



City of La Quinta

CITY / SA/ HA/ FA MEETING DATE: May 19, 2015
ITEM TITLE: REVIEW OF POLICE SERVICES AND
CRIME TRENDS REPORT

AGENDA CATEGORY:

BUSINESS SESSION:

CONSENT CALENDAR:

STUDY SESSION: 1

PUBLIC HEARING:

RECOMMENDED ACTION:

Receive and file report on review of police services and crime trends.

EXECUTIVE SUMMARY:

- In January 2013, the City reviewed service delivery options that resulted in a reduction of the workforce and restructuring of City departments. All departments short of Public Safety were reorganized, resulting in reduced operating costs.
- In January 2015, the City Council approved an agreement with Matrix Consulting Group ("Matrix") for review of police services and crime trends.
- The subsequent report (Attachment 1) provides an overview of police services and costs, evaluates all contracted police services, and evaluates overall police operations and crime.
- The Riverside County Sheriff's Department (RCSD) provides police services; both RCSD and the City have learned much from this effort, and are working collaboratively to refine service levels, and to improve operations and efficiencies.

FISCAL IMPACT:

None.

BACKGROUND/ANALYSIS:

The City contracts with RCSD for police services and until this year, a comprehensive review of services had never been undertaken. The objective of the

police services and crime trends review was to thoroughly document and evaluate police services through a multitude of sources including: interviews with City and RCSD staff; review of operating procedures, the contract and budget; calls for service; and investigator workloads. Additionally, Matrix' review evaluated opportunities to continue high levels of service in the most cost effective manner, including how work is performed and how resources are deployed.

The City also elected to have Matrix survey La Quinta residents regarding their opinions of police services. Staff and Matrix developed an anonymous survey that was publicized on the City's website and in *The Gem*. The survey asked a variety of questions regarding residents' interaction with police officers. Over 500 people completed the survey and this information provided a snapshot of the residents' beliefs and perceptions regarding police services. In addition, three community focus group meetings were held wherein a total of 28 residents participated and provided their opinions and suggestions.

The City contracts for the following police services:

- 1 Sheriff's Captain and 1 Lieutenant, who function as the Chief and Assistant Chief of Police;
- 30.7 Patrol Officers;
- 6 civilian Community Service Officers (CSOs) who assist Patrol Officers;
- A traffic/administrative team that includes 1 Sergeant and 4 Traffic Motor Officers;
- 2 School Resource Officers;
- 1 sergeant and 5 officers assigned to a Special Enforcement Team;
- 2 business district officers; and
- 2 task force officers for gang and narcotics activities.

The positions listed above are supported by additional RCSD personnel needed to provide supervision, administration and other duties, which include:

- 1.63 lieutenants (for other lieutenants in Thermal Station);
- 6.85 sergeants (primarily for patrol sergeants, but also includes the detective, training, and administrative sergeants);
- 6.47 investigators or lieutenants for follow-up investigation of La Quinta cases; and
- Emergency communication and dispatch services.

Some of the key finds of the report are as follows:

- La Quinta's crime rate is low at 1.74 violent crimes per 1,000 residents.
- Major violent crime is low, except for robbery, and has decreased 9 percent over the last 10 years.
- Property crime rates are higher but also have decreased by 15.9 percent in the last 10 years.

- The crime rate in La Quinta has been trending downward for the last 10 years.
- The number of calls for service generated by the community is at an average level compared with other communities.
- Patrol services provide a very good response time to calls, averaging approximately 4.2 minutes travel time to emergency calls.
- Patrol officers have a very high overall average level of “proactive” time level of 58 percent in 2014 and good levels of proactive time even during peak call for service workload hours.

According to the report, the “proactive time” level is a key factor in the determination of the patrol officer staffing level that is needed in a community. It is the time remaining after an officer has handled all of the community generated calls for service and those associated duties. At the same time, the report indicates that agencies above a 50 percent “proactive time” level will be challenged to keep officers busy with meaningful work and keep them engaged in the job.

In light of these findings, Matrix has provided a series of recommendations to increase productivity and better utilize police resources:

- Adopt an average “proactive time” target of 45 percent for patrol officers.
- Develop patrol plans to best utilize Officers proactive time.
- Reduce the daily patrol staffing to 140 hours as a step to move closer to the 45 percent proactive time target, with RCSD having the discretion to let staffing fall 10 percent further below this level.
- Work with RCSD to reduce the number of detectives funded by La Quinta from 6.5 to 3, which is sufficient to handle the caseload.

The report highlights areas where service levels can be adjusted in order to increase the productivity of police officers and ensure the City is getting the maximum for dollars spent on police services. The contract rate for police officers is continuing to increase at 7 to 8 percent a year. With the City budgeting approximately \$14.4 million next year for police services, this is over a \$1 million a year increase in cost. While the economy is improving, revenues are not growing at the same rate as expenses. To offset these increases, adjustments to the contract that reduce underutilized services may be an option for the Council. The report includes these adjustments in its list of recommendations. The existing contract with RCSD allows for adjustments to service levels less than 10 percent to be implemented at the earliest possible opportunity. Adjustments above 10 percent require a one-year notice to take effect. This language is standard in contracts with RCSD.

Overall, the report shows that La Quinta is being provided a high level of police services by RCSD and La Quinta is one of the safest communities in the Coachella Valley. The report highlights a series of recommendations to consider on a going-forward basis. The work plan for the current and next fiscal year will include utilization of the methodology presented by Matrix in the report:

- Quarterly review of data showing calls for services and response times;
- Review of workload data for a second year to continue evaluation of service levels;
- Development of a process to enhance delivery of patrol during peak times; and
- Annual review of patrol staff workloads for a four-hour time block period.

ALTERNATIVES:

As this is an informational item only, staff does not recommend an alternative.

Report prepared by: Chris Escobedo, Assistant to City Manager

Report approved for submission by: Frank J. Spevacek, City Manager

Attachment: 1. Report

Review of Police Services and Crime Trends

CITY OF LA QUINTA, CALIFORNIA

FINAL REPORT



May 1, 2015

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1. EXECUTIVE SUMMARY

In January 2015 the Matrix Consulting Group began working with the City of La Quinta to conduct a review of police services and crime trends in the City. Police services for La Quinta are provided through a contract with the Riverside County Sheriff's Office (RCSO).

Introductory meetings, interviews, data collection, analysis, and review of interim deliverables occurred from January through April 2015. After the initial meeting with the City Project Committee, the Matrix Consulting Group project team conducted interviews with Riverside County Sheriff's Department personnel, City of La Quinta management, obtained and reviewed operating procedures, the contract and budget, calls for service data, investigator workloads and other data relevant to this study. The information contained in this report was developed through these interviews, review of internal policies, procedures, the operating budget, call for service data, investigator workloads and other data provided to the project team.

The City of La Quinta has seen significant growth and currently has a population of approximately 39,331 residents (2013 U.S. Census estimate) and covers 35.1 square miles. The population of has increased over 65% since 2000 when just 23,694 people resided in the City.

As part of this project, the City also wished to survey La Quinta residents regarding their opinions of police services. The project team developed an anonymous survey that was publicized on the City's website and in the City newsletter and made available online. The survey asked a variety of questions regarding residents'

interactions with RCSO staff and regarding residents' perceptions of the provision of services in the community. Over 500 people completed the survey and the results provide a snapshot of residents' beliefs and perceptions regarding police services (a survey summary is in Appendix A).

Additionally, the project team hosted three community focus group meetings on two days in March 2015 at City Hall. A total of 28 residents participated and provided their opinions, perceptions, and suggestions (a focus group summary is in Appendix B).

The project team provided several interim reports and summaries of the surveys to La Quinta management and they were also reviewed by RCSO staff. These elements yielded the following findings:

- (1) The crime rate in the La Quinta is low at 1.74 violent crimes per 1,000 residents but has a higher property crimes rate at 38.2 crimes per 1,000 residents. The specific reasons for a low violent crime rate or the higher property crimes rate in certain years cannot be known exactly but the demographics of the community is a strong factor with additional factors including the average income level, employment rate, effectiveness of the police and community programs for youth.

The crime rate in La Quinta has been trending downward for the last 10 years. Overall, comparing the 2004-2008 five year period with 2009-2013 the number of violent crimes decreased 9.3% and property crimes decreased 15.9%.

The most significant change in individual crimes over the two 5 year periods was a 40% reduction in homicides and a 49% reduction in auto theft. Aggravated Assault also decreased significantly (16%) but robberies have increased over 20%. The property crimes of burglary and larceny also decreased 12% and 13% respectively.

- (2) The number of community generated calls for service (CFS) per resident in La Quinta it is approximately 0.46 CFS per resident (a total of 17,945 in 2014)¹. This workload level is within the range of the 0.4 to 0.6 CFS typically seen by the project team in other law enforcement studies throughout the United States. This indicates that the need for police services is at an average level compared with other communities.

¹ In the 2013 La Quinta Police Department Annual Report the RCSO reported a total of 24,793 call for service in calendar year 2013 but this also includes Officer initiated incidents as well as community generated calls for service. The project team evaluated these elements separately.

- (3) Patrol Services provides a very good response time to calls, averaging approximately 4.2 minutes travel time to emergency calls and an overall response time (call processing and travel time) of just 5 minutes².
- (4) Patrol Officers had a very high overall average level of “proactive” time level of 58% in 2014 and good levels of proactive time even during peak call for service workload hours.

The “proactive time” level is a key factor in the determination of the Patrol Officer staffing level that is needed in a community – it is the time remaining after an Officer has handled all of the community generated calls for service, related bookings of persons arrested and documentation of the incident in a report (these workloads are counted as “committed time”). Detailed information regarding the level of La Quinta Police Department’s level of committed time (i.e. the work that “must” be done) and proactive time is presented in the report in Chapter 3.

- (5) Police services information such as the number of calls for service, Officer initiated activity and other workload information should be provided to La Quinta (and also other contract cities) on a regular basis (every three or six months).

LQPD has provided an annual report to the City that contains much of the information but the project team believes that increased discussion (quarterly or semi-annual meetings) between LQPD managers and city staff/elected officials regarding police services is needed to ensure a close working relationship. The meetings should include information sharing, crime trends and discussion regarding the effectiveness of the services being provided and also identify areas that may need focused attention.

This report shows that La Quinta is being provided a high level of police services by the Sheriff’s Office through regular Patrol Officers which are supplemented with the work of the Traffic Unit, Special Enforcement Team and civilian Community Service Officers – these units provide significant and comprehensive services to the community. Throughout this report the project team provides evaluation and analysis of these service and, where appropriate, makes suggestions for improvements. The table below

² For the 223 Priority 1A calls in 2014.

provides a summary list all of the recommendations and/or opportunities for improvement that appear in this report.

Recommendations
Modify the contract to allow the Chief and Assistant Chief the discretion to allow patrol staffing levels on a particular day to fall below the contracted level up to 15% (currently 23 patrol staff hours). Page 21
The City should work with the Sheriff's Office and management from gated communities to evaluate the options available to facilitate quick entry of police officers into gated communities. Page 36
The RCSO should quarterly or semi-annually provide La Quinta with data showing the number of calls for service responded to, response times, calls per beat, Officer initiated activity and other activity of the Police Department. Page 43
Review the CAD workload data for a second year to determine the level of Patrol Officer committed time and proactive time; continue annual reviews of Patrol workload. Page 58
Annually review patrol staff workload for each 4-hour time block to ensure that a reasonable number of proactive hours are available throughout the day. Page 58
Adopt a 45% average proactive time level goal for patrol operations. A workload analysis should be conducted annually to determine the actual level of proactive time. Page 62
Expand the regular duty hours of the Traffic Unit to provide coverage from 0600 – 1900 or 2000 hours on weekdays. Page 66
Increase the productivity of the Motor Units to average 10 warnings/citations per shift. Page 66
Modify the work schedule of Community Service Officers to only work during the day and evening hours (0600 hours – 2200 hours) to provide additional alternative call handling options and also address other police related community concerns. Page 83
Reduce the number of daily Patrol Officer hours from 150 daily to 140 hours daily; this results in an annual savings – estimated at \$581,965 in FY 2015-16. Page 90
La Quinta staff should work with the Sheriff's Office to establish a goal that 50% of the Patrol Officers (currently 12 = 50%) and Community Service Officers (3 = 50%) will always be assigned to La Quinta whenever they are working a regular shift. Page 91
La Quinta should work with the RCSO to modify the contract to provide a field Sergeant that is dedicated to the supervision of La Quinta field services. Page 92
Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. The Asst. Chief, Patrol Lieutenant and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift. Supervisors should actively manage Patrol Officers' proactive time. Page 94
City staff should work with the RCSO to reduce the number of Detectives funded by La Quinta to three Detectives which will result in a cost savings of approximately \$586,040 annually; this staffing level will provide sufficient staff to conduct follow-up investigations for La Quinta while providing a moderate caseload level for Detectives that provides capacity to absorb future increases in workload. Page 96

Recommendations

Additionally, City staff should work with the RCSO to revise the methodology of allocating the cost of Investigation Units (the Lieutenant, Sergeants and Detectives) to an appropriate cost sharing percentage for each of the three entities. Page 96

2. OVERVIEW OF POLICE SERVICES AND COSTS

The following information was obtained through interviews with RCSO personnel, electronic data from the Computer Aided Dispatch system (CAD) and the Records Management System (RMS) as well as any relevant documents associated with patrol (e.g., statistical reports, training records, leave time records, etc.). The first section, which follows, provides a brief introduction and basic overview of law enforcement services in the City of La Quinta.

1. OVERVIEW OF PATROL SERVICES, STAFFING LEVELS AND COSTS.

The City of La Quinta, through a contract with the Riverside County Sheriff's Department (RCSO), provides a wide range of law enforcement services for approximately 39,331 residents (2013 U.S. Census estimate) and covering 35.1 square miles.

(1) La Quinta Contracted Positions.

There are two law enforcement managers in La Quinta – a Captain who is appointed as the Police Chief and a Lieutenant who is the Assistant Police Chief.³ The Police Chief is responsible for management and oversight of all police services provided to residents. The Assistant Chief provides the day to day direction to dedicated staff. Both of these law enforcement managers are supported by additional law enforcement professionals and supervisors within the Thermal Sheriff's Station.

Patrol field services account for the majority of the contracted personnel in La Quinta PD – a total of 30.76 Officers. This number is calculated from the 150 hours of

³ La Quinta does not pay any costs for the Captain.

daily field patrol services (150 hours daily x 365 days = 54,750 total yearly hours / 1,780 annual work hours per Officer).

La Quinta also contracts for other positions to provide supervision and additional services to the community. Some of the positions are “dedicated” positions (La Quinta pays the full 2,080 annual work hours per position and the benefits cost) and some are “non-dedicated” positions (La Quinta pays 1,780 hours per position). These positions are:

- The Chief (a Captain who is not paid by the City) and a Lieutenant, the Assistant Chief, who is paid through the City’s contract.
- Two Sergeants – for the Special Enforcement Team (SET) and for the Administrative & Traffic Unit (dedicated positions)
- Seven Officers for the Special Enforcement Team – this includes the two Business District Officers (non-dedicated positions)
- Four Officers for the Traffic Unit – Motor Officers (dedicated positions)
- Two Officers for regional Task Forces – the Violent Crime Gang Task Force and the Coachella Valley Narcotics Task Force (dedicated positions)
- Six civilian Community Service Officers, CSO, (dedicated positions)

The following table displays the “dedicated” and “non-dedicated” staff positions.

	Lieutenant	Sergeant	Officer	CSO
Administration	1			
Patrol			30.76	4
Admin / Traffic (Motors)		1	4	2
Special Enforcement Team		1	5	
Business District Officers			2	
Task Forces (2)			2	
Total = 52.76	1	2	43.76	6

There are a total of 52.76 staff directly contracted for by the City of La Quinta for police services. This number does not include the three School Resources Officers

working in La Quinta schools as the Desert Sands Unified School District independently contracts for them with the Sheriff's Department (La Quinta reimburses DSUSD for part of the cost for these Officers). This staff requires additional personnel to support the LQPD that will be discussed in the next section.

(2) Additional RCSO Positions Required to Support the La Quinta Police Department.

A total of 41.76 of the LQPD positions listed above are designated as "supported" positions by the RCSO, they are the 30.76 Patrol Officers, 4 Motor Officers and 7 Special Enforcement Team Officers. These "supported" positions means that other RCSO personnel are needed to provide supervision, administration and other assistance to carry out their job functions. This includes a total of 14.95 positions which includes Lieutenants, field supervisors (Sergeants) and Investigations personnel. The calculations for the 14.95 supporting positions is shown below:

- 1.63 Lieutenants ($41.76 \times .039$); for the other Lieutenants in the Thermal Station (Patrol, Investigative)
- 6.85 Sergeants ($41.76 \times .164$); primarily for the Patrol Sergeants but also includes the Detective, Training, FTO and Administrative Sergeants
- 6.47 Investigators or Detectives ($41.76 \times .155$); for follow-up investigation of La Quinta cases

The multiplying factor (.039, .164, etc.) is determined by the RCSO and is a calculation of the percent of staff positions (assigned to the Thermal Station) that are allocated to La Quinta; this represents the amount of time that the supporting position is working with La Quinta personnel or on La Quinta related case investigations, issues, etc. The cost of these supporting positions is paid by La Quinta through a "supported rate" charge that is added to the basic Office hourly rate (which equals the total hourly

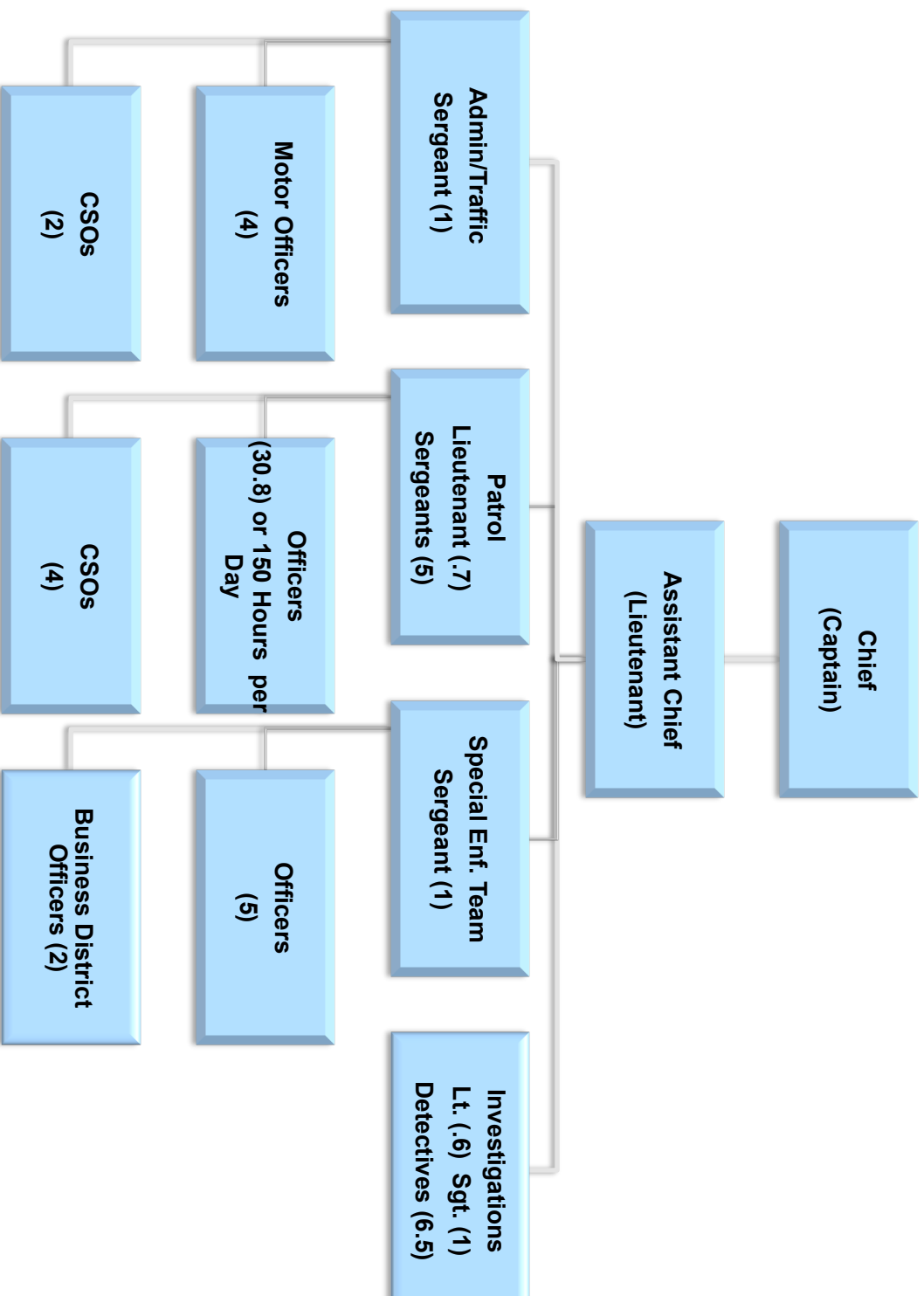
rate that contract cities pay to RCSO). The following table shows the LQPD staff with these additional positions that support LQPD operations.

	Lieutenant	Sergeant	Officer	Detective	CSO
Administration	1				
Patrol			30.76		4
Admin / Traffic (Motors)		1	4		2
Special Enforcement Team		1	5		
Business District Officers			2		
Task Forces (2)			2		
<i>Positions Supporting LQPD</i>	<i>1.63</i>	<i>6.85</i>		<i>6.47</i>	
Total = 67.71	2.63	8.85	43.76	6.47	6

La Quinta pays for a total of 67.71 personnel to provide police services in the City. This does not include the three School Resources Officers previously discussed.

The following page shows the organization chart for La Quinta Police Department. The chart lists the approximate number of supporting positions to LQPD by function (e.g. 5 Sergeants in Patrol and 1 Detective Sergeant) but not all of the supporting functions are depicted on this chart (e.g. the fraction of the Administration Sergeant and the Training Sergeant at the Thermal Station are not shown).

La Quinta Police Department



(3) Hourly Rate Charges and Estimated FY 1014-15 Budget for Police Services.

The RCSO provided the estimated hourly rate costs used to develop the budget for police services in La Quinta. The following table shows the direct and indirect costs that make up the “supported” rate for an Officer.

