reasons that civilianization benefits police agencies include:

- Reduces burdens on sworn personnel.
- Optimizes officers' time for law enforcement duties.
- Improves service quality.
- Bolsters productivity.
- Lowers costs and reduces overtime.
- Stabilizes key agency roles.
- Creates career step ladders and pathways for new promotional assignments.
- Creates a pathway from professional staff to sworn staff.
- Enhances staff retention.
- Enhances professionalism.
- Reduces training time.
- Creates opportunities to cross train positions.
- Promotes diversity, equity, and inclusion.

In the last 20 to 25 years, during periods of economic recession and other downturns, police agencies have often opted to cut substantial portions of their non-sworn administrative staff instead of reducing sworn officer numbers. This strategy inadvertently led to sworn officers taking on roles traditionally filled by administrative staff. However, it has become evident that non-sworn professionals can often manage many tasks more efficiently and effectively.

These jobs encompass roles such as budget analysts, payroll and finance specialists, crime scene technicians, crime analysts, property and evidence technicians, and fleet and equipment managers. By expanding the scope of professional non-sworn staff, departments cultivate subject matter experts who excel in their roles, enhance job satisfaction, establish enduring and fulfilling career trajectories, and crucially, free up sworn officers to concentrate on their specialized duties for which they were recruited and trained.

As the Buena Park Police Department continued to achieve greater efficiency with fewer resources, responsibilities of these professional roles gradually became integrated into the responsibilities of sworn staff, spanning from sergeants to captains. A non-sworn Support Services Manager will allow the lieutenant and sergeants to focus more on public safety matters and less on administrative tasks, improving operational efficiency and effectiveness.

## **Section VIII - Dispatch Center**

### **Recommendation No. 14: The Department should add four (4) Dispatcher positions.**

The Dispatch Center operates 24 hours, 7 days a week. The Communications Bureau is currently staffed with one Dispatch Supervisor, two lead dispatchers and eight dispatchers. The dispatchers are supported by two per diem dispatchers. Under the current staffing allotment, the dispatch center operates with a minimum of two dispatchers assigned to each shift. When a dispatcher is unavailable due to vacation, sick-leave, training, FMLA, or any other leave, the dispatch center immediately operates at minimal staffing level. To manage this, dispatchers are either required to extend their shifts (working additional hours) or another dispatcher must cover the vacant shift through assigned overtime. Like staffing shortages in patrol operations, relying on overtime to fill these essential shifts is unsustainable and contributes to employee stress, burnout, and eventual turnover. Increasing staffing levels will mitigate the continuous need for overtime coverage, improve training opportunities for dispatchers, reduce stress, improve wellness, and will significantly boost morale and retention in the dispatch center.

The Dispatch Supervisor reports directly to the Administrative Lieutenant, however, should the Department implement Recommendation No. 12, the position would report to the Support Services Manager. The responsibilities of the Dispatch Supervisor include, but are not limited to:

- Perform all duties that a Lead Dispatcher and Dispatcher/Call Taker must perform as well as duties specific to the Dispatch Supervisor position.
- Oversee the efficient and effective operation of the Communications Center in coordination with other supervisors.
- Produce the Communications Center schedule for all Communications staff and ensure all shift assignments, vacations, and any other time-off requests are covered.
- Oversee the supervising, training, and evaluation of Communications Unit personnel.
- Complete required Quality Assurance Audits.

The Lead Dispatcher reports directly to the Dispatch Supervisor. The responsibilities of the Lead Dispatcher include, but are not limited to:

- Perform all duties listed for Dispatcher/Call Taker.
- Function as supervisor in the absence of the Dispatch Supervisor.
- Monitor performance of the on-duty Communications Unit personnel.
- Train and coordinate the work of Communications Unit personnel.
- Complete discovery requests.

The responsibilities of the Dispatcher, which includes full-time and part-time dispatchers, include, but are not limited to:

- Attend Patrol Briefing and be briefed by the outgoing dispatchers.



- Receive and manage all incoming and transmitted communications through 9-1-1 lines, text to 9-1-1 messages, and Telecommunications Device for the Deaf (TDD)/Text Telephone (TTY) equipment.
- Radio communications with Department personnel in the field and support resources
- Perform inquiry and entry of information through Department and other law enforcement database systems (i.e., CLETS, DMV, NCIC).
- Maintain the status of personnel in the field, their locations, and the nature of calls for service.
- Notify the Watch Commander or Field Supervisor of emergency activity, including, but not limited to:
  1. Vehicle pursuits
  2. Foot pursuits
  3. Assignment of emergency response

### **Section IX - Records Bureau**

#### **Recommendation No. 15: Conduct an assessment for the need to staff the Records Section on a 24/7 basis.**

The Records Department operates 24 hours, 7 days a week, and is responsible for the maintenance of confidential police records, the operation of specialized teletype systems, and other multiple law enforcement systems. The Police Records Supervisor and eight Police Records Clerks prepare police reports for public release, process clearance letters, and criminal history checks, enter and submit reports via court systems, and manage other records-related duties. In addition to their support for officers and the community, Police Clerks assist other law enforcement agencies with requests, search female arrestees, and occasionally provide care for infants and young children of arrestees. The front counter, managed by Police Service Officers, Community Services Aides, and Police Cadets, support the Records Bureau. Additional support includes two Transcriptionists and a Court Liaison. Operating 24/7 necessitates assigning at least one Records Clerk to the graveyard, which unfortunately strains the Bureau. Few police agencies provide round-the-clock records access due to these challenges. Therefore, it is recommended the Department assess the necessity of staffing the Records Bureau during the graveyard hours.

The Records Bureau is comprised of two specialized assignment desks, the Court Liaison desk, and the Public Records desk. These are full-time assignments that are an extension of an employee's regular job classification and have a two-year term lifespan with the potential of a one-year extension.

The Court Liaison assignment receives, and processes subpoenas and assists the District Attorney's Office in coordinating department employees' appearance in court when needed. They also process court payroll, manage court correspondences, and take on other regular Police Clerk responsibilities as needed. This position assists the Public Records desk with report

requests. While the number of Public Record Act (PRA) requests has increased over the years, the Records Bureau has been effective in managing the increased workload.

The Public Records assignment focuses on the release of public information, subpoenas, complex report requests, and requests via the Public Records Act. They are responsible for processing bail bond receipts, out-of-county warrants, sealing records, incoming mail, repossessions by fax and mail, and all other regular Police Clerk responsibilities, as needed. This position is cross trained for the Court Liaison special assignment desk.

The Records Supervisor and Records staff utilize a records management system and the National Incident-Based Reporting System to ensure statistical crime and arrest data are properly reported to the Bureau of Criminal Statistics and the FBI monthly.

***With a recommendation of adding four additional dispatcher positions and consideration of reorganizing and reducing hours of operation for the Records Bureau, some of the Records “night shift” job tasks and responsibilities may need to be shifted to dispatchers, including tasks such as data entry for stolen vehicles and missing persons, warrant verifications and other identified duties that may require timely entry into department database systems. All these issues are subject to review of specific job classifications, workload, and task responsibilities, and working conditions.***

## **Section X – Information Technology**

The Information Technology (IT) Unit serves as the backbone of technological infrastructure for the entire city (the Police Department, City Administration, Community Services, Public Works, Senior Center, and Visit BP). Comprised of four team members, including a supervisor, two System Administrators, and one Technology Specialist, the IT Unit shoulders the responsibility of maintaining, securing, and optimizing the City's digital ecosystem. It is unique for an agency's police department to be responsible for the management of the city-wide IT infrastructure. However, the arrangement is successfully managed, and both the Police Department and other City departments believe the IT unit meets their needs.

The IT Unit is tasked with the following key responsibilities:

1. **User Accounts Management:** Overseeing 419 user accounts across various departments, ensuring proper access controls, user privileges, and account security measures.
2. **Server Management:** Maintaining a network of 60 servers, including installation, configuration, patch management, and proactive monitoring to ensure optimal performance and reliability.
3. **Workstation Support:** Managing and supporting 355 workstations, including hardware maintenance, software updates, troubleshooting, and end-user support to facilitate smooth operations.