Cost Item	FY 13/14 Non- Dedicated	FY 13/14 Dedicated		FY 14/15 Non- Dedicated	FY 14/15 Dedicated
Patrol Officer - Basic Hourly Rate	\$ 76.24	\$ 65.25		\$ 80.50	68.90
Sworn Support	34.80	29.79		38.35	32.82
Classified Support	9.53	8.16		10.21	8.74
Administration	1.00	0.85		1.20	1.02
Personnel & Recruiting	1.05	0.90		1.22	1.05
Information Services	1.06	0.91		1.21	1.03
Dispatch & Telephone Reporting Unit	10.46	8.95		10.67	9.13
Accounting & Finance	0.74	0.63		0.82	0.70
Technical Services	0.70	0.60		0.95	0.81
Contracts & Grants	0.33	0.29		0.38	0.33
Cost Allocation Plan	1.37	1.17		1.65	1.41
Field Training	1.29	1.11		1.30	1.11
Training Center	0.72	0.61		0.63	0.55
Hourly Rate	\$ 139.29	\$ 119.21		\$ 149.09	\$ 127.60
Hours Billed per Position	1,780	2,080		1,780	2,080
Position Cost	247,936	247,957		265,380	265,408

It is important to note that the net cost of a “non-dedicated” position is almost the same as the cost of a “dedicated” position. The mathematical reason is that “non-dedicated” positions are billed to the contract city at a higher rate but at 1,780 hours annually while the “dedicated” positions are billed at a lower rate but at 2,080 hours. As shown above the net cost per position is within a few dollars. The RCSO explanation for the different costing methodologies is that “dedicated” positions are extra positions specific to the requesting city (e.g. the four Motor Officers in La Quinta) and cannot be used anywhere else by RCSO (i.e. RCSO is not responsible for traffic enforcement in unincorporated areas) so the city is required to pay for 100% of the annual 2,080 hours. Additionally, if the Officer staffing one of these dedicated positions were to go off on

long term disability the city would have to pay for the vacant position for several months and may not be able to obtain a replacement Officer. However, the reasoning is still not very clear to the project team and the confusion cause by the different methodologies seem to outweigh the reason for them.

Some of the tasks and functions included in these charges for the supporting services are further detailed below:

- Communications and dispatching services – emergency call handling and dispatching.
- Records services – report filing and copying, front counter walk-in traffic, general questions from members of the public.
- Evidence and Property – processing and handling of evidence items and property booked by Officers.
- Equipment issuance, maintenance and tracking.
- Payroll processing and employee file maintenance.
- Personnel recruiting, hiring and basic training; in-service training.

There are other services such as the Captain and forensic services (crime scene investigation and processing, evidence collection and storage; crime lab examination and tests) that are “free” and La Quinta does not pay a fee.

The following table shows the hourly rates for other positions in the La Quinta Police Department; they are the “unsupported” rate except where noted.

Position	FY 13/14 Non- Dedicated	FY 13/14 Dedicated	FY 14/15 Non- Dedicated	FY 14/15 Dedicated
Lieutenant		\$103.77		\$111.40
Sergeants (2)		91.60		98.05
Motor Officers (4; supported)		123.88		132.60
SET Officers (7; supported)	\$139.29		\$149.09	
Task Force Deputies (2)		66.10		70.75
Community Service Officers (6; civilian)		44.45		47.58

CITY OF LA QUINTA, CALIFORNIA
Final Report of the Review of Police Services and Crime Trends

The above rates are used to develop the recommended budget for the La Quinta Police Department. The following table shows figures from the FY 2014-15 “Detailed Budget Appropriation Request”, a summary sheet provided by the RCSO. It includes the original budget request and the adjusted budget which is calculated after the hourly personnel rates are finalized and other necessary cost adjustments are made.

Cost Item	Hours or Units	Rate	Billing %	Original Budget	Adjusted Budget	Increased Expense
Patrol Officers (150 hours daily x 365)	54,750	149.09	97%	7,915,157	7,917,797	2,640
Lieutenant	2,080	111.40	100%	230,951	231,712	761
Sergeant – SET	2,080	98.05	97%	197,749	197,826	77
Sergeant - Admin/Traffic	2,080	98.05	97%	203,038	203,038	0
Motor Officers (4) @ 2,080	8,320	132.60	90%	1,005,686	1,005,686	0
SET Officers (7) @ 1,780	12,460	149.09	90%	1,486,434	1,671,895	185,461
School Resource Officers (1.75) @ 1,780	3,115	83.59	98%	255,072	255,175	103
Gang Task Force Deputy	2,080	70.75	95%	139,757	139,802	45
Narcotics Task Force Deputy	2,080	70.75	95%	139,757	139,802	45
CSOs (6) @ 2,080	12,480	47.58	90%	534,217	534,419	208
Sub-Total				12,107,812	12,297,151	189,339
Other Expenses						
Overtime (Patrol)	2,000	68.97		137,940	137,940	0
Overtime (Detective)	1,000	84.83		84,830	84,830	0
Thermal Station Facility Fee				240,140	240,140	0
Records Management System	4	14,125.00		56,500	56,500	0
CAL ID (fingerprint system)	38,401	1.00		38,401	38,401	0
Booking Fees				0	0	0
Jail Access Fee	39	450.34		17,563	17,563	0
Mileage Cost - Patrol Units	475,000	0.84		399,000	399,000	0
Mileage Cost - Unmarked Units	20,000	0.44		8,800	8,800	0
Motorcycle Fuel	12	90.00		4,860	4,860	0
Special Enforcement Fund				190,000	190,000	0
City Back-end Charges				115,000	115,000	0
Sub-Total				1,293,034	1,293,034	0
Total				13,400,846	13,590,186	189,339

It should be noted that the cost for the Traffic Sergeant and Officers includes their specialty pay received for these positions. The adjusted costs increased a total of \$189,339 for FY 2014-15.

3. EVALUATION OF PATROL FIELD SERVICES

This chapter provides a detailed look at the field staffing levels, Officer availability, calls for service and other workload as well as calculating “committed” time, “proactive” time and the overall staffing needs in La Quinta.

1. FIELD OPERATIONS STAFFING AND WORKLOAD.

The following information was obtained through interviews with RCSO personnel, electronic data from the CAD (Computer Aided Dispatch) and RMS (Records Management System) as well as any relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, etc.).

The project team collected information regarding the La Quinta’s workload activities relating to field patrol personnel (i.e., regular Patrol Officers and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the La Quinta Police Department in calendar year 2014 and included the following types of information:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Priority of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) In-route
- Time of Unit(s) On-Scene Arrival

- Time of Unit(s) Clearance
- Beat Unit Identifiers (e.g., unit numbers) for responding unit
- Incident Disposition (e.g., report taken, arrest, citation, etc.)

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as Officer initiated activity. This summary description of patrol services in La Quinta is organized as follows:

- Patrol unit scheduled deployment
- Patrol Officer availability
- Total calls for service
- Calls for service by priority
- Calls for service handled by staff
- Officer initiated activity

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

(1) La Quinta's Patrol Schedule and Officer Availability in 2014.

To provide services to La Quinta, Coachella and the unincorporated areas of Riverside County all Patrol Sergeants and Officers are normally assigned to work one of the following 10 hour shifts, four days a week:

- Watch 1 (nights) 2200-0800 hours
- Watch 2 (days) 0600-1600 hours
- Watch 3 (evenings) 1400-2400 hours

However, due to staffing shortages in the Sheriff's Department all of the Officers in the Thermal Station are assigned to modify the shift schedule to two 12 hour shifts – Watch 1 and Watch 2. Officers work 10 hours of straight time and 2 hours of mandatory overtime each shift (8 hours weekly or 416 hours in a year):

- Watch 1 (nights): 1700-0500 (the early or “underlap shift”) or 1900-0700 hours
- Watch 2 (days): 0500-1700 (the early or “underlap shift”) or 0700-1900 hours

During the two hours where both shifts are on duty (0500-0700 hours and 1700-1900 hours) the oncoming shift attends a briefing and then works their beat to handle the calls so the Officers going off duty can have time to finish any reports and paperwork.

La Quinta contracts for an average of 150 hours of Patrol Officer staffing per day. Riverside County Sheriff's Department provides all services for La Quinta out of the Thermal Station located at 86625 Airport Boulevard.

To provide the 150 hours of patrol each day the RCSO has assigned 12 Officers assigned to Watch 1 and 13 Officers assigned to Watch 2. There are specific names on the roster but the Officers assigned to provide patrol services in La Quinta may vary each day out of the “pool” of Officers assigned to the Thermal Station – which also provides patrol services for Coachella and unincorporated Riverside County areas. Officers may express a preference for working in La Quinta and the preferences are reflected on the RCSO roster but they may be assigned to any area on any day.

The following table lists the staff assigned to La Quinta to show a depiction of Patrol Officer staffing over an average 24 hour day (calculated using the average authorized staffing level of 25 Officers). Patrol Sergeants also respond to calls for

service but they are not included in this table as their primary role is supervision; and they also divide their time between La Quinta, Coachella and the unincorporated areas.

Scheduled Patrol Officer Staffing (25 Officers)

Hour	Watch 1 (Nights) 1700-0500 & 1900-0700	Watch 2 (Days) 0500-1700 & 0700-1900	Hourly Average
0000	6.9		6.9
0100	6.9		6.9
0200	6.9		6.9
0300	6.9		6.9
0400	6.9		6.9
0500	3.4	3.7	7.1
0600	3.4	3.7	7.1
0700		7.4	7.4
0800		7.4	7.4
0900		7.4	7.4
1000		7.4	7.4
1100		7.4	7.4
1200		7.4	7.4
1300		7.4	7.4
1400		7.4	7.4
1500		7.4	7.4
1600		7.4	7.4
1700	3.4	3.7	7.1
1800	3.4	3.7	7.1
1900	6.9		6.9
2000	6.9		6.9
2100	6.9		6.9
2200	6.9		6.9
2300	6.9		6.9
Average	5.9	6.4	7.1

The above table depicts average number of Patrol Officers on duty during the day if all 25 Patrol Officers work their shift. It is important to note that if all 25 of the Officers actually worked in La Quinta for the day it would equal 171 hours of patrol staffing daily (62,517 hours annually) which exceeds the daily 150 hours of the La Quinta contract by 21 hours (14.3%). However, for a variety of reasons this rarely occurs – Officers may be off on a variety of leaves (sick, vacation, etc.) or may be

assigned to training. Additionally RCSO staff balance the work assignments of the personnel at the Thermal Station between La Quinta, Coachella and the unincorporated areas to make all reasonable efforts to ensure patrol staffing does not exceed 150 hours daily or be under 150 hours daily. To show the actual Patrol Officer staffing deployment the project team reduced the staffing level by 21 hours to 150 hours daily, shown in the following table⁴.

Patrol Officer Staffing – 150 Hours Daily

Hour	Watch 1 (Nights) 1700-0500 & 1900-0700	Watch 2 (Days) 0500-1700 & 0700-1900	Hourly Average
0000	6.0		6.0
0100	6.0		6.0
0200	6.0		6.0
0300	6.0		6.0
0400	6.0		6.0
0500	3.0	3.3	6.3
0600	3.0	3.3	6.3
0700		6.5	6.5
0800		6.5	6.5
0900		6.5	6.5
1000		6.5	6.5
1100		6.5	6.5
1200		6.5	6.5
1300		6.5	6.5
1400		6.5	6.5
1500		6.5	6.5
1600		6.5	6.5
1700	3.0	3.3	6.3
1800	3.0	3.3	6.3
1900	6.0		6.0
2000	6.0		6.0
2100	6.0		6.0
2200	6.0		6.0
2300	6.0		6.0
Average	5.1	5.6	6.3

⁴ The staffing levels shown in the previous table were reduced the same percentage for each hour of the day.

This table depicts the average number of Patrol Officers on duty during the day to equal 150 patrol staffing hours (54,750 hours annually) – it results in an average of 6.3 Officers on duty each hour. The Assistant Chief is tasked with managing the 150 hour staffing level to ensure that the budgeted amount of Patrol hours is not exceeded for the year. Currently, the only way to not go over the budget is to staff Patrol with exactly 150 hours per day – this is a very difficult task to accomplish. It is reasonable to allow the Assistant Chief discretion in managing the daily staffing level so that if the Patrol staffing level on a particular day will fall under 150 hours that he/she can decide whether or not to call back Officers on OT to meet the 150 hour goal. The contract should be modified to allow the Chief or Assistant Chief discretion to allow up to 15% below the establishing daily Patrol staffing hours (currently 23 Patrol hours). If the staffing level on a particular day will be more than 15% below the contract hours then the Assistant Chief should notify the City Manager the reason why the contracted staffing level could not be achieved.

In La Quinta there are additional field staff that can be used to assist Patrol Officers during busy times of the day. Two Community Service Officers are assigned to Watch 1 and Watch 2 that handle certain calls for service and also assist Patrol Officers as necessary. They work 10 hour shifts (and are not subject to the mandatory 2 hours of overtime).

Additionally the Motor Officers and SET Officers are sworn staff so they can assist on any type of call when they are on duty. However, these units do not have a minimum staffing level so there is not a guarantee how many of these Officers will be

working on a particular day and no guarantee that these units will always be available.

The work hours for these units are:

- Traffic Unit: the 4 Officers work Monday –Thursday 0600-1600 or Tuesday-Friday 0700-1700 (they commonly flex their shift to work 1000-2000 hours)
- Special Enforcement Team (SET): 5 Officers typically work 1400-2400 hours Tuesday-Friday; the 2 Business District Officers work 0800-1800 Tuesday-Friday.

To calculate the average availability of these Officers the project team used 1,780 net available work hours. The following table shows the actual sworn staffing level for all uniform personnel who are assigned to work the streets – Patrol Officers, Motor Officers and SET Officers.

Recommendation:

Modify the contract to allow the Chief and Assistant Chief the discretion to allow the patrol staffing level on a particular day to fall below the contracted level up to 15% (currently 23 patrol staff hours).

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Authorized Sworn Staffing Level by Day of Week – All Uniform Units
 (P = Patrol; T = Traffic; S = SET; Dy = Total for the Day)

Hr	Sunday				Monday				Tuesday				Wednesday				Thursday				Friday				Saturday	
	P	T	S	Dy	P	T	S	Dy	P	T	S	Dy	P	T	S	Dy	P	T	S	Dy	P	T	S	Dy		
0000	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0	
0100	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0	
0200	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0	
0300	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0	
0400	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0			6.0	6.0	
0500	6.3			6.3	6.3			6.3	6.3			6.3	6.3			6.3	6.3			6.3	6.3			6.3	6.3	
0600	6.3			6.3	6.3	1.7		8.0	6.3	1.7		8.0	6.3	1.7		8.0	6.3	1.7		8.0	6.3			6.3	6.3	
0700	6.5			6.5	6.5	1.7		8.2	6.5	3.4		9.9	6.5	3.4		9.9	6.5	3.4		9.9	6.5	1.7		8.2	6.5	
0800	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
0900	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
1000	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
1100	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
1200	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
1300	6.5			6.5	6.5	1.7		8.2	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	3.4	1.7	11.6	6.5	1.7	1.7	9.9	6.5	
1400	6.5			6.5	6.5	1.7		8.2	6.5	3.4	6.0	15.9	6.5	3.4	6.0	15.9	6.5	3.4	6.0	15.9	6.5	1.7	6.0	14.2	6.5	
1500	6.5			6.5	6.5	1.7		8.2	6.5	3.4	6.0	15.9	6.5	3.4	6.0	15.9	6.5	3.4	6.0	15.9	6.5	1.7	6.0	14.2	6.5	
1600	6.5			6.5	6.5			6.5	6.5	1.7	6.0	14.2	6.5	1.7	6.0	14.2	6.5	1.7	6.0	14.2	6.5	1.7	6.0	14.2	6.5	
1700	6.3			6.3	6.3			6.3	6.3		6.0	12.2	6.3		6.0	12.2	6.3		6.0	12.2	6.3		6.0	12.2	6.3	
1800	6.3			6.3	6.3			6.3	6.3		4.3	10.5	6.3		4.3	10.5	6.3		4.3	10.5	6.3		4.3	10.5	6.3	
1900	6.0			6.0	6.0			6.0	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0	
2000	6.0			6.0	6.0			6.0	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0	
2100	6.0			6.0	6.0			6.0	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0	
2200	6.0			6.0	6.0			6.0	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0	
2300	6.0			6.0	6.0			6.0	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0		4.3	10.3	6.0	
Avg.	6.3			6.3	6.3	1.7		7.0	6.3	3.1	3.7	10.2	6.3	3.1	3.7	10.2	6.3	3.1	3.7	10.2	6.3	1.7	3.7	9.5	6.3	

The total average hourly sworn field staff varies from a low of 6.3 Officers on the weekends to a high of 10.2 Officers Tuesday – Thursday when both the Motor Officers and SET Officers are working.

(2) Officer Leave Hours, Training and Administrative Tasks.

An employee is scheduled to work 2,080 paid hours in a year. The total number of hours actually worked on their patrol shift is reduced by leave hours used, in-service training and other assigned tasks. The RCSO currently factors 300 leave hours annually per Officer, equaling 1,780 actual work hours charged to contract cities. This figure is used to calculate the number of Officers needed to provide the 150 hours of daily patrol staffing. Officers also attend some training as part of their normal duty hours which reduces their availability in the field – RCSO staff estimate an Officer attends 25-45 hours of training annually, depending on the number of hours of specialized training he/she may receive in a particular year.

The following table summarizes the estimated availability of an Officer in 2014 after deducting leave hours, training hours and adding the estimated OT hours worked on patrol.

Leave, Training and OT Hours	Work Hours and Percentages
Total Annual Scheduled Work Hours	2,080
RCSO Calculated Average Leave Usage	(300)
Average Training Hours (on duty)	(40)
Work Hours	1,740
% Annual Availability	83.7%
Backfill Overtime (2 hours per shift)	416
Net Work Hours	2,156
% Annual Availability	103.7%
Administrative Time (90 Min. x 208 shifts)	312
Net Available Work Hours	1,844
% Annual Availability	88.7%

The following points summarize the data above:

- Patrol Officers leave usage includes time off for annual leave, administrative leave, compensatory time off, sick leave, etc.
- This equals to a total of 1,740 hours, or approximately 84% of the time that a patrol Officer is present at work and working a patrol shift.
- For the last two years (in May 2013), due to staffing shortages⁵, Patrol Officers have been required to work 2 hours OT each shift – this equals approximately 416 hours annually and resulted in Patrol Officers working an average of 2,156 hours in 2014. These hours are added to Officers’ net work hours.
- During the work shift Officers attending briefing, take meal breaks, attend court, gas and check their vehicle, etc. These tasks are defined as “administrative time” and take an estimated 90 minutes per shift (208 shifts worked per year). An Officer is almost always available to respond to calls for service while performing administrative tasks but they are not out in the field performing street patrol functions.

During “normal” years when RCSO staffing is at a higher level and Officers are not required to work OT the average Patrol Officer is at work and available to provide patrol services for approximately 1,740 hours annually, or 84% of their total work hours. In 2014 the average Patrol Officer was at work and available to provide patrol services for approximately 1,844 hours annually, or 89% of their total work hours.

(3) Community Generated Workloads.

A critical data for the project team’s analysis relates to the number of community generated events within the City. As a result, this excludes unit-initiated activity, such as traffic stops, as well as 911 calls that are not responded to because they were cancelled before the dispatch of a unit. Data contained in this section reflects the calls for service received in calendar year 2014. Unless indicated otherwise, the data

⁵ RCSO will be returning to their normal 10 hour shift schedule in May 2015.

includes calls that are responded to by any type of unit, including Officers, Sergeants, and CSO units.

(3.1) Community Generated Calls for Service by Hour and Weekday.

The first table in the series organizes the number of community generated calls for service by hour and day of the week.

Community Generated Calls for Service by Day & Hour – All Units

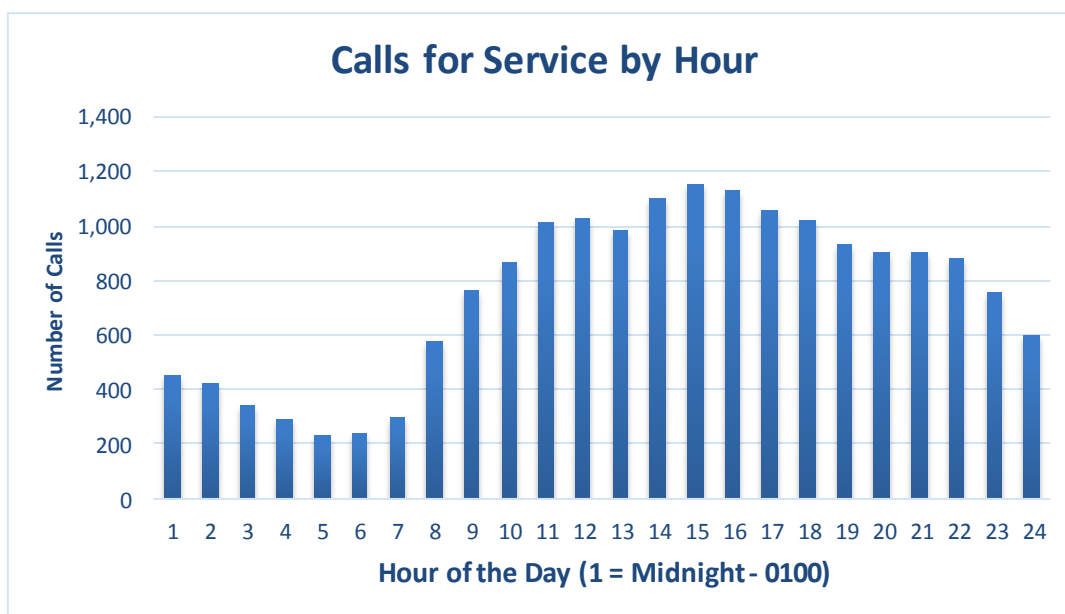
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	103	52	43	56	62	57	76	449
0100	94	54	47	48	46	44	86	419
0200	54	55	37	34	45	40	71	336
0300	56	27	28	35	43	39	57	285
0400	38	28	31	25	43	25	36	226
0500	24	38	33	38	35	28	40	236
0600	30	46	48	42	43	43	45	297
0700	43	100	78	87	103	98	66	575
0800	90	128	130	109	95	115	98	765
0900	98	119	143	134	144	132	100	870
1000	121	147	153	166	157	134	136	1,014
1100	111	172	162	141	153	139	153	1,031
1200	121	148	160	154	139	149	118	989
1300	135	160	181	159	156	164	151	1,106
1400	125	156	197	187	160	189	141	1,155
1500	119	161	145	165	183	211	147	1,131
1600	116	151	140	180	153	180	139	1,059
1700	116	149	160	155	155	164	124	1,023
1800	139	135	135	121	146	132	129	937
1900	124	125	126	127	120	164	117	903
2000	121	155	106	132	114	136	139	903
2100	99	103	124	124	126	154	155	885
2200	107	85	85	114	95	132	137	755
2300	61	81	55	79	90	108	122	596
Total	2,245	2,575	2,547	2,612	2,606	2,777	2,583	17,945
Ave/day	43	50	49	50	50	53	50	49

LQPD responded to 17,945 unique community generated calls for service, approximately 49 calls per day. Except for Sunday the number of calls for different days

of the week ranged from 49 – 53 calls per day, the busiest day of the week being Friday with an average of 53 calls. The distribution of calls throughout the day was as follows:

- 15.7% occurred during the nighttime hours (midnight – 0800)
- 44.9% occurred during the daytime hours (0800-1600 hours)
- 39.3% occurred during the afternoon/evening hours (1600-midnight)

The following graph shows a graphical depiction of the hourly call volume.



The following table shows the most common types of calls for service in 2014.

Most Common Call Types

Type of Call	# of Calls	% of Total
Audible Burglary Alarm	3,609	20.1%
911 Call From Cellular/Mobile Phone	1,531	8.5%
911 Call From Business	758	4.2%
Disturbance (Noise)	480	2.7%
Disturbance	480	2.7%
Follow Up	432	2.4%
Assist Other Department	437	2.4%
Suspicious Person	425	2.4%
911 Call From Residence	413	2.3%
Suspicious Circumstance	358	2.0%
All Other Calls	9,022	50.3%
Total	17,945	100.0%

As shown above, the 10 most frequent calls for service account for 8,923 calls which is 49.7% of the total number of calls for the year.

(3.2) Sworn Officer Call for Service Workload.

Sworn officers are the primary responding units to the vast majority of calls for service. The table below shows the calls that were handled by an Officer or Sergeant, excluding CFS where a Community Service Officer was the primary unit.

CFS Handled by Sworn Staff

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	96	45	39	50	55	43	69	397
0100	89	48	41	44	39	37	78	376
0200	52	54	37	28	42	39	67	319
0300	56	27	26	33	42	39	57	280
0400	38	28	31	25	43	25	36	226
0500	23	38	33	38	35	28	40	235
0600	27	43	47	38	43	43	42	283
0700	39	88	66	74	96	97	60	520
0800	81	116	111	88	88	106	91	681
0900	79	109	129	112	131	116	94	770
1000	104	134	137	143	144	123	124	909
1100	106	159	151	120	144	126	142	948
1200	104	129	147	138	133	140	111	902
1300	121	147	164	144	147	154	141	1,018
1400	120	148	188	173	153	178	139	1,099
1500	113	156	141	154	173	206	142	1,085
1600	115	145	137	179	151	180	139	1,046
1700	116	145	153	150	153	161	123	1,001
1800	134	120	130	108	135	128	116	871
1900	120	121	115	113	112	152	111	844
2000	115	139	95	112	108	125	133	827
2100	93	86	108	106	116	142	149	800
2200	91	78	73	89	88	124	128	671
2300	54	71	44	66	76	105	117	533
Total	2,086	2,374	2,343	2,325	2,447	2,617	2,449	16,641
Ave/day	40	46	45	45	47	50	47	46

LQPD sworn staff responded to 16,641 unique community generated calls for service, approximately 46 per day. The calls handled by Officers represents 92.8% of

the total community generated call activity in La Quinta – the 10 most frequent type of calls is exactly the same order as shown above, only the numbers are a few less.

(3.3) Call for Service Handled by Community Service Officers (CSO).

CSOs were the primary responding unit to 1,304 community-generated calls for service in the past year, representing approximately 7.0% of all incidents. The following table displays the calls by hour and weekday.

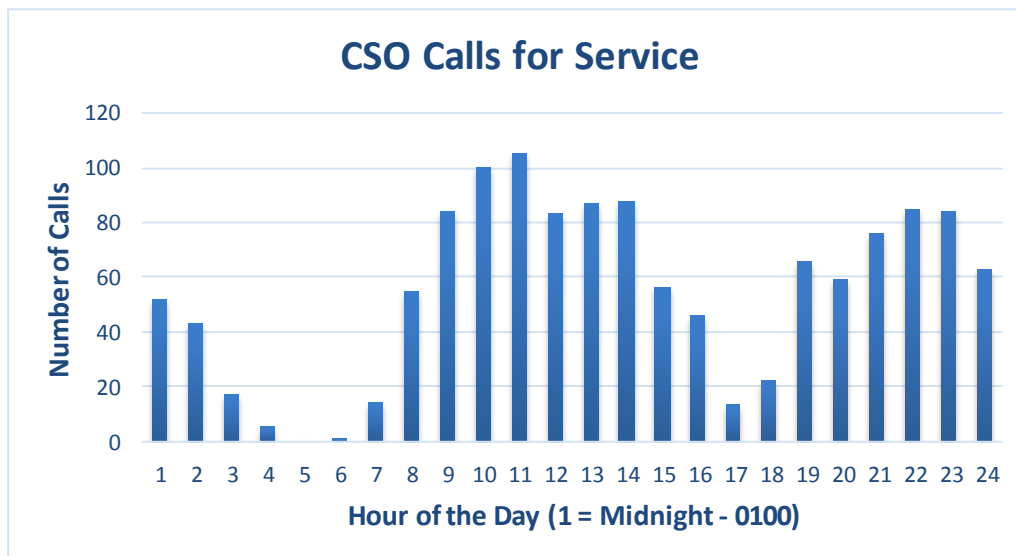
CFS Handled by Community Service Officers

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	7	7	4	6	7	14	7	52
0100	5	6	6	4	7	7	8	43
0200	2	1	-	6	3	1	4	17
0300	-	-	2	2	1	-	-	5
0400	-	-	-	-	-	-	-	-
0500	1	-	-	-	-	-	-	1
0600	3	3	1	4	-	-	3	14
0700	4	12	12	13	7	1	6	55
0800	9	12	19	21	7	9	7	84
0900	19	10	14	22	13	16	6	100
1000	17	13	16	23	13	11	12	105
1100	5	13	11	21	9	13	11	83
1200	17	19	13	16	6	9	7	87
1300	14	13	17	15	9	10	10	88
1400	5	8	9	14	7	11	2	56
1500	6	5	4	11	10	5	5	46
1600	1	6	3	1	2	-	-	13
1700	-	4	7	5	2	3	1	22
1800	5	15	5	13	11	4	13	66
1900	4	4	11	14	8	12	6	59
2000	6	16	11	20	6	11	6	76
2100	6	17	16	18	10	12	6	85
2200	16	7	12	25	7	8	9	84
2300	7	10	11	13	14	3	5	63
Total	159	201	204	287	159	160	134	1,304
Ave/day	3	4	4	6	3	3	3	4

LQPD Community Service Officers responded to 1,304 unique community generated calls for service, an average of 4 per day, which is 7.3% of the total number

of LQPD calls for service. This is a fairly low number of calls for service for all four CSOs and will be further discussed later in this report.

The following graph shows a graphical depiction of the hourly call volume.



The following table shows the most common types of calls for service in 2014.

Most Common CSO Calls

Type of Call	# of Calls	% of Total
Area Check	206	15.8%
Parking Violation	166	12.7%
Traffic Hazard	117	9.0%
Traffic Collision (Non-Injury)	113	8.7%
Petty Theft (cold)	80	6.1%
California Vehicle Code Violation	71	5.4%
Malicious Mischief/Vandalism (cold)	70	5.4%
Public Assist	57	4.4%
Grand Theft (cold)	37	2.8%
Burglary (cold)	34	2.6%
All Other Calls	353	27.1%
Total	1,304	100.0%

As shown above, the 10 most frequent calls for service account for 73% (951 calls) of the total number of calls during the year.

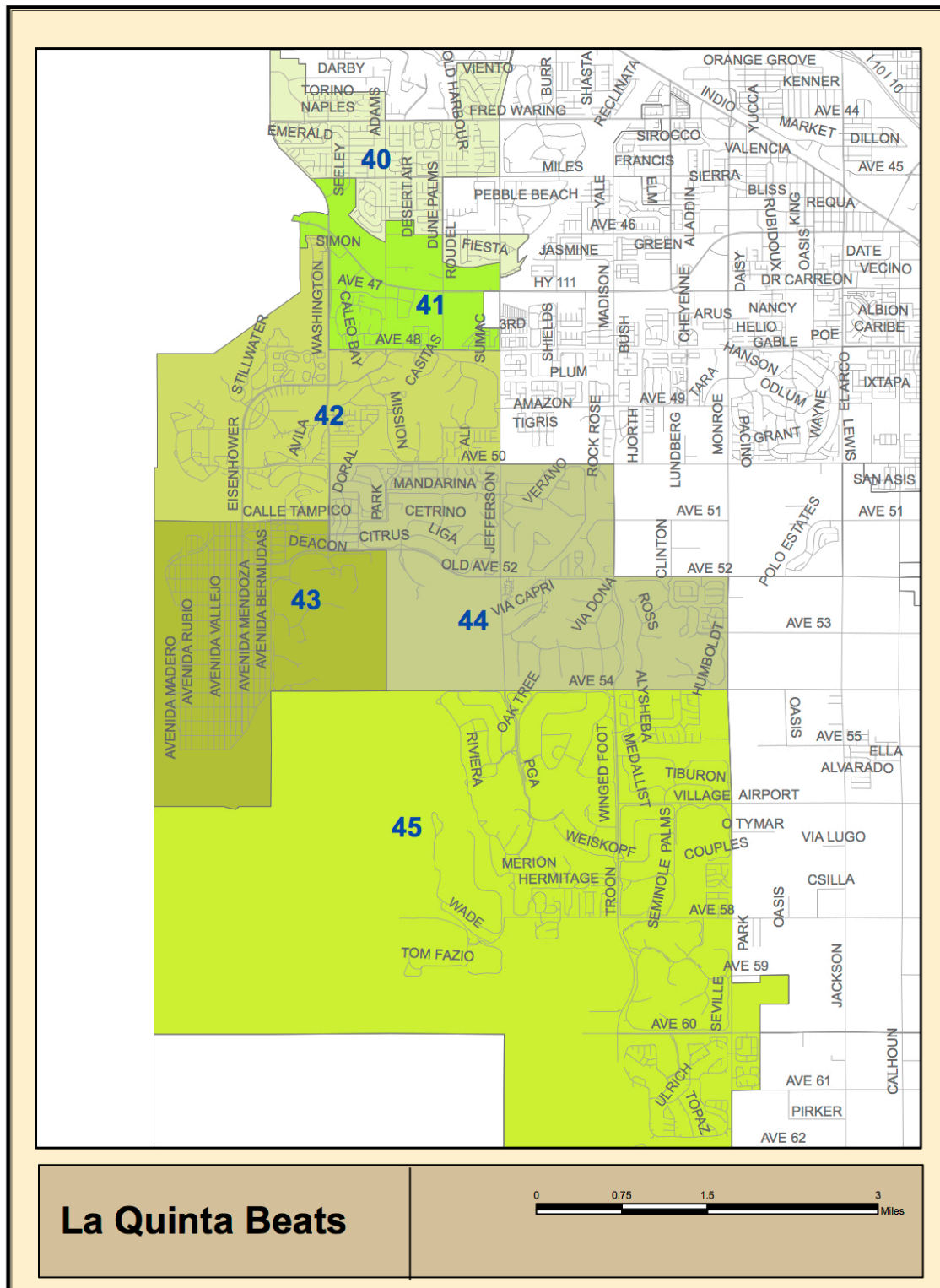
(4) Calls for Service by Patrol Beat.

The following table shows the distribution of calls for service handled by sworn Officers by the beat areas. The beats are numbered beginning in the northern portion of the City with Beat 40, 41 and 42; Beat 43 is primarily in the “Cove” residential area with Beat 44 east of Beat 43 and Beat 45 in the south portion of La Quinta – refer to the map on the next page.

CFS by Hour and Patrol Area – Sworn Staff

Hour	40	41	42	43	44	45	Unk.	Other	Total
0000	49	66	73	142	36	25	5	1	397
0100	55	75	58	117	34	30	6	1	376
0200	47	63	50	94	19	32	10	4	319
0300	36	61	52	73	25	22	11	0	280
0400	26	50	38	60	27	20	5	0	226
0500	26	70	40	47	23	27	2	0	235
0600	43	77	47	66	21	29	0	0	283
0700	89	119	82	126	41	53	8	2	520
0800	118	158	105	159	55	66	18	2	681
0900	128	173	125	174	79	61	29	1	770
1000	134	195	157	219	71	96	33	4	909
1100	129	251	144	215	67	102	38	2	948
1200	145	227	150	191	74	83	29	3	902
1300	143	267	141	240	91	96	37	3	1,018
1400	150	320	159	264	77	93	30	6	1,099
1500	171	320	163	242	75	71	41	2	1,085
1600	133	321	140	270	74	71	32	5	1,046
1700	151	287	129	274	76	54	21	9	1,001
1800	138	209	129	267	60	52	15	1	871
1900	123	215	103	267	63	51	20	2	844
2000	136	225	97	236	60	57	12	4	827
2100	113	206	111	251	62	42	13	2	800
2200	100	134	88	264	37	34	14	0	671
2300	74	121	70	179	42	28	11	8	533
Total	2,457	4,210	2,451	4,437	1,289	1,295	440	62	16,641
%	14.8%	25.3%	14.7%	26.7%	7.7%	7.8%	2.6%	0.4%	100.0%

Patrol beats 41 and 43 are the busiest beats in La Quinta accounting for 52% of all calls for service.



The next section examines field patrol workloads by priority type.

(5) Calls for Service by Priority Type.

The Riverside County Sheriff’s Department used the following six “Priority” types to classify a call for service.

- **Priority 1** – Involve circumstances that pose, or did pose in the immediate past, a clearly defined threat to human life or property and which involve a high level of violence or which have the potential for serious injury.
- **Priority 1A** – Involve circumstances that pose, or did pose in the immediate past, a clearly defined threat to human life or property.
- **Priority 2** – Involve circumstances of an urgent but not life threatening nature. They are generally disturbances with a potential for violence, minor assaults and batteries, unknown or suspicious circumstances, and certain thefts.
- **Priority 3** – Involve circumstances which are neither urgent nor life threatening. Many of these calls are simple disturbances of the peace.
- **Priority 4** – Incidents occurring in the past or “cold” calls; except some felonies.
- **Priority 5** – 911 cell phone calls without a location (often misdialed calls).

Calls by Priority Type

CFS Priority	Number	% of Total
1	27	0.2%
1A	223	1.3%
2	7,203	43.3%
3	6,274	37.7%
4	2,902	17.4%
5 ⁶	12	0.1%
Total	16,641	100.0%

As shown above, 1.5% of the calls for service in 2014 were Priority 1 or Priority 1A. The great majority of the calls, accounting for over 80% of the total number, were Priority 2 (43%) and Priority 3 (38%) calls. These percentages for the different Priority types are within the ranges typically seen by the project team in other police studies.

⁶ There was an additional 1,232 calls that came into the communications center that were handled by the Dispatcher without a response by an Officer.

(6) Average Times for Response and Handling of Calls for Service in 2014.

The response to and handling of community generated calls for service is one of the primary tasks of any municipal police agency and one that frequently is the subject of inquiry from city leaders and members of the community. The project team calculated the average times using all of the calls for service reported to the RCSO in 2013.

The following table shows three individual time components and two overall time components for a community generated call for service:

- Call processing time – begins when the call was received in Dispatch and ends when the Officer is dispatched.
- Travel time – from the time the call was dispatched until the arrival of the first police unit; it includes delays Officers may have during nighttime hours getting through locked security gates of gated communities (Officers do not have keys or codes).
- Call “response” time – the call process time + travel time. This is the time citizens are most often interested in – from the time they call 9-1-1 until an Officer arrives at the scene of the reported incident.
- On scene time – from the time of arrival to the time the last unit cleared the call.
- Call handling time – sum of the travel time and on scene time.

The table below shows the number of Priority types of CFS and the average processing and call handling times (in minutes) for the calls for calendar year 2014.

Pri	CFS	Call Processing Time	Travel Time	Response Time	Time On Scene	Call Handling (Travel + On Scene)	Call Handling Hours
1	27	1.0	5.6	6.5	140.1	145.6	66
1A	223	0.8	4.2	5.0	67.5	71.7	266
2	7,203	3.1	9.0	12.1	24.7	33.7	4,049
3	6,274	6.2	10.6	16.8	19.5	30.1	3,149
4	2,902	7.6	11.1	18.7	31.5	42.6	2,061
5	12	3.4	4.0	7.3	5.2	9.1	2
Totals	16,641	5.0	9.9	14.9	24.6	34.6	9,593

As shown above, the average call processing time for all community generated calls for service is 5 minutes, and the average travel time is 9.9 minutes. This equals an overall average “response” time for the first RCSO unit to arrive at the scene of a call for service of 14.9 minutes – this is an excellent overall response time and shows that even low priority calls in La Quinta receive a fairly fast response by the PD. Officers’ travel time to the most serious calls for service, Priority 1 and 1A, are significantly faster at 5.6 and 4.2 minutes overall response time – these travel times are very good average response times to emergency calls and is also within the 4 to 6 minute range commonly seen by the project team in other law enforcement studies (as are the call processing times of 1.0 and .08 minutes).

The average “On Scene” time of 24.6 minutes for all calls and an overall average “Call Handling” time of approximately 34.6 minutes is within the average range of handling times for calls for service commonly seen by the project team. The total time required to handle community generated calls for service by sworn staff was 9,532 hours for the primary Officer (the time required for back-up Officers is shown later).

The following table shows the percentage of calls for service responded to (travel time) within various time ranges:

Priority Type	Travel Time					CFS	CFS %
	0:00–4:59	5:00–6:59	7:00–9:59	Above 10:00	No Time Stamps		
1	2	16	3	2	4	27	0.2%
1A	10	149	38	16	10	223	1.3%
2	1,064	1,930	1,015	1,204	1,990	7,203	43.3%
3	706	1,606	814	969	2,179	6,274	37.7%
4	335	770	320	397	1,080	2,902	17.4%
5	11	1	0	0	0	12	0.1%
Total	2,128	4,472	2,190	2,588	5,263	16,641	100%
% of CFS	12.8%	26.9%	13.2%	15.6%	31.6%	100.0%	

RCSO responded to over 39% of the calls in fewer than seven minutes of travel time and just 15.6% of the calls resulted in a travel time of over ten minutes. The calls listed as “no time stamps” are the calls where neither a dispatch time nor arrival time was listed in the CAD record. The most common reason for this lack of data is a situation when an Officer is dispatched to a call, but is cancelled while “in route” to the call – an “arrival” time stamp is appropriately not entered for his or her response. Additional reasons for missing time stamps in the CAD record also include Officer, Dispatcher, or equipment errors.

One circumstance that impedes travel time is responses into gated communities after normal business hours when security officers are not on duty to open the gates for Police Officers. The responding Officer must call the reporting party to open the gate and the same process must be repeated for any additional Officers that respond to the incident. This is not a significant concern on calls of low priority calls but on more urgent calls and when the reporting party may not be able to open the gate for Officers (e.g. a domestic violence incident) it is important for Officers to be able to quickly access the property. A similar problem is encountered by Fire Departments but several decades ago a solution was implemented (the “Knox Box”) that provides keys to enter gated communities and locked buildings. A similar solution may be possible and the City, Sheriff’s Office and representatives from several gated communities and should review the options and technology available to facilitate and allow police personnel quick entry into gated communities. This should include review of the feasibility of implementing regulations or an ordinance.

Recommendation:

The City should work with the Sheriff's Office and management from gated communities to evaluate the options available to facilitate quick entry of police officers into gated communities.

(7) Officer "Back-Up" Time, Reports Written and Bookings.

Officers also respond as backup units to assist the primary officer on many calls for service. The backup Officer data was not able to be exported from the CAD system so the project team used normative values to estimate the number of backup responses and the amount of time spent by the back-up Officer(s) on the incident. The project team has developed a methodology that calculates the number of backup Officer responses at a 50% rate and the time spent on these incidents at 75% of the primary Officer's total handling time⁷. The following table shows the primary Officer call handling time and the number of back-up Officers' responses to the calls and their handling time:

	Responses	Call Handling Time (Travel + On Scene)	Call Handling Hours
Primary Unit	16,641	34.6	9,593
Backup Officers	8,321	25.9	3,597
Total Responses	24,962	NA	13,180

As shown above, there was a total of 8,321 responses by backup Officers who assisted the primary Officer at a call for service. In 2014, back-up Officers spent a total of 3,597 hours assisting the primary Officer at a call. Combined with the primary unit's handling time, Officers spent a total of 13,180 hours handling community generated calls for service. The project team considers this figure the minimum number of hours La Quinta Officers spent handling the "community demand" workload (i.e., calls for service and related tasks).

⁷ This methodology is based on the project team's experience in hundreds of other law enforcement studies.

In 2014 RCSO reported that LQPD wrote a total of 10,248 reports which is just under 62% of the number of calls for service. This is an extremely high number of reports written as a percentage of calls for service as the typical range seen by the project team in other police studies conducted by the project team is between 25% and 40%. However, RCSO requires reports to be written on more incidents than other police departments. The project team estimated that Patrol Officers wrote 80% of the reports (8,139 equaling 6,149 hours of report writing time), Patrol CSOs wrote 15% (1,537 reports) and 5% of the reports (512) were written by Detectives, Business District and other SET Officers.

La Quinta Officers also made 912 arrests and booked 512 of the arrestees into jail. Prisoner handling time is captured in the CAD record (the Officer is still typically listed in an “on scene” status). Additionally, Community Service Officers commonly transport arrestees to the jail for booking which allows Officers to return to an “available” status. However, the project team included an additional 30 minutes of prisoner handling time to capture any time that might not have been included in the CAD record – this equals 256 hours.

These hours of committed time will be used to complete the staffing calculations later in this report.

The next section provides information on incidents initiated by La Quinta Officers.

(8) Self-Initiated Field Activity.

In addition to responding to calls for service, Patrol Officers also engage in a number of self-initiated activities during their work hours, such as vehicle stops, pedestrian stops, area checks, investigative follow-up, assisting the public, etc. – these incidents are captured by the CAD system. Community Service Officers also conduct self-initiated activity but as civilian employees their self-activity was almost exclusively writing parking citations.

The CAD record shows a total of 8,352 self-initiated incidents in 2014 for all LQPD units – which includes the Motor Officers (4,437 incidents) and CSOs (320 incidents). Patrol and other Officers accounted for the remaining 3,595 incidents. The following table shows the day of week and hour of day for these incidents recorded in weekday.