4. **Network Infrastructure:** Ensuring the integrity and efficiency of the network infrastructure, including switches, routers, firewalls, and other networking devices to provide uninterrupted connectivity and data flow.
5. **Printer Management:** Managing a network of 107 printers, including setup, configuration, maintenance, and troubleshooting to support printing needs across departments.
6. **Security Measures:** Implementing robust security protocols, including firewalls, antivirus software, intrusion detection systems, and regular security audits to safeguard sensitive data and protect against cyber threats.
7. **Backup and Disaster Recovery:** Establishing backup procedures, disaster recovery plans, and contingency measures to mitigate the risk of data loss and ensure business continuity in the event of unforeseen disruptions.
8. **Mobile Data Computers in Patrol Vehicles:** The IT Unit assumes responsibility for all technology-related aspects of patrol vehicles, encompassing mobile data computers (MDCs), in-car video systems, and radio communication. This includes installation, configuration, maintenance, and troubleshooting of MDCs to facilitate real-time access to crucial information for law enforcement officers in the field.

The IT Unit plays a pivotal role in maintaining the technological infrastructure that drives the operations of various city departments. While the review and audit of the Department's IT infrastructure was not included in this organizational audit, we did note that the IT Unit operates at a high level of efficiency, effectiveness, and creativity, and meets the operational needs of both the Police Department and all City departments. The only area of concern is the challenge of City departments to evaluate and stay informed on emerging technologies that impact their operations. As this challenge is not specific to the Police Department, this may be addressed in a separate City-wide staffing assessment project.

The Buena Park Police Department has a complex and comprehensive technology infrastructure. A listing of technological resources dedicated to a specific function or unit can be found in Attachment 6.

## **Section XI - Administrative Service Bureau**

**Recommendation No. 16: The Department should add one full-time Management Analyst to administer the Department's budget, grants, and contracts.**

**Recommendation No. 17: The Department should add one full-time Administrative Assistant to provide administrative support to Administration, as well as to Special Services and Patrol Divisions.**

The Buena Park Police Department lacks a civilian staff member to provide analytical support. Responsibilities such as budget preparation, contract management, legislative review, and grants management are currently divided among captains, lieutenants, and other sworn members, which is inefficient. Therefore, it is recommended that the Department hire a

Management Analyst. This role would support the Chief and Captains in administering the Department's budget, grants, and contracts. Additionally, a Management Analyst can conduct special projects such as process improvements, legislative review, capital improvement projects, and assisting with human resources functions. Depending on the workload transferred to the Management Analyst, there may be justifications for adding a second position in the future.

While the Department has one Senior Administrative Assistant and one Administrative Assistant, there is insufficient administrative and clerical support to cover the Department. Currently, the two Assistants absorb the overall workload and volume of administrative tasks, both of which reside in the Chief's Office. This leaves little administrative support for the Department's remaining command staff including the Watch Commanders, Special Services Lieutenant, and Administrative Services Lieutenant. Additionally, Patrol Services lacks clerical/administrative support. The absence of adequate administrative support severely hampers the Department's ability to collaborate effectively with other departments, leading to numerous unnecessary delays and frustrations, particularly in managing payroll and other critical administrative tasks.

Adding another Administrative Assistant will help redistribute the workload and enhance training for the administrative staff. This will allow clerical duties related to Patrol, Special Services and Administration Services to be performed at the appropriate level.

## **Section XII – Training**

**Recommendation No. 18: It is recommended the Department consider earmarking and allocating all the Supplemental Law Enforcement Funding (SLESF) for the enhancement of training, technology and equipment related to training needs.**

The Training Bureau is managed by the Administrative Services Lieutenant, and is staffed with an Administrative Sergeant, civilian Emergency Services Coordinator, civilian CALEA Consultant and a Training Consultant.

The foundation of a law enforcement agency is the Field Services Division which manages the Patrol function. Patrol Officers are considered "generalists" who are trained and are expected to expertly manage an extraordinary mix of complex calls for service. While violent crimes account for a small percentage of the Buena Park Police Department's calls for service, benign and routine activity can develop into a potentially dangerous situation. Patrol officers have closer contact with the public than any other section of the law enforcement agency. To be safe and effective in performing their duties, officers need to be highly trained and well-equipped. The potential danger and complexity of their work requires officers to have consistent and reliable supervision and training. In the case of the Buena Park Police Department, the officers are adequately trained, well-disciplined, and effectively supervised. In addition to specific training mandates from the Peace Officers Standards and Training (POST) Commission, the

Department relies on and follows a written Training Plan. The Training Plan outlines a training matrix for all staff members that includes the following training initiative:

- Federal and state mandated training.
- Necessary and perishable skills training including driving, use of force, de-escalation tactics, decision-based options training, defensive tactics, and officer safety.
- Enhanced verbal communication and community interaction skills.
- Body-worn cameras.
- Social Media.
- Biased-based policing.
- Standards of Conduct.
- Officer Involved Critical Incidents.
- Search and Seizure.
- Mentally ill subjects.
- Traffic Operations.
- Public Recording of law enforcement activities.

The Department also provides for a list of desired training opportunities that include specialty assignments such as investigations, vice and narcotics, gang investigations, school resources officer and youth intervention, community impact and homeless outreach, and specialized training such as tactical training and supervisory, management and leadership training opportunities.

Although the Department does an excellent job of managing officer training needs, the current budget allows limited discretionary funding in the areas of risk management, leadership development and supervisory skills training. The Department is woefully under-funded in training. Like many law enforcement agencies, most of the training funding relies on training reimbursement from POST. For the past, several years POST suspended some training reimbursements and continued annual funding is dependent on the health of the State budget. The POST Budget has been continually reduced over the past several years, and reimbursements to law enforcement agencies are running a year or more behind. POST has cut back and limited the amount and type of training that departments can be reimbursed for. The underfunding of training and overtime budgets related to training is unfortunately a common practice for cities and law enforcement agencies. However, just because it is a common practice does not make it a sound fiscal or operational practice. The Department's training budget should be reviewed and adjusted to meet the needs and costs of necessary annual training. This includes training opportunities for both professional and sworn staff.

For the past several years, the State of California has provided grant funding by way of the Supplemental Law Enforcement Funding (SLESF) program. Through the State annual budget allocation process, all California law enforcement agencies receive a minimum annual funding grant of \$100,000. The Buena Park Police Department receives the \$100,000 grant funding allocation each year. The State provides for spending discretion to jurisdictions. MRG consultants recommend that going forward in future budget cycles, the Department consider

earmarking and allocating all the SLESF funds for the enhancement of training, technology and equipment related to training needs. Focused attention to training plans and providing staff training at the highest levels will enhance citizen and officer safety, reduce, and mitigate liability and litigation. Improved training will enhance professional development, succession planning, morale, knowledge, skill sets and technical abilities and improve the quality of all officers and professional staff.

### **Section XIII – Organization Culture**

**Recommendation No. 19: It is recommended the Department follow-up in FY 2024-25 with their next Strategic Planning session to develop specific priorities, goals, and objectives for the organization staffing needs now and into the next 5 years.**

The culture of law enforcement in the public sector today relies upon a philosophy that meets the needs of the customer, not the bureaucracy.

*“Quality is determined only by customers.”*

– *David Coupar, retired Chief of Police*

Democratic governments exist to serve their citizens. The future success of community policing and the effective delivery of police services relies upon the idea that law enforcement will survey its “customers” and then develop policing strategies based upon the needs of the customers, not the organization. With that said, the needs of the organization are also critically important and must always be balanced with the needs of the community.

Modern policing can be described in two words: *People* and *Service* - you cannot do much without the first. The mission of the Buena Park Police Department is to strive every day to create a “High Performing Team.” A team that is dedicated to delivering quality policing services to the communities it serves. Every organization benefit from a commitment to establishing and maintaining a high-performance team. Building and maintaining high performing teams requires a lot of insight into human nature and the ability to carefully align skills and personalities. A leader’s success depends on the ability to get the maximum amount of effort out of the team in reaching its goals. The level of strategic planning and team building efforts a team is willing to invest in correlates directly to the team’s ultimate success.