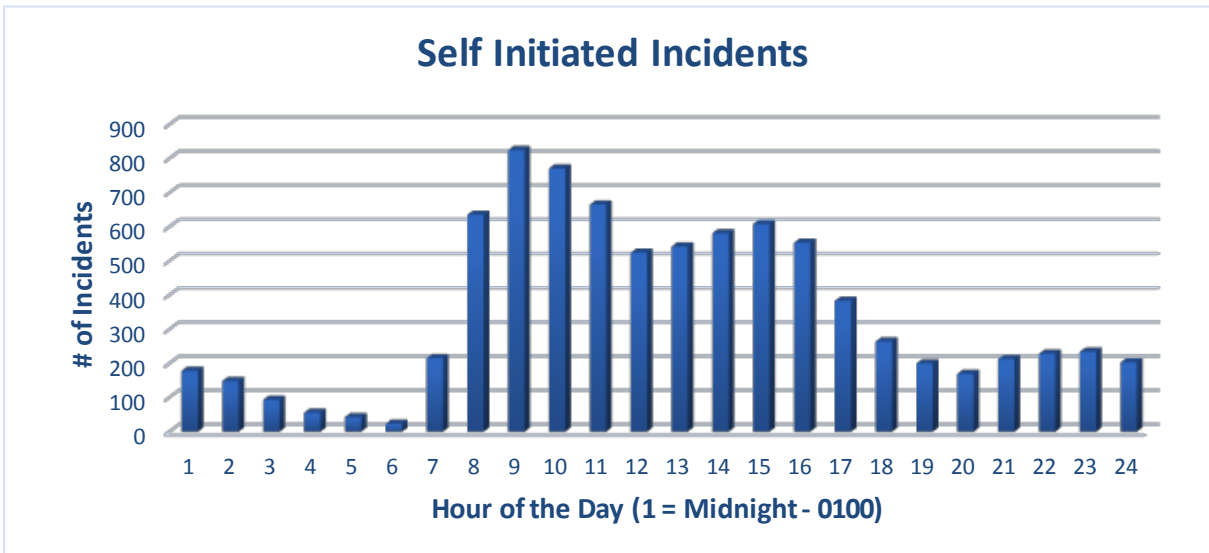
The Patrol Officer self-initiated activity is a fairly low for the high level of “proactive” time that Officers had in 2014 – just 21.6% of the number of community generated calls for service. The project team almost always sees the number of Officer initiated incidents at least 50% of the number of community generated calls for service and often at 80% or 90%. However, there must be activity that is appropriate for Officers to make contact which is most often vehicle or pedestrian contacts/stops. During proactive time Officers may also make non-enforcement contacts with members of the public and business owners which is also considered self-initiated activity. It is important that during available time Sergeants and Officers are active in addressing crime related problems in the City and residents’ concerns (discussion on these topics follows in the next sections).

LQPD Self-Initiated Incidents

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	33	24	14	20	15	28	44	178
0100	26	29	12	14	15	25	27	148
0200	24	13	15	13	6	10	12	93
0300	6	8	12	6	3	8	12	55
0400	6	12	8	5	4	5	2	42
0500	4	7	5	2	2	2	1	23
0600	6	22	51	41	48	39	8	215
0700	15	46	127	158	126	136	27	635
0800	29	89	163	169	170	166	39	825
0900	30	80	131	178	190	127	35	771
1000	44	81	102	133	164	96	45	665
1100	45	91	74	96	94	73	51	524
1200	34	91	120	88	81	87	41	542
1300	39	83	142	90	94	82	51	581
1400	37	92	128	106	112	86	47	608
1500	37	75	82	98	103	100	58	553
1600	34	29	30	71	74	84	61	383
1700	33	18	26	36	41	78	32	264
1800	28	13	25	24	29	52	29	200
1900	25	13	11	24	28	39	29	169
2000	22	24	20	19	22	42	64	213
2100	32	17	24	35	35	39	46	228
2200	36	15	24	25	34	43	57	234
2300	31	13	30	27	21	40	41	203
Total	656	985	1,376	1,478	1,511	1,487	859	8,352
Ave/day	13	19	26	28	29	29	17	23

LQPD staff initiated an average of 23 incidents daily.

The following graph shows a graphical depiction of the hourly call volume.



The following table shows the most common types of Officer Initiated incidents.

Officer Initiated Incidents

Type of Incident	# of Incidents	% of Total
Traffic Stop (Citation Issued)	3,057	36.6%
Traffic Stop	2,594	31.1%
Area Check	588	7.0%
Attempt Warrant Service	441	5.3%
Follow Up	326	3.9%
Public Assist	199	2.4%
Health & Safety Code Violation	140	1.7%
California Vehicle Code Violation	123	1.5%
Assist Other Department	83	1.0%
Suspicious Circumstance	72	0.9%
All Other Types	729	8.7%
Total	8,352	100.0%

The CAD data does not clearly specify if incidents are community generated or initiated by Officers so the project team counted incidents with a travel time of 10 seconds or less as “self-initiated” incidents (all incidents with 10 seconds or more of travel time were counted as “community generated” calls for service). The most common incidents were traffic stops – a total of 5,651 (a report number was obtained on 3,057 of the stops, indicating that a citation was issued).

The CAD record shows a total of 8,032 initiated incidents in 2014 – for sworn staff only. The following table shows the day of week and hour of day for these incidents recorded in weekday.

Officer Initiated Incidents

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	31	22	13	12	8	24	38	148
0100	23	25	11	11	12	17	24	123
0200	23	12	11	11	5	10	12	84
0300	6	8	10	6	2	8	12	52
0400	6	12	8	5	4	5	2	42
0500	4	7	5	2	2	2	1	23
0600	6	22	51	41	48	39	8	215
0700	15	46	127	158	126	136	27	635
0800	27	88	163	166	170	166	39	819
0900	28	74	130	172	190	127	35	756
1000	36	77	97	129	164	96	45	644
1100	38	86	70	91	94	73	51	503
1200	32	84	111	86	81	87	41	522
1300	37	83	139	86	94	82	51	572
1400	27	89	124	100	112	86	47	585
1500	35	68	82	97	103	100	58	543
1600	33	29	30	70	74	84	61	381
1700	31	18	26	36	41	78	32	262
1800	27	13	24	20	28	52	29	193
1900	25	13	7	17	28	38	27	155
2000	21	17	14	14	21	39	59	185
2100	28	14	20	23	34	38	45	202
2200	33	11	19	20	30	40	53	206
2300	31	13	22	20	19	38	39	182
Total	603	931	1,314	1,393	1,490	1,465	836	8,032
Ave/day	12	18	25	27	29	28	16	22

Sworn Officers initiated a total of 8,032 incidents, approximately 22 incidents per day.

The following table shows the most common types of Officer Initiated incidents.

Officer Initiated Incidents

Type of Incident	# of Incidents	% of Total
Citation	2,741	34.1%
Traffic Stop	2,594	32.3%
Area Check	588	7.3%
Attempt Warrant Service	441	5.5%
Follow Up	326	4.1%
Public Assist	199	2.5%
Health & Safety Code Violation	140	1.7%
California Vehicle Code Violation	123	1.5%
Assist Other Department	83	1.0%
Suspicious Circumstance	72	0.9%
All Other Types	725	9.0%
Total	8,032	100.0%

The following table shows the LQPD work unit initiating the incident.

Officer Initiated Incidents by Work Unit

Unit	# of Incidents	% of Total
Traffic Officers	4,437	53.1%
Patrol & Other Officers	3,142	37.6%
Community Service Officers	320	3.8%
School Resource Officers	374	4.5%
SET Officers	79	1.0%
Total	8,352	100.0%

The next sections provide information related to best practices for patrol operations and staffing and also the project team’s methodology used to conduct the staffing analysis.

This call for service information, response times and basic Officer workload activity should regularly be provided (quarterly or semi-annually) by the RCSO to La Quinta so City officials have an good understanding of the workload activity level of the Patrol Officers and other work units such as the Motor Units and the Special Enforcement Team. It is also important to provide information on specific crime

problems, special community policing related projects and issues that have been addressed by the PD.

Recommendation:

The RCSO should quarterly or semi-annually provide La Quinta with data showing the number of calls for service responded to, response times, calls per beat, Officer initiated activity and other activity of the Police Department.

2. PATROL FIELD SERVICES PRINCIPLES AND BEST PRACTICES.

The orientation toward the provision of field patrol services in municipal law enforcement agencies has changed and evolved over the last 60 years. The historic law enforcement approach to field services involved a Police Officer who walked a particular beat or neighborhood. A traditional beat officer knew people in the area and was in a position to know potential problems before they occurred, or likely suspects for crimes committed on the Officer's beat. As cities grew and metropolitan areas spread the motorized officer became the normal transportation mode to respond to calls for service. The Police Department's focus changed to one of responding quickly (i.e., in a patrol car) to all types of calls in a wider geographic area and overall, fewer officers assigned to foot or vehicle patrol duties. At the same time, society at large and city residents developed rising expectations of the services that would be provided by the Police Department, such as increased focus on domestic violence crimes and youth crimes. Over time these factors resulted in a beat officer having less local neighborhood knowledge and less frequent contact with the residents in his/her service area but with a higher expectations among the general public that the Police Department could address and solve neighborhood crime and quality of life problems.

Initiatives over the last four decades have attempted to once again provide policing services more tangible to the community. This law enforcement focus has been under the general umbrella of “community policing” – a return to providing a wide range of services identified by citizens and more frequent contact with Officers and more proactive law enforcement in neighborhoods and schools. The project team supports local community policing efforts, especially ones that involve Patrol personnel when they have uncommitted “pro-active” time during their shift. These efforts should also involve the active participation of supervisors, managers and other specialty units (e.g. the Special Enforcement Team and School Resource Officers).

Over the course of several hundred Police Department studies the Matrix Consulting Group has developed a list of key elements in the effective provision of field patrol services in a community, including the responsibility of Officers to be proactive during their shifts (to identify and resolve problems) and not just reactive in handling calls for service. These general policing elements are summarized on the next several pages.

Task or Item	Comments
Patrol Requirements for “Reactive” Tasks	<ul style="list-style-type: none">• Responding to citizen requests (or calls) for service is the primary mission and the most critical element of successful patrol services.• The Department should have clearly defined areas of responsibility (beats) and clearly defined response policies; including prioritization of calls, response time targets for each priority type and supervisor responsibilities.• The time spent responding to community generated calls for service and the time spent on tasks related to these calls (i.e. writing reports, booking prisoners) is an Officer’s “committed time”.• This reactive workload should average between 50% and 60% of an Officer’s time per shift (on average).

Task or Item	Comments
<p>Patrol Requirements for “Proactive” Activities</p>	<ul style="list-style-type: none"> • “Proactive time” is all other activity not in response to a citizen generated call. It includes items such as traffic enforcement, directed patrol, bike and foot patrol. It is also sometimes referred to as a part of an Officer’s “uncommitted” time. • The Department should have clearly defined uses for “proactive time” – Officers should know what they are expected to do with their time when not responding to calls for service. This may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, visiting schools or parks. • “Proactive” time on Patrol should make up between 30% and 50% of an Officer’s day (on average) as research and experience has shown the 30% – 50% range to be reasonable “proactive time” levels: <ul style="list-style-type: none"> - Less than 30% “proactive time” typically does not allow for sufficient “bundling” of available time as the time increments during the shift are in intervals too short to be effectively utilized for meaningful activity. - “Proactive time” of more than 50% results in less efficient use of Officer resources as it is difficult to have sufficient meaningful work tasks and manage personnel a significant amount of “proactive time”. - A level of 50% “proactive time” or higher is typically seen in smaller suburban or rural communities; a level of 35-40% is more common in larger cities.
<p>Problem Identification and Resolution</p>	<ul style="list-style-type: none"> • Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, development of an action plan to address the issue(s), implementation of the potential solution and evaluations to determine if the approach successfully addressed the issue. • This approach should be used on crime, crime related, traffic and other quality of life problems reported to the agency or discovered by Officers during the course of their patrol duties. • Officers have the primary role in accomplishing proactive tasks and field projects, e.g. Problem Oriented Policing, etc. • Formal and informal mechanisms for capturing and evaluating information should be used. This should be primarily handled by Officers and supervisors but managers must also have involvement and oversight.
<p>Management of Patrol Resources</p>	<ul style="list-style-type: none"> • A “best practice” supervisor to staff ratio is between 1:6 and 1:9. • Patrol supervisors and managers must take an active role in management of patrol. This includes developing and utilizing management reports that accurately depict activity, response times to calls for service and the current issues and problems being handled by patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workload, that patrol beats or sectors are designed to provide an even distribution of workload. • This also includes matching resources to address issues in a proactive manner. This may include adjusting Officer responsibilities during a shift to handle special assignments, assigning Officers to targeted patrols, assigning traffic enforcement issues, etc. • Staffing should be related to providing effective field response to calls for service, providing sufficient proactive time and ensuring Officer safety. • Supervisors should be both an immediate resource to field Officers (for advice, training, back-up) and field managers (to handle basic administrative functions).

Task or Item	Comments
Measurement of Success and Performance	<ul style="list-style-type: none"> • Data should be used to plan and manage work in Patrol and other field work units. • Effective field patrol should be measured in multiple ways to ensure that the Department is successful in handling multiple tasks and functions. • Examples of effective performance measurement include: response time, time on scene, number of calls handled by an Officer, back-up rate, citations/warnings issued, and the overall level of crime and clearance rate. • Managers and supervisors should track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one of the tools to ensure that services are effective and efficient.

The matrix above summarizes the basic elements of an effective patrol service in a community – responding to community generated calls for service and proactive work by Patrol Officers. During these times of limited or decreasing budgetary resources it becomes critically important for managers of the patrol function to make the best use of Officers’ time to provide effective policing and meet community expectations.

The following points summarize the key elements identified above in the effective provision of field patrol services:

- Effective law enforcement requires a field patrol force which provides both a reactive and a proactive response to law enforcement issues in the community.
- The Department must effectively deploy personnel and other resources to meet these needs. Between 50% and 70% of an Officer’s time should be committed to handling all of the elements of reactive patrol. The remaining 30% to 50% should be spent on proactive patrol activities, specific field tasks/projects and other community policing activities. A lower percentage of proactive time may be reasonable when the agency has other work units (e.g. the Neighborhood Response Teams) that also conduct targeted proactive activities.
- When an Officer has a block time available (e.g. during a slow day) the activities planned/conducted during this time should be part of a Patrol plan and not left unstructured and random. Effectively addressing issues in the community requires tasks be accomplished as part of a plan – addressing specific problems in pre-determined ways. The plans should be overseen by management but planned and accomplished at the Officer, Sergeant or Watch Commander level.
- Any effective proactive approach to patrol requires that the information be managed formally and that a formal effort be put into evaluating that information.

This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

These basic elements represent the essential ingredients of effective and efficient municipal field law enforcement in United States today.

3. FACTORS THAT SHOULD BE CONSIDERED WHEN DETERMINING AN APPROPRIATE PATROL STAFFING LEVEL.

The project team uses an analytical approach to determine the staffing level required in a community such as La Quinta. The approach is characterized by several key factors that provide the basis for objective evaluation of a patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees); as well as providing sufficient time for proactive activities such as directed patrol, traffic enforcement and addressing on-going issues/problems in a neighborhood.
- Staffing is dependent on the time officers are actually available to perform the work required of the patrol function. In this evaluation, leave hours usage and time dedicated to administrative functions are examined.
- The number of patrol staff deployed should be the result of policymakers (City leaders) selecting a level of policing that is desired by the community and coordinating with the RCSO to provide the desired level of service. Establishing a targeted average level of proactive, or uncommitted, time is an effective method to determine the policing level that will be provided and provides appropriate guidance to the police chief.
- The project team's analysis does not include the utilization of ratios such as officers per thousand residents because it does not account for the unique characteristics of communities (e.g. demographics, workload, unique community needs, and deployment). Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing. The project team's approach is supported by the International Association of Chiefs of Police (IACP) that views officer per thousand ratios as "totally inappropriate as a basis for staffing decisions"⁸.

⁸ International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

Other significant factors for policy makers to consider when determining staffing levels include, but are not limited to, the following:

- The type, severity and volume of crime in a community.
- The ability of the Police Department to meet response time goals to calls for service and to solve crimes that occur in the community.
- The desired level of Police Department involvement in providing non-traditional police services such as neighborhood problem solving, graffiti removal, community meetings and events and teaching/role modeling in the schools.
- The desired level of proactive efforts such as traffic safety and parking enforcement, narcotics enforcement, addressing “quality of life” issues, enforcement of vice crimes such as prostitution and liquor laws.
- Providing for basic officer safety and risk management of a patrol force. In some police agencies, primarily smaller ones, the desired level of proactive time may not be the primary measure to determine the minimum number of patrol officers needed. It may be driven by officer safety concerns and the need to provide reasonable community coverage 24 hours a day, seven days a week. For example, a staffing level needed to meet basic officer safety concerns may result in a proactive time that may be significantly above the 50% level for a portion of the day (when this occurs it is typically during the early morning hours).

The following summary is provided in order to illustrate what may be expected from a Patrol Operations work group at various targeted proactive time levels:

- **25% Proactive Time Level or Below:** An agency with this overall average proactive time level reflects a patrol staff that is essentially fully committed most of the time (except during the low CFS hours of the day). Estimating this level as being fully committed is based on the fact that the CAD system does not capture all work tasks, functions and administrative duties that are performed by officers. At this high level of committed time (75%) the average travel times to high priority community-generated calls for service may be above 8 or 9 minutes and on-scene times may be below 30 minutes due to calls “stacking” and the need to respond to other incidents. This may not be enough time to conduct a thorough investigation of the incident or provide a high quality level of service.

At this level of proactive time during most hours of the shift Officers will be responding to CFS and will not have time for any consistent proactive or project-oriented activity. The blocks of time will be generally too short (less than 20

minutes) to allow meaningful targeted patrol, working on beat projects, or neighborhood issues.

- **40% Proactive Time Level:** An agency with this overall average proactive time level is generally experiencing blocks of time during most shifts when Officers can conduct targeted patrol and identified beat projects to address community issues. Average travel times to high priority community-generated calls for service should commonly be less than 5 minutes and on-scene times should commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- **50% Proactive Time Level:** An agency with this overall average proactive time level on most workdays is experiencing several hours during their shift where they have the time to conduct targeted patrol, work on specific projects to address community issues and perform other officer-initiated activities. Average travel times to high priority community-generated calls for service will still commonly be less than 5 minutes and on-scene times should commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- **Above a 50% Proactive Time Level:** An agency with this overall average proactive time level will be challenged to keep officers busy with meaningful work and engaged in the job and consistent field supervisory presence and leadership is critical. For communities that do have this high level of proactive time a very high level of Officer initiated activity should be expected (100% or more of the call for service volume) and Officers should be regularly engaging the community and conducting “community oriented policing” and problem oriented policing projects. It is important to plan for productive work and measure the results.

Each community can choose an appropriate target level of proactive time desired for its patrol staff based on its unique needs, available funding, and policing model. An overall average proactive time level of 40% to 50% is a reasonable target/goal for a community that desires a patrol force which can provide a consistent level of proactive services to the community. Policymakers should determine the policing level for their community and understand the impacts of higher and lower proactive time levels. Higher targeted proactive time levels will require more staff but also ensure that the police force is able to provide a higher level of service to the community through

proactive policing and will also allow patrol officers to be more involved in issues/problems in the neighborhoods in which they serve.

Communities with a proactive time level above 50% have the luxury of patrol staff handling more community problems/issues and unique needs. However, in these situations it is very important for patrol supervisors and managers to plan the use of proactive time to accomplish identified needs. This requires that Officers and Sergeants make good use of their available proactive time and have accountability measures in place for evaluation. Sergeants and Officers on a given shift should be involved in determining individual productivity goals, receive regular feedback from their supervisor, and measure accomplishment of those goals throughout the year as part of the department's performance evaluation and accountability system. With this system, supervisors should be provided regular (i.e., monthly) statistical reports showing each individual officer's productivity, such as reports written, investigations conducted, arrests made, field contacts (e.g., vehicle and pedestrian stops), citations or warnings issued, foot patrol, problems/issues addressed on their beat, community meetings attended, and the number of calls for service handled. This information can and should be part of the information used by the supervisor to evaluate an officer's overall performance for the month and year.

It is important to note that any evaluation of an Officer's performance should not just be from quantitative statistical/productivity measures but also must include qualitative measures. Personnel accountability is important, but truly effective policing is achieved by developing engaged employees who have a positive attitude, build relationships with community members, project a positive image of the department, and

provide other intangibles to the community resulting from their motivation to serve people.

Policymakers should use the above factors to determine appropriate staffing levels for all functions within the police department. The goal of a patrol staffing analysis is to ensure sufficient patrol resources on duty 24 hours a day and available to providing a high level of service to the community. The ability of a police department to achieve a high level of service depends on knowing and evaluating the community demand workload – the number of community-generated calls for service, reports, and bookings of arrested persons. These are the factors used by the project team to evaluate the number of Patrol Officers needed in a community to achieve a staffing level that will provide the level of pro-activity desired by a community.

4. PATROL OFFICERS “COMMITTED” AND “PROACTIVE” TIME LEVELS.

An Officer’s committed time is the time he/she spends responding to and handling community generated calls for service and the tasks related to the calls (i.e. writing reports, booking arrested persons). Proactive time is the amount of time remaining after handling the community generated workload.

Determining the workload demand (committed time) during various hours of the day and the resulting proactive time level of a patrol staff is the most significant factor to determine the level of staffing needed throughout the day. However, fielding a minimum number of Officers to provide for basic safety of Officers while on patrol and the ability of the Department to handle at least one critical incident are also significant factors to consider in the staffing and deployment of police resources.

The following sections review the data and assumptions that were used by the project team to conduct the staffing calculations and determine the level of committed and proactive time for La Quinta Patrol Officers in 2014.

(1) Data Used to Calculate Committed and Proactive Time Levels.

The table below provides a brief description of the data and assumptions used in the calculations to determine an appropriate staffing level. These items include some “normative” values used in this analysis which are based on the project team’s experience in several hundred other law enforcement studies.

Factors in Calculation of “Proactive Time”	Summary Discussion
Calls for Service	Actual call data obtained from the LQPD CAD system allowed the project team to determine the number of community generated calls for service (reactive time of patrol officers).
Call Handling Time	Generally, an average call handling time of 30-40 minutes is needed to efficiently and effectively handle a community generated call for service. The handling time includes an Officer’s travel time and on-scene time, not including report writing time. A handling time that is higher than 40 minutes may indicate that Patrol Officers are not handling calls in a timely manner; possible errors in the CAD data or possibly that officers are completing all or a portion of their report while still logged on the call. A handling time lower than 30 minutes indicates Patrol Officers may not be providing an appropriate amount of attention to all calls for service.
Back-Up Frequency / Number of Units per Call	An average of 1.4 – 1.6 patrol units responding to handle a community generated call for service.
Duration of Time On-Scene by Back-Up	An average of 75% (or less) of the primary/initial unit’s handling time for back-up officers is common and not excessive.
Number of Reports	For most incidents requiring a report the Officer will gather preliminary information while on-scene handling the call and spend additional time later in the shift, at the end of the shift or the next day. The project team’s experience with other municipal law enforcement agencies has found that some type of report is written on 25% - 40% of the community generated calls for service.
Time to Complete a Report	An average of 45 minutes is used to determine the time required for completing incident reports resulting from a call for service or self-initiated activity; this time is included as part of reactive workload time. The actual report writing time is not captured by the CAD system.
Number of Arrests	The number of arrests is based on the level of crime and apprehension rate in a community. An agency normally tracks the number of arrests made which is used by the project team.