In addition to its core mission and values, law enforcement organizations need to focus on the highest level of professionalism by following and continually updating its strategic vision. It is recommended that the Buena Park Police Department’s future strategic vision include:

- Providing Value in Policing Services.
- Crime Reduction Strategies - A dedicated commitment to constantly reducing and mitigating crime.
- Community Engagement - Seeking to build community trust and respect by making all citizen contacts fair, impartial, respectful, and effective.

- Traffic Management - Ensuring safety on our roadways and throughout our communities.
- Fairness and Equity - Using our resources in a fiscally responsible manner.
- Best Practices - Operating with policies, procedures and programs that reflect the profession's best practices.
- Professional Development - Continuously developing and improving the skills and abilities of all Department members.
- Having pride and recognizing accomplishments throughout the organization.
- Accountability - Holding ourselves accountable to the highest integrity.
- Quality of Life - Serving to enhance the quality of life and make a positive difference in the lives of our citizens.

### **Section XIV – Succession Planning**

**Recommendation No. 20: The Department should include the preparation of a separate succession plan as part of future strategic planning process and a Succession Planning Committee be established to lead the effort.**

Succession planning is a process for identifying and developing internal employees with the potential to fill key leadership positions. Succession planning increases the availability of experienced and capable employees who are prepared to assume these roles as they become available. The Buena Park Police Department has discussed this plan in the context of its current strategic plan.

A succession plan focuses on the continuous transitions of personnel within the agency and plans for professional development and position transitions. No one single plan can successfully identify the required skills or competencies for each individual assignment or duty station; rather, a succession plan should focus on the broad skill sets and competencies identified for each level of the organization. Within each field or unique assignment, additional training or competencies may be required. This will allow employees to develop in areas where they are currently deficient, thus improving the agency and preparing the agency for future transitions.

The Buena Park Police Department endured many challenges over a long history. Still, major changes will occur in the law enforcement field in the coming years. The International Association of Chiefs of Police authored a report entitled, "Police Leadership in the 21st Century" stating "[t]he biggest challenge facing police executives of the 21st century will be to develop police organizations that can effectively recognize, relate, and assimilate the global shifts in culture, technology, and information. Changing community expectations, workforce values, technological power, governmental arrangements, policing philosophies and ethical standards are but a sample of the forces that must be understood and constructively managed by the current and incoming generation of chief executives."

It is recommended that the Command and Supervisory Staff of the Buena Park Police Department take these challenges head on and prepare, rather than react, to the changing

times. It is also recommended that a selected committee of members and employees be established to collaborate and develop the strategic leadership succession plan. This plan should be created to ensure that the Police Department will develop organizational leaders who will guide the future of all who come to serve this community.

This plan will serve as a guide and provide the necessary information to develop future leaders. The guide will include background, succession planning recommendations, employee development, implementation goals and an overall evaluation of the proposed recommendations. The primary goal of strategic succession planning is to deliver quality policing services that meet the needs of the citizens. It is recommended that the succession planning committee meet regularly to achieve the goal of completing the guide.

The committee will first identify key Police Department leadership positions, both sworn and professional, then review the core competencies specific to those positions. The committee will also address the “Readiness Gap” between the leadership requirements over the next 3-5 years and the leaders (and their current competencies) available to fill the requirements.

The committee should use four primary tools to facilitate this process. It is widely recognized in law enforcement organizations that successful succession planning begins at the selection phase of those entering the department, often at entry-level classifications. It is recommended that the committee focus on the largest readiness gaps which may include:

- Future Needs of the Department.
- Education of current employees.
- Projected retirement dates of current leaders.
- Minimum qualifications for future leaders.

The committee should also identify available training pathways that best help the agency and the employee close specific competency gaps. Considerations for training should include:

- Critical thinking and decision-making skills.
- Financial management.
- Leadership principles and techniques.
- Personnel management.
- Communication skill enhancement – written and verbal skills.

## **Section XV – Communication**

To achieve and maintain success, the Department should continuously and critically ask itself, how are we doing? This question is the basis for this organizational review. The environment demands that our government institutions, specifically our public safety agencies, be flexible and adaptable. It demands that we build trust and legitimacy with our constituents and that we focus on the delivery of high-quality services. Organizations must be willing to abandon old programs and methods and be willing to embrace creativity, innovation, and imagination. They must be willing to critically analyze what they do, and how and why they do it.



The Buena Park Police Department's ongoing commitment to community engagement, communication, transparency, public information, and social media platforms have proven that it is willing to reinvent itself. The Department recognized that public safety is a shared community responsibility and has actively engaged the community in the public safety process.

Communication is the basis for all human interaction, and inter-personal relationships cannot exist without it. All cooperative action is contingent upon effective communication. Managers and subordinates, team members, and co-workers all depend upon communication to understand each other, coordinate their actions, plan strategies for goal accomplishment, agree on a division of labor, and conduct group activities. However, at times, there is heavy dependency on technology as a primary tool for communication. Effective communication often requires direct contact to exchange information and requires an active effort to listen and truly hear what is being said.

*“The great myth of our times is that technology is communication.”*

– Libby Larsen

A recurring theme throughout the Police Department staff interviews was the challenge of internal communication. Law enforcement agencies nationwide struggle with effectively communicating up, down, and across their hierarchical structures. Operating round the clock, every day of the year, poses significant obstacles to communication, especially with staffing and shift configurations like modified 4/10 – 3/12 shifts. These schedules often result in officers working opposite hours and days from their colleagues, leading to prolonged periods without face-to-face or direct communication among officers, sergeants, and command staff.

Despite these challenges, effective communication is achievable in such environments. It requires supervisors, managers, and line-level personnel to diligently prioritize and facilitate timely exchanges of information within the organization. Building trust and fostering collaborative partnerships hinge on frequent meetings, information sharing, inclusive decision-making processes, and the cultivation of personal connections among team members. Open communication is important in nurturing strong relationships at all levels, including with the professional staff and rank-and-file officers.

Visibility is an important form of communication. Leaders should prioritize frequent in-person appearances. It is essential for staff to personally experience and connect with their leaders, understanding their identity and vision for the work ahead. This presents a critical challenge for the command leadership in the Buena Park Police Department, due to the separation of shifts spread out across 24 hours in a day.

During this Organizational Audit, numerous hours were spent directly interviewing department managers, supervisors, and key staff members; in addition to feedback about opportunities, challenges, historical issues, communication, and projects, and programs; a variety of key issues that were identified for the purpose of future review and evaluation. Some of those key issues included:

### **Chief/Command Staff:**

- Providing a clear vision, Leadership, Direction, Expectations, Communication.
- Leadership from the top - Reinforce/Reestablish Chain of Command.
- Reinforce the Buena Park PD Culture.
- Accountability/Responsibility at all levels of the organization.
- Reinforcing Role/Responsibilities for Supervisors and Managers.
- Getting back to Basics: Role/Responsibility/Purpose.
- Focus on Department Mission/Vision/Values.
- Focus on Integrity and Ethics
- Providing Service with Pride: Excellent delivery of services at all levels throughout the organization.
- Lead by Positive Example.

### **Communication – Trust – Value Employees**

- Share Information: Open/Honest Communication throughout the department.
- Consistent and timely decisions made by our leaders.
- Building Trust/Relationships between Sworn and Professional Staff.
- Bringing back a sense of Family to the organization: Organize activities that bring staff together.
- Building and reinforcing trust throughout the organization.
- Trusting Supervisors and Managers to successfully lead their areas of responsibility.
- Empowering Employees: Valuing employees - Give autonomy to the staff.
- Timely/Honest Feedback to Employees: Focus on allowing staff to take risks – encourage an environment that allows risk taking and creativity.
- Provide Succession Planning for Future Leadership.
- Keeping all supervisors and managers in the loop regarding recruitment, hiring, and training.
- Creating permission and acceptance of conflict within the organization. Creating a safe environment for trust in communication and creating an environment that encourages peer-to-peer accountability.
- Share Department goals and expectations.