Factors in Calculation of “Proactive Time”	Summary Discussion
Time to Complete an Arrest Booking	An average of the actual time it takes for an officer to book an arrestee at the PD or a nearby jail facility. In La Quinta this time is typically included as part of the officer’s ‘on scene’ time documented in the CAD system. The project team used an additional 30 minutes per arrest to account for any undocumented time handling prisoners.
Net Available Time of Officers	The number used in the calculations is the average net available hours for a Patrol Officer – the actual hours worked by an Officer.
Availability of Supervisors to Handle Field Workloads	The staffing needs analysis determines the number of Officers needed to handle the community-generated calls for service. Sergeants are not included as primary responders to calls for service as Sergeants should primarily be responsible for supervision, oversight, and other tasks, not primarily used for response to calls for service.

The methodology of using a police department’s actual workload data avoids the problems in other comparative staffing models (e.g., “officers per thousand” ratio mentioned above) that do not take into consideration the variations in workload from one community to another. This approach also provides a methodology that can easily keep pace with future growth that may occur in the city (by factoring in a percentage growth in call for service demand) and also provides managers and policy makers with an easily understood measure of the capability of the patrol workforce to provide proactive law enforcement. Finally, this approach allows managers/policy makers to select a “proactive time” target that is desired (e.g., 40%, 45% or 50% proactive time level) and then determining the number of Patrol Officers needed based on the reactive work that *must* be done (i.e., community generated calls for service) and the proactive time level that is desired.

(2) Assumptions Utilized to Calculate Workload Levels.

There are several analytical assumptions that were utilized in the calculation and analysis of Officers’ committed and proactive time levels

- Using the actual community generated calls for service obtained from the CAD data for a 12 month time period. This number excludes: calls handled by non-

Patrol units and civilian Patrol units, all Officer initiated activities (such as traffic stops), administrative activities and calls cancelled prior to an Officer being dispatched (calls where the Officer is cancelled after being dispatched but before arrival at the scene are included).

- A normative value of a 50% back-up rate (i.e. an average of 1.5 Officers per call for service) was used as CAD data for back-up Officers was not available.
- Meals and other breaks are taken evenly across all hours of a shift.
- Administrative time is estimated at 90 minutes per shift; including tasks such as attending roll call, meal breaks, vehicle servicing and meeting with a supervisor.
- The volume of calls for service throughout the day (the percentage for each 4 hour time period) was used to allocate the number of reports written.
- Patrol Officers wrote 80% (8,198) of the 10,248 reports written in 2014.
- Personnel are available on an average hourly basis (i.e. there are no heavy or light shift days).
- The total number of hours of Patrol Officer staffing was assumed to be the 150 hours daily per the contract with the RCSO.

The resulting calculation shows the average level of both an Officer's "committed" and "proactive", or discretionary, time during a shift. During their proactive hours they are available to handle general proactive policing efforts in the field, traffic enforcement, targeted patrol efforts to address a specific problem, walking patrol and other tasks initiated by the Officer or directed by an Officer's supervisor. Various administrative tasks are also included in this time category.

It is important to note that although the use of CAD data is the most comprehensive method to calculate Patrol Officers' work tasks the CAD record does not capture all of the duties and tasks performed by Officers during their shifts. The reasons for this include: 1) the fact that sometimes Officers do not report a task they are doing to Communications so it will not be documented as a CAD incident, 2) human

error (by Dispatchers and Officers) and 3) incomplete data in the CAD call for service records (e.g., missing time stamps and sometimes Dispatchers are not able to track all patrol tasks for all Officers). This is especially true in the first year of thoroughly reviewing the CAD call for service data and will be true for subsequent years unless the agency makes concerted and consistent efforts to correct mistakes and improve accuracy. This is not unique to La Quinta, the project team has found that this is common in other law enforcement agencies' data. To account for the work not captured by CAD the project team estimates that 5% - 10% should be added to the "committed time" percentage (calculated in the next section). This additional percentage should be considered as an additional factor in determining an Officers' workload.⁹

(3) Patrol Operations Committed Time and Proactive Time Analysis.

The following table shows the overall percentage of time that Patrol Officers' were committed to the various reactive elements and the remaining percentage of "proactive time" as well as the percentages for four hour blocks of time during the day.

⁹ The 5% - 10% figure is applicable to La Quinta but it was not specifically derived from the La Quinta CAD data; it is a general number applicable to all police departments.

Committed and Proactive Time – Patrol Officers

Patrol Task	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 – 2400	Total
Patrol Staff Allocation	16.0%	16.7%	17.3%	17.3%	16.7%	16.0%	100.0%
Hours Staffed (ST or OT)	8,760	9,127	9,488	9,488	9,127	8,760	54,750
Administrative Time	1,294	1,348	1,401	1,401	1,348	1,294	8,085
Available Work Hours	7,466	7,779	8,087	8,087	7,779	7,466	46,665
Calls for Service (CFS)	1,372	1,264	3,308	4,104	3,762	2,831	16,641
% of Total CFS	8.2%	7.6%	19.9%	24.7%	22.6%	17.0%	100%
1st Officer Minutes / CFS	34.6	34.6	34.6	34.6	34.6	34.6	34.6
1st Unit Hours	790	728	1,905	2,364	2,167	1,631	9,585
Back-Up Unit Responses	686	632	1,654	2,052	1,881	1,416	8,321
Back Up Minutes / CFS	25.9	25.9	25.9	25.9	25.9	25.9	25.9
Back Up Officer(s) Hours	296	273	715	887	813	612	3,595
Reports Written	676	623	1,630	2,022	1,853	1,395	8,198
Report Writing Time	507	467	1,222	1,516	1,390	1,046	6,149
Bookings	42	39	102	126	116	87	512
Prisoner Handling Time	21	19	51	63	58	44	256
Total Committed Hours	1,615	1,488	3,893	4,830	4,427	3,332	19,585
Total “Proactive” Hours	5,852	6,291	4,194	3,257	3,352	4,135	27,080
Committed Time Percent	21.6%	19.1%	48.1%	59.7%	56.9%	44.6%	42.0%
“Proactive Time” Percent	78.4%	80.9%	51.9%	40.3%	43.1%	55.4%	58.0%

These calculations show that Patrol Officers spent approximately 42% of their on duty hours handling community generated calls for service and the related tasks, leaving an overall average of 58% of “proactive time”. This overall average level is a significant level of proactive time and exceeds an average targeted “proactive” time of 45% that the project team believes is appropriate for La Quinta. However, it is important to add 5% - 10% of work not captured by CAD which equals an overall committed time of 47% - 53%.

In addition to the overall proactive time level it is important to review the differences in the amount of time committed time for the various four hour time periods of the day as it greatly varies from the “slowest” period of the day “busiest” time period.

Overall, the busiest hours of the day for LQPD and almost all other police agencies are the “daytime” hours from 0800 to 2000 hours. In La Quinta, approximately 67% of calls occur during these hours, and Officers’ committed time during these hours was approximately 63%, leaving 37% of their time available for “proactive” activities (time for administrative tasks is already included). The following table illustrates the workload imbalance between the “daytime” and “nighttime” hours.

Workload	0800-2000	2000-0800	Day Time Number > Night Time
Patrol Officer Work Hours	23,953	22,712	1,241
Calls for Service	11,174	5,467	5,707
Calls for Service % of Total	67.1%	32.9%	
Committed Time – Hours	13,151	6,434	6,717
Committed Time - %	54.9%	28.3%	
Uncommitted Time – Hours	10,803	16,278	(5,475)
Uncommitted Time %	45.1%	71.7%	

In 2014 there was 1,241 more work hours scheduled during the day time hours but the workload during these hours required 6,717 more hours than the nighttime workload demand. The workload varies by as much as by as much as 40% percentage points from the “slowest” period of the day (0400 – 0800 hours) to the “busiest” time period (noon – 1600 hours). This pattern is typical for police departments – a higher volume of daytime calls results in a higher level of committed time during the day. Correspondingly, a lower volume of nighttime calls results in a lower level of committed time and a higher level of proactive time. This issue will be further addressed in the management section below.

At 58% overall proactive time Officers regularly have an exceptional amount of time available during their shift to conduct a significant amount of proactive activities such as preventive patrol, traffic enforcement, neighborhood problems/quality of life

issues and other problem oriented or “community oriented policing” concerns in La Quinta (at this level it is reasonable for the number of Officer initiated incidents to be 100% or more of the number of calls for service). LQPD is involved in some of these tasks but does not have a methodology in place to formally identify community issues, address them and report back to the community on what they have done to address the issues, progress made and/or resolution. The desire for this type of process was voiced by residents in the focus groups and survey. Even at a lower level of proactive time (i.e. 45%) LQPD should have the time available for these activities. Overall, this high proactive time level is greater than needed in La Quinta and can reasonably be reduced – options to consider will be presented in the next section.

This information provided by the CAD data workload analysis provides police managers with valuable information regarding workload demand but reviewing/analyzing the CAD data for a second and third year is important as it will show multi-year trends and highly reliable workload results. In subsequent years the RCSO should continue to evaluate and conduct data analysis for La Quinta to determine the workload, performance, and productivity level of Patrol Operations staff. It is particularly important to evaluate the levels of committed time and proactive time during the 4 hour time blocks throughout the day to assist in decisions on deployment.

Recommendations:

Review the CAD workload data for a second year to determine the level of Patrol Officer committed time and proactive time; continue annual reviews of Patrol workload.

Annually review patrol staff workload for each 4-hour time block to ensure that a reasonable number of proactive hours are available throughout the day.

5. DETERMINING PERSONNEL STAFFING REQUIREMENTS FOR PATROL.

The tables in the previous section described the current patrol staffing level and the number of hours required to handle the community-generated work (calls for service, reports, and bookings) in La Quinta and the current level of proactive time overall and at various hours of the day.

This section utilizes the same the workload data from 2014 and one normative value¹⁰ to calculate the number of Patrol Officers needed at targeted 50%, 45% and 40% proactive time levels. The results are shown in the following table.

1. Community Generated Workload	
Calls for Service (one year)	16,641
Handling Time – 1 st Unit from Dispatch until Clear	9,585
Handling Time – Backup Officers	3,595
Number of Reports Written (@ 40% of CFS)	6,656
Time for Report Writing	4,992
Number of Bookings	512
Time to Process Bookings	256
Total Hours	18,428
2. Additional Hours for Preventive Patrol & Officer Initiated Activity	
Proactive Time Target of 50%	18,428
Proactive Time Target of 45%	15,078
Proactive Time Target of 40%	12,286
3. Total Hours Required for Reactive & Proactive Work	
Proactive Time Target of 50%	36,857
Proactive Time Target of 45%	33,506
Proactive Time Target of 40%	30,714
4. Availability of Staff	
Annual Paid Work Hours	2,080
Leave Hours and On-Duty Training	(340)
Administrative Time (90 minutes / shift)	(312)

¹⁰ As explained earlier in this report the number of reports written by LQPD was 62% of the number of CFS which is higher than the 25% - 40% range seen by the project team in other police studies; for the projected staffing calculations the project team will use a normative 40% value for projecting report volume.

Net Available Hours	1,428
5. Officers Required to Handle Workload (12 hour shifts)	
Proactive Time Target of 50%	26
Proactive Time Target of 45%	23
Proactive Time Target of 40%	22
6. Officers Required to Handle Workload (10 hour shifts)	
Proactive Time Target of 50%	30
Proactive Time Target of 45%	27
Proactive Time Target of 40%	25

This table shows the number of Officers required to handle the call for service workload and administrative tasks without the use of overtime at three targeted “proactive time” levels. When Officers are working 12 hour shifts, a targeted overall average proactive time target of 40% requires approximately 22 Patrol Officer positions, a 45% proactive time target requires 23 Officers and a 50% proactive time target requires 26 Officers. The higher proactive time targets will provide more time for Officers to conduct proactive patrol, address community identified issues on their beat, initiate contacts and enforcement stops and perform other assigned tasks.

Although a 50% proactive time target is not unreasonable for La Quinta, the project team believes the City will be well served with a targeted 45% proactive time level for Patrol Officers. This level will provide a significant amount of available time for Officers to address needs in their assigned beat and any additional community needs. One significant factor in recommending a 45% level is that Patrol Officers are also assisted by the six Community Service Officers (four assigned to field duties), four Traffic Units, two Business District Officers and the Special Enforcement Team (1 Sergeant and 5 Officers) that are LQPD dedicated proactive field units. As mentioned in the previous section the current 58% proactive time level is a very high level and it is

reasonable to target a lower overall proactive time level, especially with the additional field work units whose primary duties are proactively oriented.

It is interesting to note that in 2014 the 25 Officers assigned to patrol duties had an average proactive time level of 58% - the primary reason this was achieved is the two hours of mandatory OT Officers worked during the year (it takes fewer Officers working 12 hour shifts to achieve the same proactive time level than Officers working 10 hour shifts).

This patrol workload analysis is a valuable tool for police managers when making staffing and deployment decisions. However, as mentioned earlier in this report it is important to analyze a second year of workload data as it will show if patrol workload is trending up, down or remaining about the same. This is especially true in La Quinta due to the incomplete call for service data from the CAD system.

In addition to this workload analysis, other factors also need to be evaluated when determining an appropriate staffing level – these factors include the desired and planned proactive tasks to be accomplished by Officers when on duty (e.g. traffic safety enforcement, security checks, foot patrol, addressing issues in their district, etc.), their involvement in community policing efforts, the size and geography of patrol areas (districts), the frequency of emergency calls of a serious nature, the number of critical incidents, the level of criminal activity, the number of new Officers in the field training program, general community safety perceptions/concerns, recommendations from staff based on their experience and prudent risk management, additional tasks that may be required of Patrol in the near future and a staffing level throughout the day that reasonably meets officer safety requirements.

Recommendation:

Adopt a 45% average proactive time level goal for patrol operations. A workload analysis should be conducted annually to determine the actual level of proactive time.

4. EVALUATION OF SPECIALTY WORK UNITS

The La Quinta Police Department has other staff that provide services to the City – both “dedicated” positions that La Quinta specifically contracts for and also “supporting” positions such as Detectives (paid for as part of the overhead cost or “supported” rate). The LQPD “dedicated” positions are those in the Administrative/Traffic Unit and the Special Enforcement Team. The Investigations Unit is staffed with positions paid for through the “supported” rate.

1. ADMINISTRATIVE AND TRAFFIC SAFETY UNIT.

This unit is staffed with one Sergeant, four Officers and two Community Service Officers – all of these positions are LQPD dedicated staff. The Sergeant supervises the personnel, the School Resource Officers, LQPD Volunteers and is assigned a variety of administrative duties (e.g. complaint investigations, special events, etc.).

(1) Traffic Safety Unit.

The four Officers are assigned full time to traffic safety duties and all are trained to ride motorcycles and use it as their primary duty vehicle. Motor Officers are assigned to day shift, either Monday-Thursday 0600-1600 hours or Tuesday- Friday 0700-1700 hours. Although not regularly assigned to later weekday hours (a shift ending at 1900 or 2000 hours is typical weekday coverage) the Motor Officers vary their work schedule to provide coverage through the commute hours and later into the evening.

The primary role of the Motor Officers is to provide enforcement of the traffic safety laws and frequently work intersections and streets where there have been a high number of traffic accidents in an effort to reduce the frequency of motor vehicle

accidents. They also respond to complaints from members of the public and provide appropriate traffic enforcement in response to these complaints. Motor Officers also assist Patrol Officers as necessary in handling calls for service during their shift.

The project team obtained the number and type of citations written by the Motor Officers in 2014, shown in the following table.

Traffic Citations Issued

Violation	Number	Average / Officer
Failure to Yield	23	6
Unsafe Speed	1,802	451
Unsafe Turning	112	28
Signs/Signals	181	45
Pedestrian Violation	43	14
Bicycle Violation	3	2
Other Hazard	85	21
Other (Unk)	2,262	566
Seat Belts	129	32
Child Seats	45	11
Parking	126	32
Total	4,811	1,203

The Motor Officers worked 174 shifts during the year (1,740 net work hours / 10 hour shifts) which equals a shift average of 6.9 citations for each Motor Officer in 2014.

The monthly productivity for the proactive traffic enforcement for this year is somewhat low – for example a commonly used and reasonable productivity guideline for a dedicated traffic unit is an average of 10 warnings/citations per shift and typically Traffic Officers will make 12-14 traffic stops a shift that result in citations/warnings being issued.¹¹ In La Quinta the Motor Officers also respond to and investigate major injury traffic accidents and investigate the collisions so this metric should reasonably be reduced to 10 citations/warnings per shift.

¹¹ The project team recognizes that LQPD does not currently issue written warning notices but initiating this practice would provide Officers with an option to a traffic citation.

La Quinta Motor Officers are present at work for approximately 33 hours per week (or 1,740 hours annually – calculated earlier in this report). Using these estimates the following table shows the calculations for what the project team believes are reasonable productivity numbers for the for Motor Officers.

Work Task	Per Officer			Unit Total		Current Number	% Increase
	Shift	Week	Month	Month	Year	Year	
Warning / Citation	10	33	132	528	6,336	4,811	32%

If the Motor Officers wrote 10 warnings or citations per shift it would result in an annual total of approximately 6,336 citations/warning issued which is a 32% increase over the 2014 average. This is a reasonable productivity level when all four Motor Officers have received their basic motorcycle training, are assigned to the unit for the entire year and none of the Officers have been off on extended periods of leave. It is appropriate to establish reasonable productivity levels for all personnel, including Motor Officers, however a requirement to write a certain number of citations cannot be set as it is a violation of the California Vehicle Code.

The following table shows the total number of traffic accidents investigated by La Quinta PD in 2014 by accident type. The Motor Officers investigated 37 traffic accidents during the year or less than one per week.

Accident Type	Number
Fatal	1
Injury	120
Property Damage Only	295
Total	416

The accidents investigated by the Traffic Unit are the most serious crashes and can consume a significant number of work hours for one or more Officers.

There is not a specific recommended number of Motor Units in a city such as La Quinta that comprises a best practice but it is a best practice for the police department to specifically and adequately address traffic safety in the community. This is most often accomplished by assigning personnel full time to traffic safety enforcement tasks. Traffic safety is also very important to La Quinta residents as expressed in the community focus groups and the community survey as speeding, traffic light/stop sign violations, enforcement in hot spot areas and traffic accidents were several of the top concerns of residents. Additionally, residents expressed a desire to see more Officers patrolling the streets and Motor Officers making traffic stops are very visible to other motorists driving by and a reminder to follow traffic laws.

The project team recommends that La Quinta continue to contract for four Motor Officers but if budgetary restrictions require cutbacks the community could still be adequately served with three or two Motor Officers.

Recommendations:

Expand the regular duty hours of the Traffic Unit to provide coverage from 0600 – 1900 or 2000 hours on weekdays.

Increase the productivity of the Motor Units to average 10 warnings/citations per shift.

(2) Crime Prevention Unit.

This unit is comprised of two Community Service Officers that provide a wide variety of crime prevention, communication and alternative services to the La Quinta community. The CSOs have the following job duties:

- Event coordination: Tip-a-Cop, Bike Rodeo (March), City Picnic and Birthday Bash (April), Coffee with a Cop (monthly), Christmas toy drive, Safety Fairs (e.g. La Quinta Resort, Boys & Girls Club) and other events when LQPD is requested to participate

- Public Outreach – staffing a booth at the downtown Farmer’s Market to provide crime prevention information and interact with the public
- Neighborhood Watch program (about one meeting per month) and regular follow-up with group captains.
- Social media coordinator for the PD (Facebook page, etc.)
- Business District meetings (quarterly)
- Law Enforcement and Private Security (LEAPS) – collaboration and coordination
- LQPD Quarterly Report and Annual Report – obtaining and publishing the information
- Internet crime reports – contacting the reporting party and completing the report for entry into the Records Management System
- Citizens on Patrol (COP) – coordination of the program and volunteers
- LQPD Volunteers – program coordination
- Crime Prevention through Environmental Design (CPTED) program – also conducting home and business crime prevention surveys as requested

These two office based CSOs coordinate these programs, assist the PD in field work as necessary for special events in support of all other work units in the PD. They also perform any other task that are needed to be accomplished.

It would also be appropriate for these CSOs to formally coordinate with City of La Quinta code enforcement staff to work on specific neighborhood or business issues where both Departments should coordinate to resolve the issue.

2. THE SPECIAL ENFORCEMENT TEAM (SET).

One important and fairly unique proactive and investigative functions that La Quinta staffs is the Special Enforcement Team (SET) – it is a team made up of 1 Sergeant and 7 Officers and all are LQPD dedicated positions. Two of the Officers are

assigned to work as Business District Officers and primarily work dayshift hours (typically 0800-1800 hours); the Sergeant and other five Officers will be referred to as the Special Enforcement Team and they primarily work swing shift hours (typically starting their shift between 1200 hours and 1400 hours).

Their primary duties of the SET involve proactive field policing to provide proactive patrol during their shift, address specific crime problems, visit and conduct searches of persons on probation and parole. They also work to address crime trends in the communities or a series of crimes that may have occurred (e.g. residential or auto burglary trend) by searching for suspects and/or conduct surveillance over multiple days. SET Officers also work with the La Quinta Investigators to coordinate investigations of crimes that have occurred and discuss possible suspects. This includes conducting time sensitive follow-up in the field (e.g. surveillance of a suspect in the case) and also being informed of crimes that have occurred where leads need to be developed on cases where a suspect may not be known but the crime(s) fit the behavior of known criminal suspects in the La Quinta area.

The following table shows the documented activities for the SET for the year.

SET Activities in 2014

Activity	Annual Total	Monthly
Programs	20	2
Vehicle Stops	641	53
Pedestrian Checks	453	38
Investigative Follow-up	565	47
City Park Checks	235	20
Citations	138	12
Search Warrants	45	4
Probation/Parole Searches	181	15
Arrest Warrants Served	122	10
Arrests (Misdemeanor & Felony)	350	29

The above list is not a comprehensive list of all work accomplished by the SET during the year but a list of items that can be quantified. Appropriate workload levels for a proactive street crimes unit are hard to quantify as it depends on the workload level existing in the City and during the hours when the unit is on duty. The main mission of street crimes unit is to assist in the identification of suspects in criminal cases (which requires becoming familiar with habitual criminals in the La Quinta area), be very proactive when out on the streets by initiating many contacts with people, contact persons on parole and probation to ensure they are complying with the terms of their parole/probation, attend homeowners association meetings to provide, conduct crime prevention talks when requested, work with the Narcotics and Gang Task Forces on related issues and respond to assist Patrol Officers when needed.

The most important factor in a successful unit is selecting a supervisor who is well suited to coordinate this type of unit – active and energetic to seek out appropriate work tasks and spend most of their on duty hours working the streets.

The two SET Officers designated as Business District Officers work primarily in the retail business areas of La Quinta. Their primary goals are to provide high visibility patrol along the Highway 111 corridor, downtown and other business areas in La Quinta and handle theft related crimes in the business areas. The following table shows the activities of this unit in 2014.

Business District Officers – Activities in 2014

Activity	Annual Total	Monthly
Programs	69	6
Vehicle Stops	111	9
Pedestrian Checks	160	13
Investigative Follow-up	287	24
Citations	28	2
Search Warrants Served	35	3
Business Checks/Meetings	935	78
Arrest Warrants Served	13	1
Arrests (Misdemeanor & Felony)	71	6

These Officers also speak at community events (e.g. Coffee with a Cop) and business group / association meetings on a variety of crime prevention and safety awareness topics such as robbery prevention and loss prevention. They also meet and coordinate with loss prevention officers working at retail stores. As with the other Officers in the SET the Business District Officers are also used to assist Patrol as necessary and provide security at special community events.

The activity levels shown in the two tables above for the Business District Officers and the Special Enforcement Team indicate that both of these work units were appropriately active in 2014.

3. INVESTIGATIONS UNIT.

The Thermal Station Investigations Unit is staffed with one Lieutenant, two Sergeants, 12 Detectives, one Office Assistant, two Property Officers (CSOs) and one Crime Analyst. The City funds through the “supported” positions rate a total of 6.47 Detectives out of the 12 Detectives assigned for FY 2014-15 (in FY 2013-14 it was 5.97 Detectives). These Detectives are not specifically assigned to La Quinta’s crime cases but any Detective may work cases from Coachella or the unincorporated area.

It is more difficult to evaluate the staffing levels required for criminal

investigations because, unlike patrol, more subjective and qualitative determinants of workload and work practices need to be considered. Patrol operations has the benefit of several quantitative measures, such as calls for service and proactive time, to assist in the evaluation of staffing requirements, whereas investigative services have fewer such reliable measures. Comparisons with other agencies are also difficult given the vagaries of conducting investigative business among differing law enforcement agencies. Factors making comparative analyses difficult include:

- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to Detectives varies. Also, the extent to which patrol performs preliminary or primary case investigation varies widely and thereby impacts Detective caseloads.
- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies. For example, La Quinta relies on the Lieutenant and Sergeant reading through and assigning cases to Detectives where other PDs may use a crime analysis function to initially screen cases based on various formalized solvability factors.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, time devoted to administrative tasks, whether detectives respond to the initial crime scene in the field, whether they have prosecutorial investigator assistance, etc.
- Complexity of caseloads is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, evidence availability, victim/witness cooperation, quality of information provided by the original report taker, and numerous other factors. The way information in a single case may combine with information on other cases (e.g., serial crime) also impacts investigative actions.
- Additional duties and responsibilities performed by detectives beyond caseload work. Such activities may include being a specialized trainer, assisting on warrant arrests or various other administrative duties detracting from casework. Many agencies assign collateral duties to Detectives and this is the case in La Quinta.
- Finally, the nature of the community itself and its mix of crime types is a factor in evaluating investigative workload and staffing needs. Citizen expectations

translate into service levels impacting Detectives in terms of what is investigated and how investigations are conducted.

Another factor is the joint investigative process used by RCSO where all 12 Detectives may be used to assist with the investigation of a major case. All of these considerations result in an evaluation of investigative workloads with typically more qualitative considerations compared to those of quantitatively-driven Patrol workloads.

Analytically, investigative workload and staffing requirements typically employ a series of broad indicators to determine the extent to which core investigative staffing and general workload in the Department compare to ranges observed in other departments. This information is used to determine if the La Quinta Police Department is within the ranges measured by those indicators. The comparative measures that can be employed are displayed in the following table:

Comparative Measures for Investigations

Comparative Measures	Comparative Industry Patterns
Part I Offenses per “line” Detective in core investigative functions such as persons and property crimes Detectives. This does not include those assigned to “proactive” units such as narcotics or vice.	The Average distribution of Part I Offenses per “line” Detective developed in police services studies in the U.S. generally ranges from 200-400 Part I Offenses per investigator.
Case Clearance Rate for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type for various sized jurisdictions. 2014 clearance rates nationally for Cities the size of La Quinta averaged 20.2% for property crimes and 48.5% for person crimes.
Active cases assigned to “property” crimes Detectives (e.g., burglary/theft).	15 to 20 active cases per month based on other law enforcement studies conducted by the Matrix Consulting Group over the last several years.
Active cases assigned to “person” crimes Detectives.	8 to 12 active cases per month based on our experience; 3 to 5 active cases for complex person crimes such as felony assaults.
Active cases assigned to “generalist” crimes Detectives.	12 to 15 active cases per month based.

These “cases per Detective” numbers are not considered a best practice and are only one of several factor to consider when determining appropriate investigative staffing levels. The most important factor is the number of cases assigned to the investigative unit and Detective workload.

RCSO provided the project team with the number of La Quinta cases assigned to a Detective for follow-up investigation in 2014. These numbers are shown in the following table.

Detective Case Assignments

Case Type	Annual Total	Monthly
Homicide (assigned to Central Homicide Unit)	2	0.2
Robbery	9	0.8
Aggravated Assault	19	1.6
Burglary	7	0.6
Grand Theft	6	0.5
Fraud/Embezzlement	30	2.5
Sex Crimes	25	2.1
Child Abuse	16	1.3
Elder Abuse	7	0.6
Vandalism	3	0.3
Weapons Offenses	4	0.3
Missing Persons/Runaways	26	2.2
Death Investigation (unattended deaths)	15	1.3
Other (Assist Other PD, Suspicious Circumstances)	12	1.0
Total	181	15.1

A total of 181 La Quinta cases were assigned to Detectives during the year, an average of 15 cases per month. La Quinta paid for six Detectives to work these cases – an average of just 2.5 cases per Detective per month. This is a very low workload for six Detectives and an excessive cost born by La Quinta. A staff of 3, and possibly 2, Detectives is sufficient to handle this investigative workload (in addition to a Detective Sergeant).

The cost of the 12 Detectives assigned to the Investigations Unit is paid for by La Quinta, Coachella and the County (for the unincorporated areas) based on calculations of the RCSO. The following table shows the number and percent of cases for each of the three entities and the corresponding number of Detectives (out of the 12 assigned) that should be appropriated to each entity based on the percentage of assigned cases.

Detective Case Assignments

City	Total for Year	% of Cases	# of Detectives Based on Caseload
La Quinta	181	20.5	2.5
Coachella	395	44.6	5.4
Unincorporated	309	34.9	4.2
Total	885	100.0%	12.0

La Quinta generated approximately 21% of the cases assigned to Detectives in 2014 but is paying for 54% of the Detectives (6.5 out of 12) which is a significantly higher cost for La Quinta than is reasonable. La Quinta staff should work with RCSO to revise the methodology of allocating the cost of Investigations Units (Lieutenant, Sergeants and Detectives) to an appropriate cost sharing percentage for each of the three entities (recommendation provided in Chapter 5).

The project team has also been provided the FBI Uniform Crime Reports crime occurrences and crime clearances by the RCSO for calendar years 2004 thru 2013. Ten years of data was obtained to evaluate the level of crime that has occurred in La Quinta over the last decade and any crime patterns or trends. The first two tables show the number of crimes reported in La Quinta in five year periods.

Crimes Reported 2004 - 2008

Crime	2004	2005	2006	2007	2008	Total	Avg. Per Year
Homicide	1	0	1	1	2	5	1.0
Rape	5	9	2	9	5	30	6.0
Robbery	16	21	31	26	31	125	25
Aggravated Assault	73	98	67	172	164	574	115
Burglary	482	621	558	555	526	2,742	548
Larceny & Auto Burglary	1,072	1,290	1,164	943	913	5,382	1,076
Auto Theft	171	164	163	122	124	744	149
Arson	4	1	4	6	7	22	4.4
Total:	1,824	2,204	1,990	1,834	1,772	9,624	1,925
Violent Crime	95	128	101	208	202	734	147
Property Crime	1,729	2,076	1,889	1,626	1,570	8,890	1,778

The following table shows the 2009-2013 five year period as well as the percentage change in the number of crimes reported.

Crimes Reported 2009 - 2013

Crime	2009	2010	2011	2012	2013	Total	5 Yr. Avg.	% Change in 5 Yr. Periods
Homicide	1	1	1	0	0	3	0.6	-40.0%
Rape	8	9	3	5	5	30	6.0	0.0%
Robbery	22	25	33	45	26	151	30	20.8%
Aggravated Assault	92	102	151	100	37	482	96	-16.0%
Burglary	537	447	477	541	402	2,404	481	-12.3%
Larceny & Auto Burglary	958	777	901	1,033	1,002	4,671	934	-13.2%
Auto Theft	78	64	50	95	90	377	75	-49.3%
Arson	4	12	1	1	4	22	4.4	0.0%
Total:	1,700	1,437	1,617	1,820	1,566	8,140	1,628	-15.4%
Violent Crime	123	137	188	150	68	666	133	-9.3%
Property Crime	1,577	1,300	1,429	1,670	1,498	7,474	1,495	-15.9%

The most significant change in individual crimes over the two 5 year periods was a 40% reduction in homicides and a 49% reduction in auto theft. Aggravated Assault also decreased significantly but robberies have increased over 20%. The property crimes of burglary and larceny also decreased 12% and 13% respectively. Overall, violent crimes decreased 9.3% and property crimes decreased 15.9%.

The table below compares the 2013 (the most recent year available from the FBI) violent crimes (for homicide, rape, robbery and aggravated assault) by type of crime for selected regional agencies – from the lowest rate to the highest rate.

City	Pop.	Violent Crimes	Violent Crime Rate ¹²	Homicide	Rape	Robbery	Agg. Assault
Indian Wells	5,174	7	135	0	0	2	5
Rancho Mirage	17,816	26	146	0	1	8	17
La Quinta	39,150	68	174	0	5	26	37
Palm Desert	50,456	110	218	2	7	30	71
Coachella	43,330	118	272	2	2	56	58
Palm Springs	46,282	255	551	0	19	99	137
Indio	80,243	468	583	1	34	120	313
Desert Hot Springs	27,936	277	992	2	3	63	209

- La Quinta has one of the lowest violent crime rates in the region. The only two cities with a lower rate are Indian Wells and Rancho Mirage.
- La Quinta’s principal major violent crime problem is robbery.

La Quinta’s experience related to major property crimes (burglary, larceny and auto theft) is somewhat different, ranking in the middle of the regional cities. The table, below, summarizes these crimes in the same comparative context as was described for the violent crimes – from the lowest rate to the highest rate.

City	Pop.	Property Crimes	Property Rate	Burglary	Larceny / Fraud	Auto Theft
Coachella	43,330	1,372	3,166	358	634	380
Indian Wells	5,174	172	3,324	48	116	8
Indio	80,243	2,699	3,364	792	1,335	572
Rancho Mirage	17,816	636	3,570	156	443	37
La Quinta	39,150	1,494	3,816	402	1,002	90
Desert Hot Springs	27,936	1,103	3,948	487	475	141
Palm Desert	50,456	2,215	4,390	572	1,511	132
Palm Springs	46,282	2,350	5,078	712	1,342	296

¹² The standard FBI’s Uniform Crime Reports (UCR) reporting of crime rates per 100,000 population from violent crime and property crimes are used in this report.

- Contrasted to violent crimes La Quinta's has a higher rate of property crimes, exceeded only by Palm Desert and Palm Springs.

It is important to keep in mind that the high number of larceny crimes could be related to a higher service level provided in La Quinta (by the assignment of two Officers to the Business District) which results in a higher number of these crimes being reported.

One primary measure of effectiveness of an investigative unit is the percentage of crimes the PD is able to "clear" per FBI-UCR guidelines. The RCSO provided number of crimes cleared by the La Quinta Police Department for the last 10 years – the first table shows the number and percentage of crimes cleared in two 5 year time periods.

Crimes Cleared 2004 - 2008

Crime	2004	2005	2006	2007	2008	Total	5 Year Clearance Rate
Homicide	0	0	1	0	2	3	60.0%
Rape	0	0	0	3	1	4	13.3%
Robbery	2	4	11	7	11	35	28.0%
Aggravated Assault	29	51	30	92	68	270	47.0%
Burglary	49	83	90	146	130	498	18.2%
Larceny & Auto Burglary	93	90	102	117	104	506	9.4%
Auto Theft	15	9	6	5	10	45	6.0%
Arson	1	0	0	0	2	3	13.6%
Total:	189	237	240	370	328	1,364	14.2%
Violent Crime	31	55	42	102	82	312	42.5%
Property Crime	158	182	198	268	246	1,052	11.8%

The following table shows the 2009-2013 five year period as well as the percentage change in the number of crimes cleared by the La Quinta Police Department.

Crimes Cleared 2009 - 2013

Crime	2009	2010	2011	2012	2013	Total	5 Year Clearance Rate	% Change in 5 Yr. Periods
Homicide	1	0	1	0	0	2	66.7%	-33.3%
Rape	2	2	2	0	0	6	20.0%	50.0%
Robbery	7	8	8	17	6	46	30.5%	31.4%
Aggravated Assault	54	60	100	56	27	297	61.6%	10.0%
Burglary	154	97	92	126	108	577	24.0%	15.9%
Larceny & Auto Burglary	146	117	99	138	184	684	14.6%	35.2%
Auto Theft	8	6	4	10	10	38	10.1%	-15.6%
Arson	1	0	0	0	0	1	4.5%	-66.7%
Total:	373	290	306	347	335	1,651	20.3%	21.0%
Violent Crime	64	70	111	73	33	351	52.7%	12.5%
Property Crime	309	220	195	274	302	1,300	17.4%	23.6%

The percentage of crimes cleared by LQPD increased over the last 5 years with the exception of auto theft, arson and homicide (the number of homicides are so low to make the percentage change statistically irrelevant). Most auto theft cases are not assigned to the Detectives but RCSO participates in the regional Auto Theft Task Force that focuses on these crimes.

The table below shows the most recent year clearance rate comparison between La Quinta and the national average as reported by the FBI for cities with a population between 25,000 and 49,999 residents.

2013 Clearance Rate – La Quinta Compared to National Clearance Rate

Crime	2013 Crimes	2013 Clearances	LQ Clearance Rate	National Clearance Rate	LQ Clear Rate: Higher or (Lower)
Homicide	0	0	NA	65.2%	NA
Rape	5	0	0%	34.0%	(100%)
Robbery	26	6	23.1%	33.4%	(30.9%)
Aggravated Assault	37	27	73.0%	59.8%	22.0%
Burglary	402	108	26.9%	14.3%	87.9%
Larceny & Auto Burglary	1,002	184	18.4%	27.3%	(32.7%)
Auto Theft	90	10	11.1%	15.4%	(27.8%)
Arson	4	0	0%	23.7%	(100%)
Total:	1,566	335	21.4%	NA	NA
Violent Crime	68	33	48.5%	50.2%	(3.3%)
Property Crime	1,498	302	20.2%	24.0%	(16.0%)

The La Quinta Police Department’s clearance rate is 3.3% lower than the national violent crimes clearance rate and 16% lower than the national property crimes clearance rate. The LQPD Investigations Unit should be expected to have higher clearance rates considering the number of Investigators available to work these crimes.

Over the last 10 years the total number of Part 1 crimes has decreased by 15% (comparing the two 5 year periods shown above) and correspondingly the number of cases requiring follow-up investigation also decreases. The current workload averaging 2.5 cases per Detective per month does not justify the number of Detectives La Quinta is funding, especially with a clearance rate lower than the national average. The project team believes that three Detectives working La Quinta cases are sufficient and recommends La Quinta staff work with the RCSO to reduce the number of Detectives. The project team will make a recommendation regarding this in the next chapter.

5. EVALUATION OF POLICE OPERATIONS AND THE POLICE SERVICES CONTRACT

Police managers have the responsibility to ensure sufficient resources are dedicated to patrol operations, that the available resources are optimally deployed, that staff provide high quality services to the community and also proactively respond to community concerns and issues when time is available during the work shift. However, managers are often limited in their ability to achieve desired outcomes due to other factors such as employee contracts and fixed staffing schedules. This chapter explores several issues and options related to effective and cost efficient police operations in La Quinta. The first issue is the related to the goal of balancing workload in patrol operations.

1. THERE ARE SEVERAL OBSTACLES THAT IMPEDE BALANCING PATROL STAFF WORKLOAD.

One of the primary items managers are responsible for is the optimum deployment of sworn staff throughout the day to provide balance workload of both Officers and CSOs. As shown above, there is a significant workload imbalance between the nighttime and daytime hours. Ideally police managers would deploy staff to provide a more even balance between committed and proactive time for all hours of the day but there are several obstacles that make this difficult to achieve. The call for service workload varies significantly throughout the day and Officers are also assigned to work a fixed shift with regular scheduled days off. The fixed deployment schedules used by all police departments do not allow a manager the ability to reduce the staffing level during a “slow” night, or routinely call in additional Officers to work if a shift

becomes busy. Although the highest workload hours still provide a sufficient amount of proactive time the current two shift schedule (start times of 0700 and 1900 hours) only provides the same level staffing throughout the day (with the exception of two hours at shift change). However, this is not the normal RCSO Patrol shift schedule and when RCSO returns to the normal three shift schedule (start times of 0600, 1400 and 2200 hours) in May 2015 it will provide a more equitable staffing/workload balance. There may also be some flexibility of adjusting some shift hours to increase the staffing level slightly during the daytime hours when the workload is higher (e.g. start time of 0700 hours rather than 0600 and a start time of 1300 hours instead of 1400).

Additionally, re-deployment of the two nighttime Community Service Officers to daytime hours is another workload balancing option.

2. REDEPLOYMENT OF THE COMMUNITY SERVICE OFFICERS TO DAYSHIFT CAN HELP BALANCE WORKLOAD.

There are four Community Service Officers are assigned to field patrol duties full time – two on Watch 1 (nights from 1700 - 0300) and two on Watch 2 (days from 0700-1700). They respond to low risk calls for service in place of a Patrol Officer, assist Patrol Officers at other types of calls, transport prisoners for Officers and conduct a variety of other self-initiated tasks. The overall workload for the CSOs that the project team was able to document includes the following:

- 1,304 calls for service (average of 34.6 minutes each) required 752 work hours.
- 1,537 reports (estimated at 15% of the total number of reports written by LQPD) required approximately 1,153 work hours.
- 320 self-incidents (average of 4.2 minutes each) required 22 work hours.
- 384 bookings (estimating CSOs completed 75% of the total number) that took an average of two hours each required 768 work hours.

This activity level averages the following daily workload for all four CSOs: four calls for service, about five reports, one self-initiated incident and approximately one booking. These tasks equal 2,695 work hours – less than the approximate number of work hours of 1 ½ full time positions. It is likely that the number of reports written by CSOs were higher (and also where a CSO assisted Patrol Officers the calls for service) than is shown by the CAD data as it only documented the primary Officer handling the incident and did not include secondary units, such as a CSO, that may have assisted the primary Officer. However, none of the top 10 most frequent types of Patrol Officers' calls were calls appropriate to initially assign to a CSO, but some of the calls were appropriate for a CSO to assist the primary Officer.

Currently two CSOs are assigned to both the day watch and the night watch¹³. The project team does not see any need to staff CSOs on the night watch (after 2000 or 2200 hours) as the calls for service the CSOs are able to handle are fewer and the low level of Patrol Officer committed time will easily allow them to handle any calls or prisoner bookings that would have been handled by a CSO.

La Quinta has two reasonable options to consider – the elimination of the nighttime CSO positions or re-deployment of the CSOs to other hours where they can be more productive. The project team recommends deploying all four CSOs during the daytime and evening hours – from 0600 to no later than 2200 hours for routine duties. Deploying CSOs only during the day and evening hours provides additional staff to handle the higher call for service volume during these hours and also address other

¹³ The CSOs will also return to their normal shifts of 0700-1700 and 1500-0100 in May 2015 when Patrol Officers switch back to three shifts.

issues such as abandoned vehicles, graffiti and police related “quality of life” concerns expressed by residents in the community survey and focus group meetings. This change will provide a high level of CSO proactive time and to make effective use of the time it is important for supervisors to manage their time to ensure that it is productive and addresses the specific community issues and problems that concern residents. The effective use of available time discussed in the next section regarding Patrol Officers is also applicable to CSOs.

Recommendation:

Modify the work schedule of Community Service Officers to only work during the day and evening hours (0600 hours – 2200 hours) to provide additional alternative call handling options and also address other police related community concerns.

3. PATROL OFFICER STAFFING ALTERNATIVES.

La Quinta currently contracts for 150 hours of Patrol Officer staffing daily. As shown earlier in this report this equals an average of 6.3 Officers on duty every hour of the day throughout the year and in 2014 resulted in an overall Officer proactive time level of 58% with higher proactive levels during the night/early morning hours and lower levels during the day/evening hours. There is no need to maintain a 58% proactive time level in La Quinta and there are alternatives available that will reduce the proactive time level to the recommended targeted 45% and result in significant savings to the City. The City should evaluate reducing the number of contracted Patrol hours to 140 hours or 130 hours daily.

The first option of 140 hours will result in the reduction of the average hourly staffing level from 6.3 Officers to 5.8 Officers as shown in the following table.

Patrol Officer Staffing – 140 Hours Daily

Hour	Watch 1 (Nights) 1700-0500 & 1900-0700	Watch 2 (Days) 0500-1700 & 0700-1900	Hourly Average
0000	5.6		5.6
0100	5.6		5.6
0200	5.6		5.6
0300	5.6		5.6
0400	5.6		5.6
0500	2.8	3.0	5.8
0600	2.8	3.0	5.8
0700		6.1	6.1
0800		6.1	6.1
0900		6.1	6.1
1000		6.1	6.1
1100		6.1	6.1
1200		6.1	6.1
1300		6.1	6.1
1400		6.1	6.1
1500		6.1	6.1
1600		6.1	6.1
1700	2.8	3.0	5.8
1800	2.8	3.0	5.8
1900	5.6		5.6
2000	5.6		5.6
2100	5.6		5.6
2200	5.6		5.6
2300	5.6		5.6
Average	4.8	5.2	5.8

This table shows at 140 patrol staffing hours daily (51,102 hours annually) results in an average of 5.8 Officers on duty each hour. This equals approximately 23 Officers deployed on the two shifts and working the current schedule (10 hour shifts + 2 hours OT).