### **Managing Change and Building the Future**

- Growth Planning – Building for the future of the organization.
- Information Technology – Developing a short and long-term plan for information technology now and into the future of the organization.
- Communication with the public – Continuing to enhance communication through social media and community outreach programs.
- Enhance Crime Analysis Capabilities.
- Differential Policing – How can we improve services? What can we be doing differently? What needs to be changed. Focus on efficiencies and freeing officers time to focus on crime intervention strategies.
- Continuous analysis of Supervisory role and responsibilities.

- Enhancing professional positions throughout the organization.

The above listed topics should be considered for focus of discussion at future department staff meetings and strategic planning workshops.

*“The single biggest problem in communication is the illusion that it has taken place.”*  
– George Bernard Shaw

## **Section XVI – Command Structure and Span of Control**

Throughout the review, a detailed analysis of the current staffing model and organizational structure was conducted, as well as a detailed review of the primary role, tasks, and responsibilities of the Department’s command staff, including the Chief, Captains, and Lieutenants. The current command staff includes:

- Chief of Police (1)
- Captains (2)
- Lieutenants (5)

The Chief of Police serves as the Chief Executive Officer and is responsible for all policing operations. The two Police Captains each command a separate police division – the Operations Division which includes the Patrol Services Bureau, the Community Impact Team, Traffic Services, Enforcement Unit, and Jail Operations and Investigations; and Support Services Division which includes all police support operations such as Investigations, Data Analysis, Crime Prevention, Training, Dispatch, Records, Community Services, Information Technology, etc. Of the five Police Lieutenants, two are assigned to the Watch Commanders office, managing the day-to-day functions of patrol operations; one is assigned to the Investigations Bureau, one is assigned to the Administrative Services Bureau, and one is assigned to the Special Enforcement Unit. The Department does not have a civilian support services or technical services manager. As such, the Records and Dispatch Supervisors both report to the Administrative Lieutenant. Earlier in the report mentioned the need for a civilian Support Services Manager.

In addition to the two existing lieutenants assigned to the Watch Commander’s office, adding two more lieutenants and a civilian support services manager would enhance supervision and management oversight. It would also create a clear career development path enabling the organization to focus on strategic leadership, succession planning, employee development and employee wellness, improve leadership span of control and address management task and responsibilities overload, and will create better opportunities for training, coaching and mentorship of first-line supervisors.

Like other law enforcement agencies, the Department experimented with a variety of command models over the past several years. When considering the best command staffing model, it is especially important to understand the organization’s functions and staffing

strengths and weaknesses. In the case of the Buena Park Police Department, it is crucial to acknowledge and assess several factors: the implications of community policing, operational challenges, and internal hurdles resulting from years of position freezes and staff reorganization across various projects, programs, and services. Equally important is the often-neglected review of specific role functions within the command staff, encompassing their job duties and responsibilities. It is imperative to ensure that individual command staff member is not overwhelmed by unrealistic expectations and areas of responsibility, maintaining an appropriate span of control concerning the individuals, projects, programs, and services they directly manage and supervise.

The following details a review of each position within the Command Structure and show why two additional lieutenants are required:

### **Chief of Police**

The primary role of the Police Chief is to serve as the chief executive officer for the organization. The Chief leads the organization in fulfilling its mission while continuously building trust and support through a community-oriented philosophy. The Chief is responsible and accountable for all policing and law enforcement and public safety services within the community. The Chief of Police must be visible in the community and viewed by the community as a leader, problem solver and advocate. The Chief must be current on all community concerns and issues.

The Chief of Police leads the organization by developing long range strategic planning and creating/setting policy. The Chief provides a global perspective on the direction and vision for the department. It is imperative that the Chief not lose sight of the need for continual review and change/modification/revision of policies, procedures, and practices. Buena Park manages this process through the CALEA continuous review and auditing of policing operations.

The Chief of Police has the responsibility to establish public and private partnerships for the purpose of collaborating to develop workable strategies for protecting public safety, strengthening police community relationships, increasing professionalism, improving officer safety and wellness, and building a more effective and more responsive police department. The Chief's role is to develop others in the organization, primarily focusing on the growth of those who may become future leaders. It is the Chief's primary role to prepare others to "step into his shoes" so they can continue to move the organization forward. This may be accomplished through professional development and career planning, mentoring, recognizing individual strengths and weaknesses, continuous coaching, and building a comprehensive succession and strategic plan for the organization.

While it is imperative that the Chief holds the members of the Police Department accountable to an extremely high standard, it is critical that he does so with mutual respect and fairness. A predictable and trustworthy organization is built on consistently applying the rules and holding oneself and others accountable. The Chief must balance the needs and interests of all

department and community stakeholders, while ensuring that the best possible law enforcement services are delivered.

### **Police Chief Key Tasks and Responsibilities:**

- Department Administration
- Community Engagement
- Department Head Partnerships
- City Council Liaison
- Criminal Justice Partnerships
- Department Budget Administration
- Emergency Operations Oversight
- Legal/Legislative Updates
- Public Relations
- Staff Development
- Strategic Planning
- Succession Planning
- Policy Development and Implementation
- Labor Management
- CALEA Administration
- Investigations
- Crime Reduction Strategies

### **Police Captain**

The primary role of the Police Captain is to directly lead and manage one of the two divisions: Operations or Support Services. The Police Captain leads the organization by helping to understand itself and by maintaining organizational behavior, action and norms based on high standards of professionalism, ethics, and values. The Captain performs this function by being the point of contact for information within and outside the organization and by understanding, measuring, and responding to the communications, emotional behaviors, and activities of the organization.

Like the Chief, a portion of the Captain's role is to develop others within the organization. This may be accomplished through career planning, mentoring, recognizing an individual's strengths and weaknesses, and coaching. Although the role of the Captain is to be inter-dependent and manage a specific division, (even within specific functions, the jobs may look independent) but all Captains are dependent on each other. Therefore, as a command team they must recognize that as part of their role it is critical that they remain connected to the entire organization. This means that effective communication up and down and across the chain of command becomes an integral part of their daily routine.

The role of the Police Captain is to continually manage risk and liability for the organization, including awareness of actual and potential liability of the stakeholders. It is essential that they assess potential threats and look for opportunities to limit liability; monitor risk issues; ensure organizational discipline by adhering to policy and rule of law and stay abreast of current legal readings.

Captains monitor, evaluate, and respond to citizen complaints; stay current on state law, organization policies and procedures, and risk management issues, maintain competency in business applications that are in use in the organization, stay abreast of current innovations in the law enforcement. They should have a working knowledge and understanding of the Incident Command System to ensure an appropriate response to emergency management and

critical incidents. As with all command positions, a Captain's priority is to see that they promote, support, and adhere to the established mission, vision and values of the Police Department and the communities they serve.

#### **Police Captain Key Tasks and Responsibilities:**

- Patrol Operations
- Police Administration
- Training
- Special Teams/Operations Management
- Division Management
- Information Technology
- Investigations Management
- Crime Reduction Strategies
- Risk Management
- Use of Force Review Oversight
- HR Liaison / Workers Comp Programs
- Recruitment – Hiring – Staffing
- Personnel Management
- Labor Management
- Professional Standards – Policy Oversight
- Internal Affairs
- Oversight of Professional Staff
- Oversight Dispatch and Records Management
- Community Engagement – Community Outreach
- Community Affairs and Tourism Impacts
- Criminal Justice Partnerships
- Department Budget Development and Administration
- Emergency Operations
- Legal/Legislative Updates
- Staff Development
- Succession Planning
- Policy Development
- CALEA Administration – Policy Oversight
- Crime Reduction Strategies
- Fleet Management
- Facilities/Equipment Management

#### **Police Lieutenant**

The basic function of the Lieutenant in a community-based policing system is to lead the organization by helping to understand itself and by maintaining organizational behavior based on high standards, ethics, and values. The Lieutenant performs this function by being the focal point for information within and outside the organization and by understanding, measuring, and responding to the communications, emotional behaviors, and activities of the organization.

The Lieutenant is the only position in the organization that touches all aspects of policing services. As a police manager, the Lieutenant reports directly to a police captain, manages projects and programs for the Chief, and serves as a key member of the command/management team. The Lieutenant directly supervises police sergeants and corporals, and directs, manages, and oversees the daily activities of the organization. The Lieutenant serves in the unique position of being connected to all aspects of the law enforcement organization. The Lieutenant also serves in a critical “check and balance” role, being able to see across, up, and down the organization simultaneously.

The primary role of the Lieutenant is to manage projects, programs, and resources to deliver optimum services in an effective, cost-efficient manner, to positively affect crime and the fear of crime. It is the Lieutenant's responsibility to conduct preplanning for known future events and to understand the impact of internal and external factors and how they might affect the organization. It is the Lieutenant's job to manage change and respond to potential threats and opportunities.

The Lieutenant must effectively identify priorities to effectively identify and manage resources. The Lieutenant must work in a coordinated effort in sharing experience, perspective, and expertise, and must also clearly communicate expectations to the supervisory and line-level staff members. Although Lieutenants have the power to solve problems, they must be careful to delegate work to ensure that others will have the opportunity to learn and take on responsibility for problem-solving.

### **Police Lieutenant Key Tasks and Responsibilities:**

- Patrol Operations
- Community Impact Team
- Youth Programs
- School Liaison
- Business Liaison
- Police Administration
- Special Events Planning
- Public Counter Operations
- Training
- Special Teams/Operations Management
- Traffic Management
- Grant Management
- Information Technology
- Investigations Management
- Gang Task Force
- Vice – Narcotics Investigations
- Homeless Outreach Programs
- Crime Reduction Strategies
- Risk Management
- Threat Assessments
- Recruitment – Hiring – Staffing
- Field Training Program
- Personnel Management
- Labor Management
- Internal Affairs
- Property – Evidence Management
- Volunteer Programs
- Community Engagement – Community Outreach
- Public Information – Social Media
- Criminal Justice Partnerships
- Department Budget Development and Administration
- Emergency Operations
- Legal/Legislative Updates
- Staff Development
- Succession Planning
- Policy Development
- Labor Management
- Crime Reduction Strategies

### **Command Staff Span of Control**

Through interviews with the Police Department staff, the overwhelming consensus is that the Chief and his management staff are doing a great job, and the absolute best they can to effectively lead the organization. However, they are often treading water when it comes to managing every task and responsibility that is required of them. The staff expressed concern

that while the managers are keeping the organization functioning, there is simply not enough management and supervisory staff to always meet all needs, and there is extraordinarily little time left over for the guiding, teaching, coaching, mentoring, professional development, and wellness of the sworn and civilian staff. The reality is that the organization unintentionally suffers from a lack of capacity due to attempting to do more with less but results in doing less with less. While the span of control is manageable at the Chief and Captain levels, there are concerns at the Lieutenant and Sergeant levels.

Adding the recommended additional of two Lieutenant positions will help address some of the span of control issues at both levels. With the two additional Lieutenants on the Watch Commanders Desk, the Sergeants in Patrol can focus on their core responsibility of providing direct oversight of the Patrol Police Officers.

### **Section XVII – Leadership, Supervision and Management**

A primary key to success in any organization begins with competent leadership coupled with consistent and effective supervisory and management practices. It is a primary responsibility of the Chief and his command and supervisory staff to set strict standards for officers' performance and communicate their intentions to enforce those standards. This includes establishing and maintaining sound policies and operational procedures and discussing their intolerance for any misconduct day in and day out not just at the top level of the organization, but through daily messaging of the mission, vision, and values of the organization. The message must be reiterated at roll call, training classes, and daily contact with line-level staff. Police leaders must always take a broad view of the Department and determine whether an agency's organization or culture allows or facilitates misconduct. Organizations must be careful to review their supervision capacity from the line-level through the command level to ensure that they are consistently able to facilitate a check and balance of culture and performance.

*The philosopher Bertrand Russell was on point when he observed, "Don't expect what you don't inspect."*

Good leaders facilitate an atmosphere where officers learn to develop their own solutions and make their own decisions. Most importantly, good leaders make themselves available to assist officers in the decision-making process. Make it a practice to frequently check-in with officers as it also provides an opportunity to detect and correct issues and behaviors before they become problematic. These are best practices in risk management.

*"If it is predictable, it's preventable."*

– Gordon Graham



## **Section XVIII – Staffing Allocation Plan**

**Recommendation No. 21: It is recommended the Department should immediately initiate the development of a Staffing Allocation Plan.**

The purpose of the Staffing Allocation Plan is to identify and prioritize key positions throughout the organization and outline the specific tasks and responsibilities for all supervisory, management and command assignments. If the City/Department can add additional staffing to the Police Department, the Staffing Allocation Plan will determine the highest priorities and assignment allocations for any/all new positions.

### **CONCLUSION**

The City of Buena Park retained Municipal Resource Group, LLC (MRG) consulting team to conduct an organizational and staffing level assessment of the Buena Park Police Department to better prepare the Department for delivering services in the future.

This report includes twenty-one recommendations to enhance and restore staffing and organizational structure. Of the twenty-one recommendations, twelve reflect a need to hire additional staff. The recommended positions are one new Lieutenant, two new Sergeants, thirteen new Police Officer positions, one new Support Services Manager position, four new Dispatcher positions, four new Police Services Officer positions, one new Crime Analyst, one new Management Analyst, and one new Administrative Assistant position.



MRG consultants recognize that many of the recommendations included in this report have significant budget ramifications. MRG consultants ardently recommend that the Department's Supervisory and Executive staff review and study all the listed recommendations for the purposes of determining costs and budgetary impacts to the organization.

MRG consultants recommend a strategic planning process review of all recommendations to provide the organization with a roadmap to consider any new or additional staffing of positions. The MRG Consultant Team strongly believes that any priority process should focus on enhancing the most immediate needs for additional patrol officers and dispatchers. Our recommendations will serve to enhance patrol staffing, levels of management, supervision, and effective span of control. There is a need to enhance support services and administrative assignments, enhance investigative services, restore traffic services, and restore much needed

professional staffing. We are confident that these recommendations will serve to enhance organization effectiveness, efficiency, and the delivery of public safety services to the community.

All recommendations should be considered in establishing future goals and objectives for the Department. The future implementation of staffing needs to begin now, but any new staffing should be considered by strategic organizational priorities, and in a 3–5-year strategic hiring plan that will assist in identifying necessary funding strategies.