The following table shows the increases in the committed time and the corresponding reduction in the proactive time levels that can be expected if patrol hours are reduced to 140 hours daily.

CITY OF LA QUINTA, CALIFORNIA
Final Report of the Review of Police Services and Crime Trends

Time Block	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 - 0000	Total
Current (150 Hours)							
Committed	21.6%	19.1%	48.1%	59.7%	56.9%	44.6%	42.0%
Proactive	78.4%	80.9%	51.9%	40.3%	43.1%	55.4%	58.0%
Impact of Reduction to 140 Hours							
Committed	23.0%	20.3%	51.1%	63.4%	60.5%	47.4%	44.6%
Proactive	77.0%	79.7%	48.9%	36.6%	39.5%	52.6%	55.4%

Reducing daily patrol hours to 140 results in an overall reduction of proactive time of approximately 3 percentage points. It also results in an estimated annual savings of \$581,965 (3,648 fewer Officer hours x the FY 2015-16 hourly rate of \$159.53)

A second option of 130 hours daily patrol hours will result in the reduction of the average hourly staffing level from 6.3 Officers (150 hours daily) to 5.4 Officers as shown in the following table.

Patrol Officer Staffing – 130 Hours Daily

Hour	Watch 1 (Nights) 1700-0500 & 1900-0700	Watch 2 (Days) 0500-1700 & 0700-1900	Hourly Average
0000	5.2		5.2
0100	5.2		5.2
0200	5.2		5.2
0300	5.2		5.2
0400	5.2		5.2
0500	2.6	2.8	5.4
0600	2.6	2.8	5.4
0700		5.6	5.6
0800		5.6	5.6
0900		5.6	5.6
1000		5.6	5.6
1100		5.6	5.6
1200		5.6	5.6
1300		5.6	5.6
1400		5.6	5.6
1500		5.6	5.6
1600		5.6	5.6
1700	2.6	2.8	5.4
1800	2.6	2.8	5.4
1900	5.2		5.2
2000	5.2		5.2
2100	5.2		5.2
2200	5.2		5.2
2300	5.2		5.2
Average	4.5	4.8	5.4

This table shows at 130 patrol staffing hours daily (47,448 hours annually) results in an average of 5.4 Officers on duty each hour. This equals approximately 21 Officers deployed on the two shifts and working the current schedule (10 hour shifts + 2 hours OT).

The following table shows the increases in the committed time and the corresponding reduction in the proactive time levels that can be expected if patrol hours are reduced to 130 hours daily.

CITY OF LA QUINTA, CALIFORNIA
Final Report of the Review of Police Services and Crime Trends

Time Block	0000 – 0400	0400 – 0800	0800 - 1200	1200 – 1600	1600 - 2000	2000 – 0000	Total
Current (150 Hours)							
Committed	21.6%	19.1%	48.1%	59.7%	56.9%	44.6%	42.0%
Proactive	78.4%	80.9%	51.9%	40.3%	43.1%	55.4%	58.0%
Impact of Reduction to 130 Hours							
Committed	24.7%	21.8%	54.9%	68.1%	64.9%	50.9%	47.9%
Proactive	75.3%	78.2%	45.1%	31.9%	35.1%	49.1%	52.1%

Reducing daily patrol hours to 130 results in an overall reduction of proactive time of approximately 6 percentage points. It also results in an estimated annual savings of \$1,164,888 (7,302 fewer Officer hours x the FY 2015-16 hourly rate of \$159.53).

A third option to contract for 120 hours daily patrol hours will result in the reduction of the average hourly staffing level from 6.3 Officers (150 hours daily) to 5.0 Officers as shown in the following table.

Patrol Officer Staffing – 120 Hours Daily

Hour	Watch 1 (Nights) 1700-0500 & 1900-0700	Watch 2 (Days) 0500-1700 & 0700-1900	Hourly Average
0000	4.8		4.8
0100	4.8		4.8
0200	4.8		4.8
0300	4.8		4.8
0400	4.8		4.8
0500	2.4	2.6	5.0
0600	2.4	2.6	5.0
0700		5.2	5.2
0800		5.2	5.2
0900		5.2	5.2
1000		5.2	5.2
1100		5.2	5.2
1200		5.2	5.2
1300		5.2	5.2
1400		5.2	5.2
1500		5.2	5.2
1600		5.2	5.2
1700	2.4	2.6	5.0
1800	2.4	2.6	5.0
1900	4.8		4.8
2000	4.8		4.8
2100	4.8		4.8
2200	4.8		4.8
2300	4.8		4.8
Average	4.1	4.5	5.0

This table shows at 120 patrol staffing hours daily (43,800 hours annually) results in an average of 5.0 Officers on duty each hour. This equals approximately 19 Officers deployed on the two shifts and working the current schedule (10 hour shifts + 2 hours OT).

The following table shows the increases in the committed time and the corresponding reduction in the proactive time levels that can be expected if patrol hours are reduced to 120 hours daily.

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Time Block	0000 – 0400	0400 – 0800	0800 - 1200	1200 – 1600	1600 - 2000	2000 – 0000	Total
Current (150 Hours)							
Committed	21.6%	19.1%	48.1%	59.7%	56.9%	44.6%	42.0%
Proactive	78.4%	80.9%	51.9%	40.3%	43.1%	55.4%	58.0%
Impact of Reduction to 120 Hours							
Committed	26.6%	23.6%	59.3%	73.6%	70.1%	55.0%	51.7%
Proactive	73.4%	76.4%	40.7%	26.4%	29.9%	45.0%	48.3%

Reducing daily patrol hours to 120 results in an overall reduction of proactive time of approximately 10 percentage points. It also results in an estimated annual savings of \$1,746,853 (10,950 fewer Officer hours x the FY 2015-16 hourly rate of \$159.53).

The 2014 proactive time equaled approximately 58% (or approximately 53% if and estimated five percentage points of work not documented in CAD is included) which is above the 45% proactive time level recommended for La Quinta by the project team. This leads to a recommendation to reduce the current daily patrol staffing from 150 hours to 140 hours – this change should not result in a reduction in the calls for service response and other any other policing service as the proactive time level will still remain at a high level. The project team believes this is a moderate recommendation is a small step and feasible without any reasonable risk to the community while yielding significant savings to the City. Additionally, a reduction to 130 hours daily is also a reasonable step to take if the budgetary restrictions call for it. The project team is not recommending it at this time to evaluate the implementation of the moderate staffing reduction to determine if there are any negative consequences resulting from a reduction in hours.

Recommendation:

Reduce the number of daily Patrol Officer hours from 150 daily to 140 hours daily; this results in an annual savings – estimated at \$581,965 in FY 2015-16.

4. CONSISTENCY OF PATROL OFFICER STAFF IN LA QUINTA.

As mentioned before in this report the Thermal Station has three service areas – La Quinta, Coachella and a regional unincorporated area of the County. The RCSO Deputies are initially assigned to all three areas to ensure that they are familiar with the geography and different policies and practices that may exist. Additionally, Deputies may express a preference for working in one of the three areas but it is not guaranteed that they will spend a majority of their shifts consistently working in their desired area.

One of the benefits of a municipal police department is the consistency of staff that work in the City and develop a familiarity and relationships with members of the community. In striving toward a goal of “community policing” it is very important that the Officers policing the community become very familiar with their “beat”. An Officer that regularly works the same beat for months and years can get to know the people, their concerns, the crime problems and issues in his/her beat and surrounding beats. The project team’s experience in most contract cities is that the same Officers are assigned to the contract city for years.

There will always be a degree of rotation and turnover in any agency but a relatively consistent staff is the “norm” for almost all police departments and it should be a goal of La Quinta to work with the Sheriff’s Office to regularly field the same Patrol Officers and CSOs. A reasonable goal is to have at least 50% of the Patrol Officers and CSOs always be assigned to La Quinta whenever they are working a regular shift.

Recommendation:

La Quinta staff should work with the Sheriff's Office to establish a goal that 50% of the Patrol Officers (currently 12 = 50%) and Community Service Officers (3 = 50%) will always be assigned to La Quinta whenever they are working a regular shift.

5. FIELD SUPERVISION IS A SIGNIFICANT NEED IN LA QUINTA.

There is one significant issue and concern regarding the current Patrol Operations in La Quinta – the lack of a Sergeant specifically assigned to La Quinta on each shift¹⁴. The Patrol Sergeant(s) that are on duty are equally responsible for La Quinta, Coachella and the unincorporated area patrolled by the Thermal Station. Typically there are two Sergeants on duty each shift and they often separate primary responsibilities for the three service areas but both of them do not necessarily spend most of their time in the field as they have additional administrative tasks (e.g. shift scheduling, training) that often keeps at least one Sergeant in the station. This results in an inconsistent supervisory presence in La Quinta to oversee field operations.

The project team believes that a “best practice” supervisor to staff ratio of between 1:6 and 1:9 is applicable for LQPD and would provide sufficient direct supervision and accountability for field operations. LQPD should have a dedicated Patrol Sergeant that spends most of his/her shift in the field supervising and coordinating the work of the 6–7 Patrol Officers, Motor Units and Community Service Officers (the SET unit does have a Sergeant assigned when they are working).

Important functions of the Sergeant include managing the tasks and projects that should be accomplished during available time and also appropriately assisting when the

¹⁴ There may be a Corporal working in La Quinta and performing some supervisory functions but they are also primary responders to calls for service.

workload level is high. During the busiest hours of the day (1200 - 2000 hours) Officers will have fewer blocks of time to perform preventive patrol and other “community policing” activities but at 40% - 43% proactive time level will still have time available to regularly perform many of these activities. During these times of the day when Officers have more time committed to handling calls for service it is important that Sergeants are in the field and actively managing response to calls for service to ensure that sufficient, but not excessive, resources are assigned to handle calls for service; and also maintain availability of Officers throughout the City for additional incidents that may occur. Additionally, during these times, Sergeants should be assisting in handling calls as reasonably necessary, keeping in mind their primary supervision responsibility.

Regular and consistent field supervision is a critical component of effective patrol operations as it is the Sergeant’s primary responsibility to ensure delivery of quality services to the community, provide accountability for field units, be accessible to the public and coordinate the work of Officers when they have proactive time available. The project team recommends that La Quinta work with the RCSO to modify their contract to provide for a field Sergeant that is dedicated to supervision of La Quinta field services – this will require five positions to provide one Sergeant on duty 24/7. This should not result in any significant net cost increase but it will mean that Sergeants will be funded directly rather than as part of the “supported” rate (the supported rate should decrease as it will no longer fund the Patrol Sergeants positions). However, this will require a change in the way RCSO budgets for Patrol Sergeants for a contract city.

Recommendation:

La Quinta should work with the RCSO to modify the contract to provide a field Sergeant that is dedicated to the supervision of La Quinta field services.

6. EFFECTIVE MANAGEMENT OF PROACTIVE TIME.

Patrol supervisors and managers should take steps to ensure that current Patrol staff is used effectively to handle the call for service workload and that proactive time is planned and managed to address identified needs in the community. This is a best practice and very important to residents who desire a police force that is responsive to their needs and concerns. Patrol Officers' proactivity is a very important part of field operations in communities such as La Quinta, where the call for service volume can vary significantly during hours of the day and "high season" and "low season" months. The higher levels of "proactive time" from midnight to 0800 and the higher level of committed time during the day is common in police agencies. During certain hours and months, very little time may be available for proactive initiatives, while on other days significant time may be spent on directed and officer-initiated activity.

When the level of proactive time is high it is important that police managers and supervisors have planned activities for Officers that address crime problems and community concerns. The regular high levels of proactive time from midnight to 0800 (and during other hours when the CFS volume is low) require that a significant portion of Officers' time should be used to conduct prescribed, productive tasks rather than conducting random "routine patrol" and performing other tasks without a plan or anticipated results. The on duty Sergeant should be involved in planning and supervising these activities during the shift. Routine tasks should not be exclusively enforcement activities but also "qualitative" tasks such as visiting businesses that are open during the night hours, security checks, addressing specific beat problems/issues and other activities where Officers have an opportunity to meet members of the

community. Obviously, some of these proactive activities are limited by the hour of the day.

Planning and establishing patrol goals and specific pro-activity targets are important for effective management of a patrol operations force and to ensure that patrol officers are being used to accomplish desired tasks in meeting established goals. In most communities, the expectations placed on the police department to ensure a safe and orderly community are fairly high. Effectively managing proactive tasks of all field personnel is one significant method to demonstrate the department is taking the necessary steps toward the goal of creating and/or maintaining a safe community and a perception of safety among residents.

It is important to note that this is the first evaluation of Patrol workload and it was completed without the actual CAD data of all units responding to a call for service – this analysis should be done when all call for service data can be obtained from the CAD system. A workload analysis using 2015 data will augment the degree of confidence that the results closely reflect the actual patrol workload time commitment.

Recommendation:

Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. The Assistant Chief, Patrol Lieutenant and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift. Supervisors should actively manage Patrol Officers' proactive time.

7. THE NUMBER OF LA QUINTA FUNDED DETECTIVES SHOULD BE REDUCED.

As shown earlier in this report the La Quinta case workload does not support the assignment (and funding) of approximately 6 ½ Detectives to La Quinta. These positions are not directly requested by La Quinta but are based on the overall number of

staff assigned by RCSO to the Investigations Unit. While RCSO is the ultimate determiner of an appropriate staffing level the appropriate level should only be determined after consultation and discussion with La Quinta and the other contract cities that are providing the funding for this unit. It is also important for La Quinta to understand what services the City is receiving in exchange for the approximately \$1.1 million annual cost (\$167,440 salary & benefits cost per position).

The La Quinta case investigation workload only justifies, at most, three Detectives and if staffed at that level would result in an annual cost savings of approximately \$586,040. The project team encourages La Quinta to work with the RCSO to reduce the staffing level in the Investigations Unit so that La Quinta is only funding the number of Detectives reasonably needed for the La Quinta workload.

Recommendations:

City staff should work with the RCSO to reduce the number of Detectives funded by La Quinta to three Detectives which will result in a cost savings of approximately \$586,040 annually; this staffing level will provide sufficient staff to conduct follow-up investigations for La Quinta while providing a moderate caseload level for Detectives that provides capacity to absorb future increases in workload.

Additionally, City staff should work with the RCSO to revise the methodology of allocating the cost of Investigations Units (the Lieutenant, Sergeants and Detectives) to an appropriate cost sharing percentage for each of the three entities.

8. APPROPRIATE USE OF TECHNOLOGY IN LAW ENFORCEMENT TO ENHANCE SERVICES TO THE COMMUNITY.

The level of technology uses in municipal and regional law enforcement agencies has significantly increased over the last several decades. Some of the technologies and systems have proven to have very valuable uses and others have proven to be ineffective or too costly to maintain. Several technologies have been mentioned in this

report and recommendations made (e.g. obtaining backup Officer data from the CAD system, developing a method to open security gates for police officers) and two other items being evaluated by many law enforcement agencies, including RCSO, are discussed in this section.

The first item is Automatic Vehicle Locator (AVL) technology. This system provides GPS tracking of patrol vehicles and is integrated with the dispatching system so that the closest police unit to a call for service is known and identified by the computer system and 'recommended' as the police unit to be dispatched to the call. This technology can help reduce the time it takes for an Officer to arrive at community generated calls for service. RCSO has completed installation of this system in patrol cars and is taking the steps needed to move toward implementing it in the field.

The second item is the use of body cameras worn by Police Officers. RCSO is evaluating their usage and looking to implement them agency wide in the near future. The use of body cameras has received significant media attention recently and the widespread interest in quickly purchasing and implementing body camera technology may appear to be a readily available solution to a complex problem. However, it requires a cautious and careful approach rather than a reactionary adoption and implementation of this tool. Recently an article in the Harvard Law Review cautioned that "Moreover, body cameras are a powerful – and indiscriminate – technology. Their proliferation over the next decade will inevitably change the nature of policing in unexpected ways, quite possibly to the detriment of the citizens the cameras are

intended to protect.”¹⁵ It is very important for law enforcement agencies and communities to be aware of the use and limitations of this technology.

Proponents of body cameras point out that a camera will provide an unbiased account of police-civilian contacts and encounters (which will likely lower the rate of police misconduct and improve resolution of complaints against Officers), improve training, provide evidence at trials and increase accountability and transparency of police agencies. Frequently mentioned concerns related to the cameras include personal privacy, not knowing who will have access to the recordings, costs of the systems, storage of the data (and for how long) and that the cameras are another form of increasing government surveillance of citizens.

As RCSO moves forward to implement body cameras there should be significant discussion with policy makers and members of the public before this technology is implemented.

¹⁵ Harvard Law Review, April 10, 2015, Vol 128, p. 1796

APPENDIX A – SUMMARY OF THE SURVEY OF RESIDENTS REGARDING POLICE SERVICES

As part of this study for the City of La Quinta the project team conducted a community survey of the police services provided by the Riverside County Sheriff's Office. Citizens were able to access the survey on SurveyMonkey.com through a link provided on the City's website. The survey, which was anonymous, began by asking respondents to identify how long they have lived in the community, if they had been in contact with the police department within the last year, and whether or not this contact, if applicable, had been the result of a traffic stop. A total of 541 people completed the survey.

1. INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY

The survey consisted of two sections. The first section contained 14 statements to which respondents were asked to select one of the following responses: "strongly agree," "agree," "disagree," and "strongly disagree." For those that were neutral, this additional selection was also provided as well as "not applicable" responses. The statements in this section of the survey were designed to provide an understanding of the perceptions, attitudes, and issues according to La Quinta Residents with respect to level of service, overall responsiveness, and communication with the La Quinta Police Department.

The second section of the survey asked the residents to identify the kinds of crimes or services that are of greatest need in the community of La Quinta.

While the survey was confidential, respondents were asked in the beginning to indicate their length of residency in La Quinta and other information. The tables on the following page present the length of residency of survey respondents, whether they reside in a gated community, if they reside in the “Cove” area of La Quinta and if they’ve had any contact with police staff in La Quinta.

Length of Residency in La Quinta	No. of Respondents	% of Total Responses
Less than 1 year	29	5%
1-2 years	48	9%
3-5 years	89	16%
6-10 years	117	22%
11-15 years	122	23%
16-20 years	59	11%
More than 20 years	72	13%
Blank	5	1%
Total	541	100%

Live in a Gated Community?	No. of Respondents	% of Total Responses
Yes	195	36%
No	335	62%
Blank	11	2%
Total	541	100%

Live in the Cove area?	No. of Respondents	% of Total Responses
Yes	252	47%
No	283	52%
Blank	6	1%
Total	541	100%

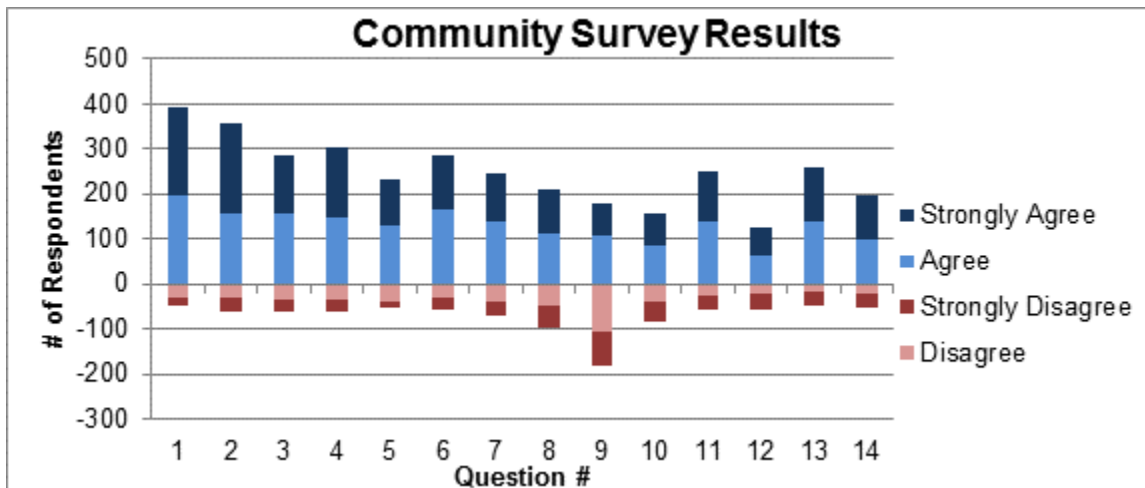
Any contact with Police Staff in La Quinta?	No. of Respondents	% of Total Responses
No	321	59%
Yes, but only for a traffic offense.	19	4%
Yes, relating to something other than traffic offense.	198	37%
Blank	3	1%
Total	541	100%

2. OVERALL LA QUINTA RESIDENTS HAD A POSITIVE OUTLOOK REGARDING THE POLICE DEPARTMENT.

This section of the survey provided respondents with an opportunity to discuss issues related to level of service, responsiveness, and overall communicative efforts of the police department with the community and the table on the following page contains residents' responses to those statements.

Statement	Agree	Disagree	Neutral	NA
1. I feel safe in my daily activities in the City.	82%	10%	8%	0%
2. I feel safe in the neighborhood where I live.	75%	13%	12%	0%
3. The La Quinta PD provides high levels of law enforcement services to the La Quinta Community.	61%	13%	22%	4%
4. The level of law enforcement provided the La Quinta PD improves the quality of life in La Quinta.	64%	12%	21%	3%
5. Residents and merchants have a high opinion of the work done by the La Quinta PD.	49%	11%	32%	8%
6. La Quinta PD Staff are responsive to our law enforcement needs.	61%	12%	22%	5%
7. The La Quinta PD does a good job anticipating and responding to service needs.	52%	15%	26%	7%
8. La Quinta PD staff effectively communicate with the community.	44%	20%	28%	8%
9. I am aware of crime prevention information and program offered to La Quinta residents and businesses.	38%	38%	18%	6%
10. Crime Prevention programs in La Quinta are effective.	33%	19%	38%	10%
11. Officers are prompt in responding to complaints and problems made by residents and those working in the City.	53%	12%	25%	10%
Answer Only if you have had contact with LQPD				
12. Appropriate action and / or follow-up was completed on my incident or issue.	58%	27%	15%	
13. Officers are approachable / easy to talk to.	66%	13%	21%	
14. Contract law enforcement is cost effective for our City.	52%	14%	34%	

The following chart provides a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this section. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value (for example a “-30” on the chart reflects 30 respondents who disagreed with the statement).