**ATTACHMENT 1 – STAFFING ALLOCATION**

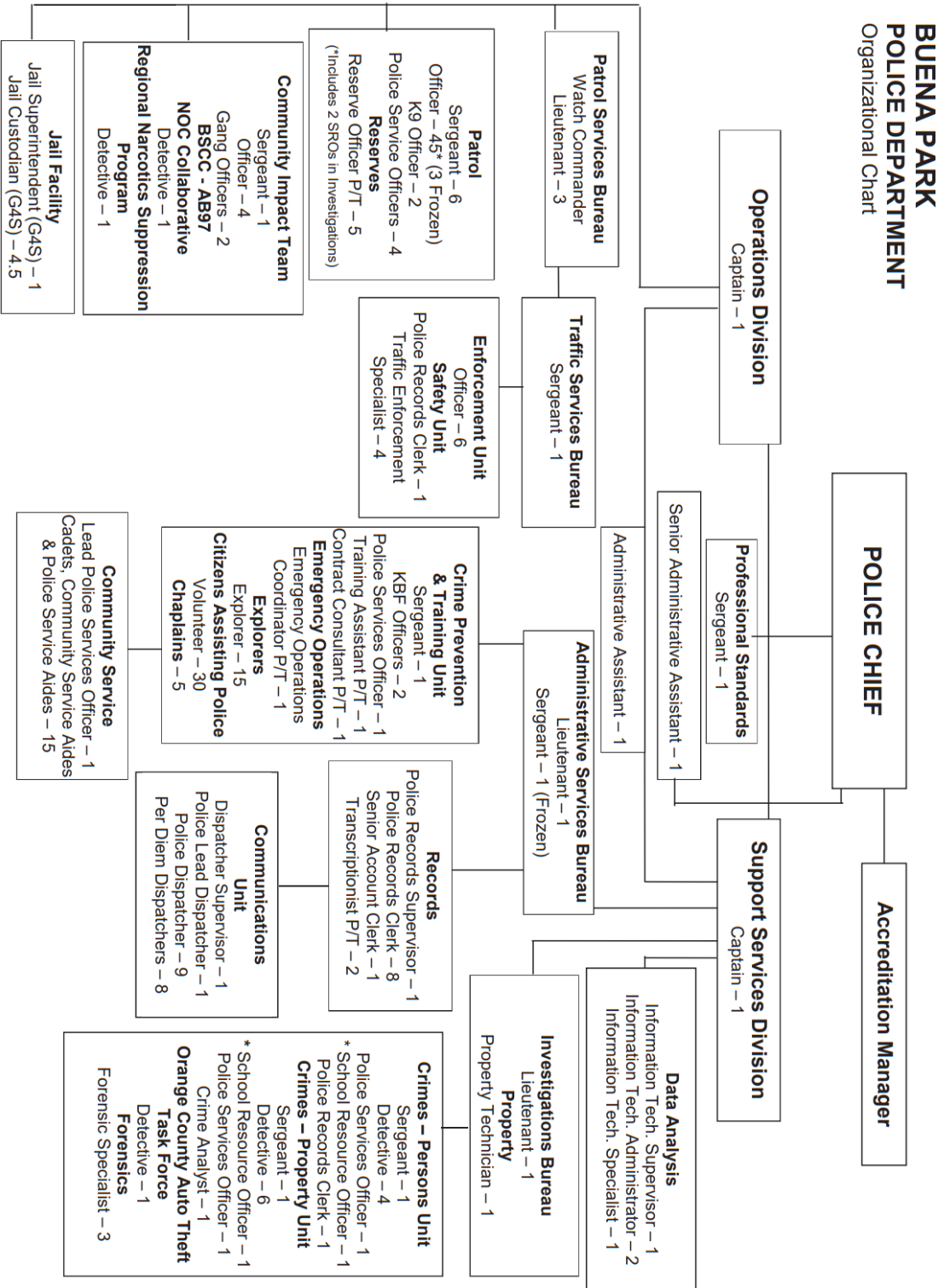
**Table 1 – Staffing Allocation**

<b>Sworn Positions</b>	
Police Chief	1
Police Captain	2
Police Lieutenant	5
Police Sergeant	13 (1 Unfunded)
Police Corporal	20
Police Officer	54 (3 Unfunded)
<b>Total Sworn</b>	<b>95 (4 Unfunded so net 91)</b>
<b>Non-Sworn Positions</b>	
Police Records Supervisor	1
Police Records Clerk	10
Police Dispatch Supervisor	1
Lead Dispatcher	1
Police Dispatcher	9
Information Technology Supervisor	1
Information Technology Administrator	2
Information Technology Specialist	1
Traffic Enforcement Specialist	4
Forensic Specialist	3
Property Technician	1
Lead Police Services Officer	1 (1 funded thru frozen Police Officer Positions)
Police Service Officer	7 (3 funded thru frozen Police Officer positions)
Crime Analyst	1
Senior Administrative Assistant	1
Administrative Assistant	1
Senior Account Clerk	1
<b>Total Non-Sworn Positions</b>	<b>46 (4 funded thru frozen Police Officer positions)</b>
<b>Total Funded Full-Time Positions</b>	
	<b>137</b>
<b>Part-Time Positions</b>	
Cadets	15
Emergency Operations Coordinator	1
Transcriptionist	2
Training Assistant	1
Contract Consultant	1
Police Reserve Officer	5
<b>Total Part-Time Positions</b>	<b>25</b>

Source: FY 2023-24 Budget

**ATTACHMENT 2 – ORGANIZATIONAL CHART**

**Organizational Chart**



## OUR MISSION

*TO DISRUPT CRIME, MAINTAIN ORDER,  
SERVE THE PUBLIC TRUST  
THROUGH PROFESSIONALISM,  
ACCOUNTABILITY AND COURAGE*

## OUR VISION

*PREPARING FOR THE FUTURE, WHILE PRESERVING  
A TRADITION OF EXEMPLARY SERVICE,  
INNOVATION AND LEADERSHIP*

## OUR VALUES

### **SERVICE**

*SELFLESS SERVICE TO OUR COMMUNITY AND ONE ANOTHER,  
ENHANCING THE COMMON GOOD OF ALL WE PROTECT*

### **TEAMWORK**

*WORKING TOGETHER TO SUPPORT AND HELP  
ONE ANOTHER ACHIEVE COMMUNITY SAFETY*

### **OWNERSHIP**

*STAYING COMMITTED TO OUR OATH AND TAKING  
RESPONSIBILITY FOR EVERYTHING IN OUR CARE*

### **INTEGRITY**

*ACT WITH MORAL COURAGE AND UPHOLD THE HIGHEST VALUES  
AND PRINCIPLES OF THE PROFESSION*

### **COMPASSION**

*SEEKING THE WELL-BEING OF OTHERS IN THE  
PERFORMANCE OF OUR DUTIES*

## ATTACHMENT 4 - SUMMARY OF RECOMMENDATIONS

Below is a summary of the 21 recommendations in table form as well as in list form.

### Summary of Recommendations

No.	Division or Unit	Recommendation
1	Watch Commander's Office	Add 1 new Lieutenant position and 2 new Sergeant positions
2	Patrol	Review Corporal Roles and Responsibilities
3	Professional Standards	Add 1 new Police Officer position
4	Patrol	Add (Unfreeze) 4 Police Officer positions
5	Patrol	Add 4 new Police Officer positions
6	Patrol	Review 3/12 – 4/10 Hybrid Schedule
7	Patrol	Add 4 new Police Services Officer (PSO) positions
8	Traffic	Add 1 new Police Officer position (to Motorcycle Officer)
9	Operations Division	Review Community Involvement Team and the Special Operations Bureau Roles and Responsibilities
10	Investigations	Add 3 Police Officers (to Crimes Property, Crimes Persons, Crimes against Children)
11	Crime Analysis	Add 1 new Crime Analyst position to expand Crime Analysis Program and develop an RTCC
12	Support Services	Add 1 new Support Services Manager position
13	Support Services	Evaluate Civilianizing the Crime Prevention Program
14	Dispatch	Add 4 new Dispatcher positions
15	Records	Review 24/7 staff coverage in Records
16	Administration	Add 1 new Management Analyst
17	Administration	Add 1 new Administrative Assistant
18	Training	Earmarking all the Supplemental Law Enforcement Funding (SLESF) for training
19	Chief's Office	Incorporate staffing needs into next Strategic Planning process
20	Chief's Office	Prepare a Succession Plan as part of next Strategic Planning process
21	Chief's Office	Prepare a Staffing Allocation Plan

**Recommendation No. 1:** It is recommended the Department add one Lieutenant position and two Sergeant positions. Ideally the Lieutenant would be assigned to the Watch Commander's Office. The assignment of the two new Sergeant positions would be dependent on the specific assignment, duties, responsibilities, and span of control needs should the department add new Police Officer positions as noted in Section III.

**Recommendation No. 2:** It is recommended the Department should conduct a review of the Corporal position. It is likely that a more defined role and responsibility of a Corporal Officer program would enhance training, officer accountability and serve as a key platform for succession planning for first-line supervisors.

**Recommendation No. 3:** It is recommended the Department add one Police Officer position to be assigned to the Professional Standards Unit.

**Recommendation No. 4:** It is recommended the Department add back the four frozen Police Officer positions, and that the additional four officers be assigned to Patrol to augment minimum staffing levels during those patrol shifts when only 1 sergeant and 4-5 officers are assigned to patrol the entire city.

**Recommendation No. 5:** It is recommended the Department add four new Police Officer positions and that the additional four officers be assigned to Patrol so that patrol teams can reach a minimum staffing level of 7 officers per shift.

**Recommendation No. 6:** It is recommended the Department form an internal patrol scheduling committee to review current and alternative patrol schedules. A modified 3/12 Patrol Schedule may be an option to enhance 24/7 patrol coverage. No doubt many other scheduling options could be developed for consideration.

**Recommendation No. 7:** It is recommended the Department hire and add four Police Services Officers (PSO's) – three to Patrol Services and one to the Property and Evidence Unit.

**Recommendation No. 8:** It is recommended the Department add one new Police Officer position so that one motorcycle officer can be added to the Traffic Unit.

**Recommendation No. 9:** It is recommended the department reassess the structure of the Community Involvement Team and the Special Operations Bureau to determine an appropriate division of responsibilities and functions.

**Recommendation No. 10:** It is recommended the Department add three new Police Officer positions so that three additional officers can be assigned to Investigations, one each assigned to Crimes Property, Crimes Persons, Crimes against Children

**Recommendation No. 11:** It is recommended that the Department add one additional Crime Analyst position.

**Recommendation No. 12:** It is recommended the department establish a non-sworn Support Services Manager position to take over those responsibilities of the Police Lieutenant involved with managing the Support Services function.

**Recommendation No. 13:** It is recommended the department evaluate the Crime Prevention program to determine if civilianizing with a non-sworn Crime Prevention Coordinator.

**Recommendation No. 14:** It is recommended the department add four Dispatcher positions.

**Recommendation No. 15:** It is recommended the department conduct an assessment for the need to staff the Records Section on a 24/7 basis.

**Recommendation No. 16:** It is recommended the Department add one full-time Management Analyst to administer the department's budget, grants, and contracts.

**Recommendation No. 17:** It is recommended the Department add one full-time Administrative Assistant to provide administrative support to Administration, as well as to Special Services and Patrol Divisions.

**Recommendation No. 18:** It is recommended the Department should consider earmarking and allocating all the Supplemental Law Enforcement Funding (SLESF) for the enhancement of training, technology and equipment related to training needs.

**Recommendation No. 19:** It is recommended the Department follow-up in FY 2024-25, with their next Strategic Planning session to develop specific priorities, goals, and objectives for the organization staffing needs now and into the next 5 years.

**Recommendation No. 20:** It is recommended the Department include the preparation of a separate Succession Plan as part of future Strategic Planning process and a Succession Planning Committee be established to lead the effort.

**Recommendation No. 21:** It is recommended the Department should immediately initiate the development of a "Staffing Allocation Plan." The purpose of the Staffing Plan is to identify and prioritize key positions throughout the organization and outline the specific tasks and responsibilities for all supervisory, management and command assignments. If the City/Department can add additional staffing to the Police Department, the Staffing Allocation Plan will determine the highest priorities and assignment allocations for any/all new positions.



**ATTACHMENT 5 – HIRES, SEPARATIONS, PROMOTIONS, AND VACANCY STATUS**

**Hires, Separations, Promotions, and Vacancy Status**

<b>New Hires for 2023</b>		
<b>Employee</b>	<b>Position</b>	<b>Date Of Hire</b>
Andy Procel	Police Officer (Reinstated)	01/21/2023
Jenny Rangel	Pre-trained Police Officer	01/30/2023
Bhinderpal Singh	Police Cadet	02/21/2023
Christian Rodriguez	Lateral Police Officer	02/27/2023
Jeremiah Turner	Pre-Trained Police Officer	03/20/2023
Hyun “Stan” Kim	Information Technology Specialist	05/01/2023
William Oh	Pre-Trained Police Officer	05/02/2023
Jacob Lopez	Recruit	05/02/2023
Lisbeth Lomeli	Forensics Specialist	05/16/2023
Kelley Crepeau	Volunteer/ C.A.P.	06/01/2023
Anthony Curatola	Recruit	06/10/2023
Robin Meono	Police Cadet	06/10/2023
Nadia Semaan	Police Service Officer (Reinstated)	06/12/2023
Joseph Lira	Pre-Trained Police Officer	06/24/2023
Robert Jimenez	Information Technology Administrator	07/08/2023
Christian Hogan	Recruit	07/08/2023
Sergio Cerda	Recruit	07/08/2023
Jenny Rangel	Traffic Enforcement Specialist	08/11/2023
Michelle Cisneros	Intern	08/22/2023
Erika Viramontes	Wellness Coordinator	08/28/2023
Lorraine Arroyo	Allied Universal Security Jailer	09/11/2023

Carl Estrella	Police Cadet	09/18/2023
Isabel Bravo	Lateral Police Officer	10/16/2023
Stephanie Mendoza-Hernandez	Police Cadet	10/16/2023
Samantha Silverio	Community Service Aide	11/27/2023
Angel Parra	Police Cadet	12/11/2023
Jacob Giroux	Recruit	12/11/2023

<b>Separations for 2023</b>		
<b>Employee</b>	<b>Position</b>	<b>Date Of Separation</b>
Steven Silos	Police Officer	03/09/2023
Carolina Valdivia	Community Service Aide	05/17/2023
Bhinderpal Singh	Cadet	05/30/2023
David Sang	Police Corporal	06/01/2023
Jacob Lopez	Recruit	07/07/2023
Lindsay Cruz	Police Officer	08/03/2023
Jenny Rangel	Police Officer	08/11/2023
Cody McGrath	Lead Dispatcher (demotion)	09/02/2023
Jennifer Tran	Police Officer	09/14/2023

<b>Promotions for 2023</b>		
<b>Employee</b>	<b>Position</b>	<b>Effective Date</b>
Lolani Campos	Police Officer	01/19/2023
Alejandro Chavez	Police Officer	01/19/2023
Valarie Padilla	Police Officer	01/19/2023
Eric Binyon	Police Services Officer	04/01/2023
Cathleen Saucedo	Police Services Officer	04/01/2023

Devin Boyington	Sergeant	04/15/2023
Maria Esquetini	Dispatch Supervisor	04/29/2023
Ivett Morales Maldonado	Police Services Officer	04/29/2023
Brittany Alcala	Lead Police Services Officer	05/13/2023
Isabella Hernandez	Police Services Officer	05/27/2023
Bryant Kalagian	Police Corporal	06/10/2023
Sarah Moeller	Police Corporal	06/10/2023
Luis Gonzalez	Police Officer	07/28/2023
Anthony Nguyen	Police Officer	07/28/2023
Cody McGrath	Lead Police Dispatcher	08/05/2023
Anthony Curatola	Police Officer	12/14/2023
Melissa Taniguchi	Lead Police Dispatcher	01/06/2024

Summary of Vacant Positions		
Position	Authorized	Status
Sergeant	13	<b>2 Vacant (1 Frozen)</b>
Police Officer (Including Recruits)	54	<b>3 Vacant (3 Frozen)</b>
<b>Total Sworn</b>	<b>95</b>	<b>4 Vacant (4 Frozen)</b>
Traffic Enforcement Specialist	4	<b>1 vacant</b>
<b>Total Civilian</b>	<b>46</b>	<b>1 Vacant</b>
Cadet/ C.S.A.	15	<b>4 Vacant</b>
Call Taker	2	<b>2 Vacant</b>
Per Diem Dispatchers	8	<b>6 Vacant</b>
<b>Total Part-time Civilian</b>	<b>30</b>	<b>12 Vacant</b>

<b>Police Department Technology</b>	
<b>Patrol Operations:</b>	<ul style="list-style-type: none"> <li>• Communications Systems</li> <li>• Mobile Data Computers - In-Car Cameras</li> <li>• Body Worn Cameras</li> <li>• Specialized Equipment – Smart Phones – Tasers – Less Lethal Equipment</li> <li>• Drone Program – Unmanned Aircraft Systems (UAS)</li> <li>• Telestaff – Patrol Scheduling System</li> <li>• Gunshot Detection Systems – Shot Spotter</li> </ul>
<b>Specialized Equipment:</b>	<ul style="list-style-type: none"> <li>• Communications and Surveillance Systems</li> <li>• FARO – 3D Measurements/Imaging</li> <li>• Cell Site Simulators</li> <li>• Crime Analysis – Predictive Policing Analysis</li> <li>• Decoy Vehicles – Decoy Package Tracking Systems</li> <li>• Desktop and Laptop Computers – Cell Phone Applications</li> <li>• Intranet and Cloud-Based Systems</li> </ul>
<b>Property and Evidence:</b>	<ul style="list-style-type: none"> <li>• Crime Scene Investigations – Specialized Equipment – Crime Scene Mapping</li> <li>• Security Systems</li> <li>• Specialized Storage Systems</li> <li>• Bar Coding – Property Intake and Evidence Tracking Systems</li> </ul>
<b>Surveillance Systems:</b>	<ul style="list-style-type: none"> <li>• Automated License Plate Readers (ALPR's) and Surveillance Camera Systems</li> <li>• Fixed Location Surveillance Systems – Infrastructure Protection</li> <li>• Public Works and Traffic Engineering Integration of City-Wide Systems</li> <li>• Community Cameras - FLOCK Video Management Systems -</li> </ul>
<b>Crime Analysis Systems – Crime Mapping Systems:</b>	<ul style="list-style-type: none"> <li>• Crime Trends – GIS Mapping</li> <li>• Predictive Policing</li> <li>• Forensic Logic</li> </ul>

**Traffic Management:**

- Citation Processing – E-Cite Systems
- Traffic Collision Investigations – Total Station - FARO
- Complaint Tracking - Case Management
- Grant Management

**Records Management:**

- AXON Transition - CAD/RMS Systems – Integrated Records Management System
- Data Processing – Document Management
- Data Storage and Retrieval
- Data Gathering/Analysis – RIPA – NIBRS
- E-Mail Storage/Retention
- Document Scanning and Indexing
- PRA Requests
- Photo Management Systems
- Video Streaming
- Report Writing Systems
- Telephone Systems

**Dispatch - Communications Systems:**

- CAD – Computer Aided Dispatch Systems
- E-911 – NG 911 Next Generation Emergency Calls
- EBRICSA – Regional Digital Radio System – Radio Interoperability
- Dispatch Center Operations
- Mobile Technology Strategies
- In-Car Radios
- Portable Radios
- Mobile Radios for Command Post and Emergency Operations

**Vehicle/Fleet Systems:**

- Radios
- Emergency Equipment – Lights/Siren/Public Address System
- In-Car Computers
- In-Car Cameras
- ALPR's



### **About MRG**

In 2008, six colleagues combined their experience and skills to form a new consulting firm with the intention to provide cities, counties, and government agencies with professional strategic services. The result was Municipal Resource Group, founded on a shared commitment to create for clients innovative and transformational solutions to leadership, governance, human resources, financial management and other complex organizational challenges.

The six-member group grew as the firm affiliated with top retired public-sector executives and leading subject matter experts with decades of experience who wanted to serve organizations in both the public and private sectors. In 2014, Municipal Resource Group made a quantum leap to a full-service professional firm of 27 consultants, as cities and counties recovering from the Great Recession reached out for organizational assistance in strategic planning and assessing the status of their workforces.

Municipal Resource Group rebranded to MRG to reflect the firm’s evolution to include private-sector entities among its more than 250 clients. From healthcare to high tech, retail to regulatory, MRG’s team of more than 60 affiliated consultants offer their clients an ever-broadening range of expertise. The rebranding builds on MRG’s track record of success.

MRG has consolidated its practice areas into a set of seven core services:

- Leadership Development and Strategic Services
- Project Management and Organizational Assessments
- Workplace Investigations
- Training, Coaching, and Staff Development
- Chief Executive Officer Evaluations
- City Council and Board Governance
- Financial Management and Fiscal Sustainability

## **Consultant Bios**

### **Rick Otto**

*As the former City Manager for the City of Orange, Rick Otto understands the many challenges today's local government leaders face daily.*

Rick successfully navigated his organization through the pandemic, recessions, periods of political transition, local emergencies, and community tragedies. His compassionate, collaborative, and results-orientated leadership style allows him to create and foster a positive workplace environment and to forge excellent working relationships with political leaders, labor associations, community groups, and fellow city and county managers.

Rick has over 32 years of local government experience working for small and medium-sized cities in Southern California. In addition to serving as the City Manager for Orange, a full-service city with an annual budget of \$200 million and 750 employees, Rick also served as their Assistant City Manager, Community Development Director, and Economic Development Manager. Prior to his tenure in Orange, Rick worked for three small contract cities in Los Angeles County: Rancho Palos Verdes, La Mirada, and Temple City. Throughout his career, Rick has been involved in nearly every aspect of local government, including land use planning, historic preservation, citizen engagement, affordable housing, economic development, finance and budgeting, capital projects, information technology, labor negotiations, staff development, and public safety coordination.

Rick brings his unique and diverse background to clients by specializing in Organizational Assessments, Operational Reviews, Executive Evaluations, Staff Development and Mentoring, Strategic Planning, Fiscal and Economic Development Analysis, and Land Use Entitlements.

A facilitator of governmental regionalization, Rick has chaired numerous regional committees including the Metro Cities Fire Authority, the Orange County Animal Control Taskforce, the Orange County City Manager's Solid Waste Committee, the North Orange County Cities Homelessness Coalition, and Orange County City Manager's Homelessness Task Force.

In addition to his professional achievements, Rick earned a Bachelor of Arts, in Public Administration and a Master of Public Policy and Administration, both from California State University, Long Beach. Rick is a frequent guest speaker for public policy and journalism classes at California State University, Fullerton, and Chapman University. He also has been a speaker for the American Planning Association. Finally, Rick is proud to have been a Disneyland Cast Member and still uses that customer-centric approach with his clients.

## **Joseph Kreins**

*Joseph Kreins is a tenured law enforcement executive with over 40 years working with cities, counties, and special districts.*

Joseph has worked as an independent government and law enforcement consultant for 15+ years and has served as a POST-certified facilitator for law enforcement agencies in team building and strategic planning in numerous police departments and cities. He has experience working with City Managers and City Councils with goal setting, coaching, mentoring, and budget development. Additional services include leadership development, executive recruitment, promotional processes, and organizational assessments. Kreins has become a subject matter expert in managing executive transitions in law enforcement agencies and working with cities to develop goal-setting and strategic planning.

Krein's career in the City of Concord police department included many roles like their first-ever Public Information Officer and District Commander. He was one of the key architects in working to develop their community engagement and community policing strategies. Additionally, Kreins served as the Chief of Police in many Bay Area cities. As the Police Chief and Assistant City Manager for Sausalito, his responsibilities included Fire Department leadership & management, as well as IT Services & City Parking. Kreins next served as the Chief of Police in the City of Novato for eight years.

Chief Kreins provided leadership at the Vallejo Police Department during a critical period, following City's emergence from bankruptcy. During his tenure, they reduced crime across all categories, enhanced community trust & relationships, and significantly restored police staffing. Joseph also served as the interim Chief of Police in Benicia, Winters, Novato, Clayton, and Suisun City, and Interim Chief of Police and Assistant GM for Public Safety at the East Bay Regional Parks District. He has facilitated several organizational audits/assessments throughout California.

Kreins has a BA in HR Management from Golden Gate University (magna cum laude) and certificates from the CA Peace Officer Standards Training (P.O.S.T.), including executive management. He has completed the FBI – Law Enforcement Executive Development (LEEDS) program and the Senior Management Institute for Policing (SMIP) from the Police Executive Research Forum (PERF). Chief Kreins is a member of the International Assoc. of Chiefs of Police (IACP), served on the board of directors for the CA Police Chiefs Assoc. (CPCA) and Marin Emergency Radio Authority (MERA), and was president of the Solano County Law Enforcement Administrators Assoc. and the Marin County Police Chiefs Assoc. He is a member of the Police Executive Research Forum (PERF) and CA Peace Officers Assoc. (CPOA).

Joseph has taught POST Supervisory & Management courses and the CA State Training Institute (CSTI) – CA Office of Emergency Services (OES) law enforcement training courses including police/media relations, crisis communications, policing & problem-solving, community-oriented government, leadership development, and developing first-line supervisors.