As the chart indicates residents generally had a positive outlook towards the La Quinta Police Department and the services it provides. The following points provide further detail regarding the sentiments of the community expressed through the survey:

- **Statements #1 & #2 – on feeling safe:** The majority of residents stated that they felt safe in their daily life and also in their neighborhood. A few residents disagreed but it is interesting to note that more residents felt safer in the city overall compared their feeling of safety within their neighborhoods.
- **Statements #3 & #4 – levels of law enforcement:** Residents generally agreed that the Police Department not only provides high levels of law enforcement services to the community, but that the Department also help improves the quality of life within the City.
- **Statement #5 – on work done by La Quinta PD:** Nearly half of the respondents (49%) agreed that residents and merchants have a high opinion of the work done by La Quinta PD. Approximately a third of respondents (32%) chose to remain neutral regarding the work done by La Quinta PD, while only 11% disagreed.
- **Statements #6, 7, & #11 – on responsiveness of La Quinta PD:** Generally, respondents agreed that the Police Department was responsive, including anticipating service needs and promptness of response to resident complaints.
- **Statement #8 – on effectiveness of communication:** There was a mixed reaction to the effectiveness of communication by the Police Department with the community. Approximately 44% of residents agreed that communication was effective, but nearly 48% of respondents disagreed or were neutral about the effectiveness of the communication.

- **Statements #9 & #10 – on crime prevention:** There was no clear consensus among residents regarding crime prevention information and programs being effective. An equal number of residents agreed and disagreed (38%) regarding awareness of crime prevention programs while only 33% of respondents agreed and 38% remained neutral regarding crime prevention programs being effective. The mixed reaction of respondents suggests that only some residents in the community are aware of the crime prevention programs, hence the high percentage of respondents that chose to remain neutral regarding the effectiveness of those crime prevention programs.

The following points provide analysis to the statements that only required those residents to respond that have had contact with La Quinta Police Department. Therefore, for the purposes of analysis all not applicable answers in this category were excluded.

- **Statement #12 – on appropriate action or follow-up to incident:** The majority of these residents agreed that in the case of an incident or issue appropriate action or follow-up was completed by the Police Department. However, 27% of respondents did disagree with this statement. It is also interesting to note that there were a higher number of strongly disagree responses compared to disagree responses for this statement. Suggesting that of those respondents that disagreed, they had a strong opinion regarding the mishandling of their incident or issue.
- **Statement #13 – on Officers being approachable:** Approximately two-thirds of residents (66%) agreed that Officers within the department are approachable. Only about 13% of respondents disagreed. Similar to the previous statement, there was a higher number of strongly disagree responses compared to disagree responses.
- **Statement #14 – cost effectiveness of contract law enforcement:** Barely a majority of respondents (52%) agreed that contract law enforcement is cost effective. For this statement there was a higher number of strongly agree responses compared to agree. Only about 14% of respondents disagreed, while 34% of respondents chose to remain neutral regarding assessing the cost effectiveness of contract law enforcement.

Overall, La Quinta residents seem to feel safe within the community and believe that the Police Department provides high levels of service and is able to be responsive to their law enforcement needs. Residents do seem to be either unaware of crime

prevention programs or have some concerns regarding the effectiveness of these programs. Residents that have had contact with the Police department generally agreed that the Department handled their issue appropriately, that the Officers are approachable, and that contract law enforcement is cost effective.

The following subsections examine the survey results filtered on the basis of whether residents live in a gated community or in the Cove residential area.

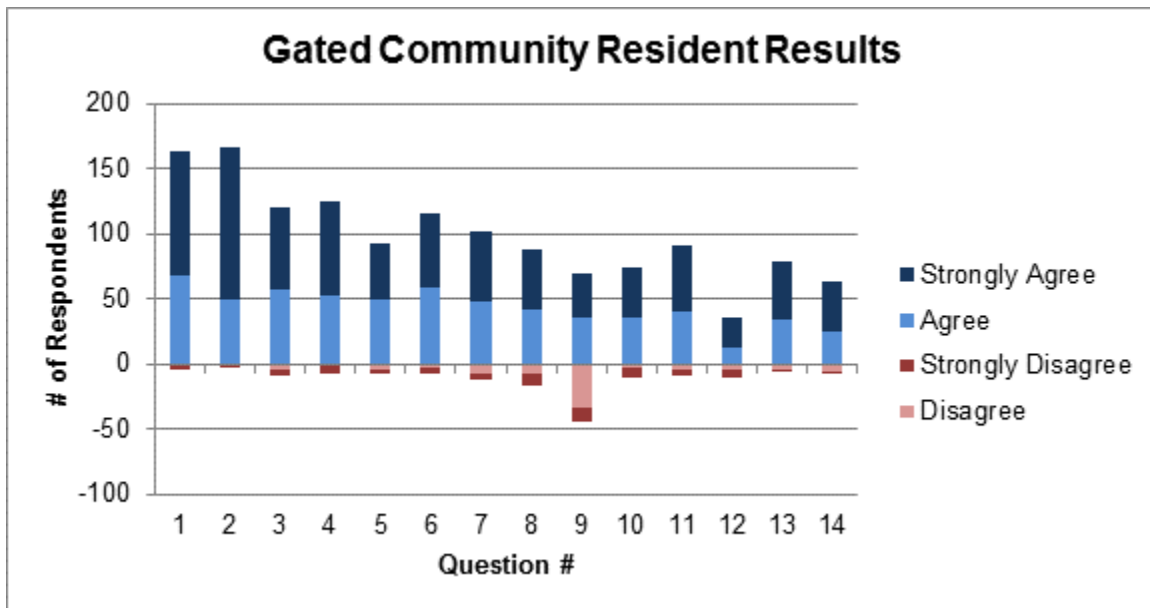
(1) Responses from Residents Living in a Gated Community

The following table contains the responses of only the people who self-identified as living in a gated community.

Statement	Agree	Disagree	Neutral	NA
1. I feel safe in my daily activities in the City.	95%	3%	2%	0%
2. I feel safe in the neighborhood where I live.	97%	1%	2%	0%
3. The La Quinta PD provides high levels of law enforcement services to the La Quinta Community.	70%	5%	18%	7%
4. The level of law enforcement provided the La Quinta PD improves the quality of life in La Quinta.	73%	4%	17%	6%
5. Residents and merchants have a high opinion of the work done by the La Quinta PD.	55%	5%	28%	12%
6. La Quinta PD Staff are responsive to our law enforcement needs.	69%	4%	18%	9%
7. The La Quinta PD does a good job anticipating and responding to service needs.	60%	7%	25%	8%
8. La Quinta PD staff effectively communicate with the community.	52%	10%	26%	12%
9. I am aware of crime prevention information and program offered to La Quinta residents and businesses.	41%	27%	23%	9%
10. Crime Prevention programs in La Quinta are effective.	44%	7%	37%	12%
11. Officers are prompt in responding to complaints and problems made by residents and those working in the City.	55%	5%	24%	16%
Answer Only if you have had contact with LQPD				
12. Appropriate action and / or follow-up was completed on my incident or issue.	72%	20%	8%	
13. Officers are approachable / easy to talk to.	71%	5%	24%	
14. Contract law enforcement is cost effective for our City.	53%	7%	40%	

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this section. For each of

the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



Unlike the overall results, the gated community residents seem to have a much more positive outlook towards the Police Department. Further analysis is discussed in the following points:

- **Statements #1 & #2 – on feeling safe:** An overwhelming majority of residents (95% and 97%) agreed that they felt safe in the city and within their neighborhood. Unlike the overall results, a slightly higher number of gated community residents felt safer in the neighborhood in which they live relative to the city overall. This would be expected as a gated community is generally considered to be safer than neighborhoods lacking gates to control outside visitors and non-residents from frequenting the neighborhood.
- **Statements #3 & #4 – levels of law enforcement:** Similar to the overall results, gated community residents generally agreed that the levels of law enforcement provided by the Department were high and that they improved the overall quality of life in La Quinta. In fact, the results show that more respondents strongly agreed with this sentiment relative to just agreeing with it. Only 4-5% of residents disagreed with this statement.
- **Statement #5 – on work done by La Quinta PD:** Unlike the overall results, a clear majority of gated community residents have a high opinion of the work done by the Police Department and only 5% disagreed with the statement.

- **Statements #6, 7, & #11 – on responsiveness of La Quinta PD:** Generally gated community residents agreed that the Department as a whole is not only responsive to the needs of the city, but are also prompt in their responsiveness. A significant portion of residents (18-25%) did choose to remain neutral regarding the responsiveness of the Police Department which closely mirrors the overall results.
- **Statement #8 – on effectiveness of communication:** Filtering respondents by gated community residents revealed a slight majority (52%) of gated community residents believe that the Police Department staff effectively communicate with the community. While only 10% disagreed, 38% of respondents either had no opinion or chose to mark not applicable for this statement.
- **Statements #9 & #10 – on crime prevention:** Similar to the overall results, there was no clear consensus among gated community residents regarding crime prevention programs and their effectiveness – a plurality of respondents (41% and 44% respectively) agreed with the statements. The lack of awareness of crime prevention programs among the gated community residents could help explain the high number of respondents for the neutral and not applicable categories for the statement evaluating the effectiveness of crime prevention programs.

The following points provide analysis of the responses from people who had contact with Police Department staff. Therefore, for the purposes of analysis all “not applicable” answers in this category were excluded.

- **Statement #12 – on appropriate action or follow-up to incident:** A higher proportion of gated community respondents (72%) compared to overall respondents (58%) agreed that the Department completed appropriate actions to follow-up on any incidents or issues.
- **Statement #13 – on Officers being approachable:** Only 5% of gated community residents disagreed with Officers being approachable. This is another instance in which the number of strongly agreed responses, far outweighed the number of agreed responses.
- **Statement #14 – cost effectiveness of contract law enforcement:** Similar to the overall results a slight majority of respondents, 53%, agreed that contract law enforcement is cost effective. However, it is important to note that approximately 40% of gated community respondents chose to remain neutral about the cost effectiveness of contract law enforcement which is higher than the percentage (34%) noted for the overall results.

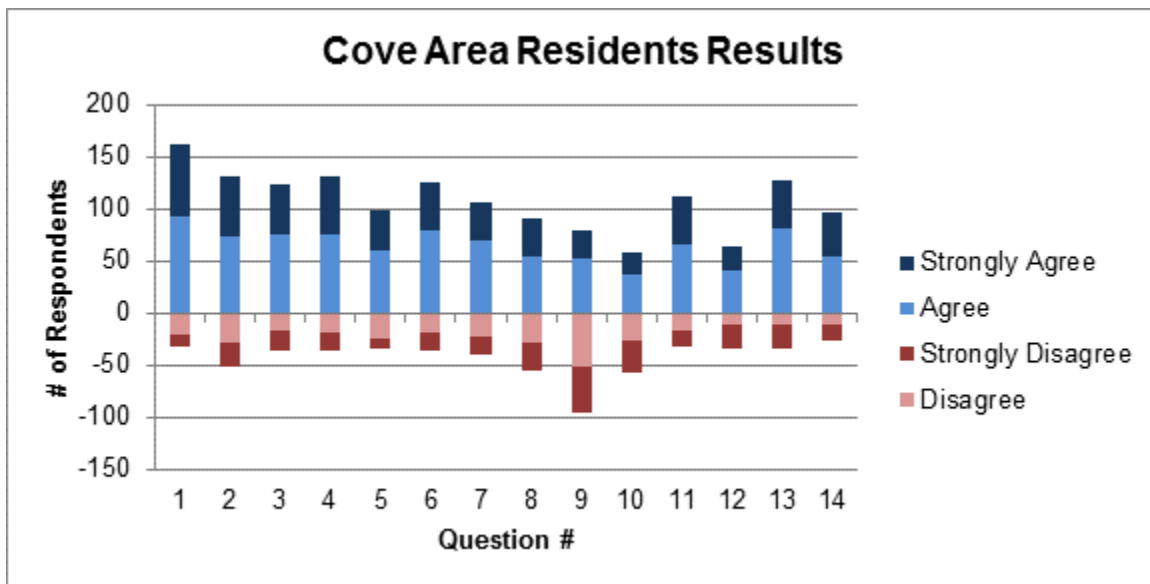
Generally, gated community residents seem to have a much more favorable outlook on the Police Department compared residents living in other areas of La Quinta. This is especially true considering feeling safe within the neighborhood, their high opinion of the work done by the Police Department and their positive interaction with the Police Department. However, even gated community residents are unaware of the crime prevention programs and could not arrive at a clear consensus concerning the cost effectiveness of contract police services.

(2) Responses from Residents of the Cove Residential Area

The following table contains the responses of only the people who self-identified as living in the “Cove” area of La Quinta.

Statement	Agree	Disagree	Neutral	NA
1. I feel safe in my daily activities in the City.	73%	15%	12%	0%
2. I feel safe in the neighborhood where I live.	60%	24%	16%	0%
3. The La Quinta PD provides high levels of law enforcement services to the La Quinta Community.	45%	17%	25%	3%
4. The level of law enforcement provided the La Quinta PD improves the quality of life in La Quinta.	59%	17%	23%	1%
5. Residents and merchants have a high opinion of the work done by the La Quinta PD.	45%	15%	35%	5%
6. La Quinta PD Staff are responsive to our law enforcement needs.	57%	17%	24%	2%
7. The La Quinta PD does a good job anticipating and responding to service needs.	48%	18%	27%	7%
8. La Quinta PD staff effectively communicate with the community.	41%	26%	28%	5%
9. I am aware of crime prevention information and program offered to La Quinta residents and businesses.	36%	44%	15%	5%
10. Crime Prevention programs in La Quinta are effective.	26%	26%	41%	7%
11. Officers are prompt in responding to complaints and problems made by residents and those working in the City.	51%	14%	27%	8%
Answer Only if you have had contact with LQPD				
12. Appropriate action and / or follow-up was completed on my incident or issue.	56%	31%	13%	
13. Officers are approachable / easy to talk to.	64%	17%	19%	
14. Contract law enforcement is cost effective for our City.	52%	14%	34%	

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this section. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



The results of the Cove Area respondents closely mirror that of the overall results, as nearly half of the respondents to the survey reside in the cove residential area. Further analysis is discussed in the following points:

- **Statements #1 & #2 – on feeling safe:** While the majority of cove area residents felt safe within the City and in their neighborhood, nearly 14% of cove area residents felt safer in the city compared to their own neighborhood.
- **Statements #3 & #4 – levels of law enforcement:** Unlike the overall and gated community residents' responses, the Cove area residents had no clear consensus regarding whether the La Quinta Police Department provided high levels of service to the community. However, the Cove area residents agreed that the current level of law enforcement provided by the Department did improve the quality of life.
- **Statement #5 – on work done by La Quinta PD:** Similar to the overall results, no category (agree, disagree, or neutral) had a clear majority, as approximately 45% of the Cove area respondents agreed that they a high opinion of the work done by the Police Department.

- **Statements #6, 7, & #11 – on responsiveness of La Quinta PD:** While the Cove area residents believe LQPD to be responsive to their law enforcement needs and prompt in responding to complaints, there is no clear consensus regarding the Department being good at anticipating the service needs for those residents. This response pattern is unlike the overall results and gated community results, but is consistent with the level of law enforcement responses discussed for the Cove residents. The response percentages suggest that Department is good at being responsive when the situation or need arises but there is some concern regarding the Department’s ability to anticipate the needs of residents of the Cove.
- **Statement #8 – on effectiveness of communication:** Unlike the gated community residents, Cove residents had mixed reactions regarding the effectiveness of communication of the Police Department staff with the community. However, this response pattern was consistent with the overall results of the survey.
- **Statements #9 & #10 – on crime prevention:** Similar to the overall results and gated community residents, the Cove residents were just as unclear about their ability to agree, disagree, or remain neutral regarding the presence of crime prevention programs and their effectiveness. In fact, a plurality of respondents, 44%, disagreed that they were even aware of crime prevention programs, and 41% chose to remain neutral regarding the effectiveness of crime prevention programs.

The following points provide analysis of the responses from people who had contact with Police Department staff. Therefore, for the purposes of analysis all “not applicable” answers in this category were excluded.

- **Statement #12 – on appropriate action or follow-up to incident:** A clear majority of the Cove respondents, 56%, agreed that the Department completed appropriate actions or follow-ups to their incidents / issues. This response percentage (56%) is only 2% lower than the overall results (58%), but is 16% lower than the gated community residents. This suggests that residents of the Cove have a less positive experience relative to gated community residents.
- **Statement #13 – on Officers being approachable:** Approximately 64% of Cove area residents found La Quinta Officers to be approachable, which is fairly consistent with overall percentage and gated community resident results. However, it is interesting to note that the number of strongly disagreed respondents far outweighed the number of disagreed respondents for this statement. This suggests that the residents who found Officers to be

unapproachable held strong opinions about this compared to the number of individuals that felt Officers were approachable.

- **Statement #14 – cost effectiveness of contract law enforcement:** Similar to the overall results and gated community residents a small majority of respondents, 52%, agreed that contract law enforcement is cost effective and approximately 34% chose to remain neutral regarding the issue.

The response pattern of the Cove residents closely resembles that of the overall results and varies greatly from gated community Residents. Some of the areas of concern for the Cove area residents are the lack of consensus regarding the La Quinta Police Department providing high levels of service, having a high opinion of the work done by the Police Department, and effective communication of PD staff. However, similar to gated community residents, there is lack of awareness of crime prevention programs, and their inability to assess the effectiveness of those programs.

(3) Summary

Overall, examining the responses by gated community residents and the Cove area residents separately allowed the project team to evaluate the response patterns from a variety of perspectives within the community. The difference in responses for the two sets of results showed that residents of gated communities generally felt safer in their neighborhood and in the City compared to Cove area residents and had a more positive outlook towards the Police Department. Additionally, Cove area residents had less confidence in the Police Department compared to gated community residents and the overall La Quinta community. These differences can help the Department evaluate the greatest areas of need for the community on a neighborhood level and overall for the City of La Quinta.

3. GENERAL LAW ENFORCEMENT CONCERNS

In addition to the survey's forced choice questions, the second section of the survey asked respondents to provide input regarding the types of crime in La Quinta that concern the community and / or the greatest service needs for the area. The results of this section of the survey are summarized in the following table, which have been ranked in order of greatest number of responses to fewest number of responses.

Category	Number	% of Total
Burglary	297	70%
Speeding on Residential Streets	216	51%
Theft from Vehicles	176	42%
Violent Crime	141	33%
Other	98	23%
Graffiti	94	22%
Traffic Accidents	60	14%

As the table above shows the greatest concern residents have is burglary, which is followed by speeding on residential streets. Some of the responses noted in the other category relate to gang violence, drag racing, red light violations, and drug activity. Overall, residents seem relatively unconcerned regarding traffic accidents, but did express that there needs to be greater emphasis on crime prevention in the community. The emphasis on crime prevention is consistent with the responses noted in the first section of the survey, as many of the residents seem to be unaware of the current crime prevention programs, or cannot evaluate the effectiveness of those programs.

Similar to the first section, of the survey, the following subsections break out the law enforcement needs and concerns responses by gated community and the Cove residents.

(1) Gated Community

The responses to this second section of the survey were filtered to only reflect the concerns of residents of gated communities. The following table ranks from highest to lowest the greatest law enforcement concerns for gated community residents:

Category	Number	% of Total
Burglary	83	59%
Speeding on Residential Streets	62	44%
Theft from Vehicles	47	33%
Violent Crime	37	26%
Other	31	22%
Traffic Accidents	30	21%
Graffiti	14	10%

The table above shows that for the majority of categories, the concerns of the gated community residents closely mirror that of the overall La Quinta community. As for the other category, the respondents discussed red light or stop sign violations and crime prevention as the source of concern. The primary difference in responses among the two survey categories is related to the traffic accidents and graffiti. For gated community residents' graffiti is the lowest source of concern relative to traffic accidents.

(2) Cove Residential Area

The responses to this second section of the survey were filtered to only reflect the concerns of the Cove residents. The following table ranks from highest to lowest the greatest law enforcement concerns for gated community residents:

Category	Number	% of Total
Burglary	158	80%
Speeding on Residential Streets	104	53%
Violent Crime	90	46%
Theft from Vehicles	87	44%
Graffiti	56	28%
Other	50	25%
Traffic Accidents	14	7%

The table on the previous page shows that priority of law enforcement concerns for Cove area residents varies greatly from overall and gated community residents. Most notably there is a significant jump in violent crime response percentage for this area residents and also for graffiti. This suggests that Cove area residents have different areas of concern relative to the entire La Quinta community. Additionally, the other category for this sub-set of respondents primarily relates to gang and drug activity concerns.

(3) Summary

Compared to the first section of the survey, there is greater consistency among responses in this second section of the survey across the various different citizen groups. Clearly, whether residents reside in the general La Quinta area, in a gated community, or in the Cove area, the greatest concerns are burglary and speeding on residential streets. However, residents in the Cove are much more concerned with violent crime compared to residents of gated communities who are much more concerned with theft from vehicles. Similar to the first section of the survey, the varied needs of the residents (gated community or Cove area residents), provides the Police Department with insight regarding the greatest needs for those communities within La Quinta.

APPENDIX B – SUMMARY OF THE COMMUNITY FOCUS GROUPS

As part of this study the project team conducted three community focus groups that were conducted on March 10 and 11, 2015 in La Quinta. The purpose of these groups was to obtain input from members of the community regarding their perceptions about the La Quinta Police Department on a variety of topics related to the type and quality of service provided by the Department and the opportunity to provide their opinions on any other topic related to police services. City staff publicized these meetings on the City website and in the local media to inform the residents of the opportunity to provide their input. This section provides a summary of the input received at these meetings.

The meetings were hosted by the project team and held at a room in City Hall. A total of 28 community members attended the meetings:

- 16 people attended on Tuesday March 10, 4:30 PM
- 7 people attended on Tuesday March 10, 6:30 PM
- 5 people attended on Wednesday March 11, 8:30 AM

Group participants were provided an overview of the police services study and the role of the consulting group. The participants were asked to provide their ideas on what police services they needed “more of”, what they needed “less of” and what police services were “about right” in the La Quinta community. They were asked to provide specific positive incidents or items they had experienced and also their opinions on any other related issues that concerned them.

At each session participants were asked to register their personal and then collective views about the issues relating to the La Quinta Police Department. Each statement was written down and toward the end of the session each participant was asked to select their most important items. Participants were given 3 dots and asked to “vote” for their top priority issues and their secondary priority issues (they could place all three dots on one item if they so choose). The following table summarizes the participants’ responses – sorted beginning with the highest number of “top priority” picks.

Item or Issue	Top Priority	Secondary Priority
Increased visibility of Officers in neighborhoods and city streets; more proactive policing of Officers taking action when they observe incidents	17	5
More traffic enforcement at hot spot areas, residential collector and major streets (red light violations, stop signs, speeding, bicycles, golf carts)	13	5
More Officers on patrol, especially at night	8	3
More enforcement of quality of life issues - abandoned vehicles, furniture in yards, on street	7	3
More enforcement of drug laws in the parks and throughout the city	6	7
More enforcement of truancy laws in the parks, under-age drinking; graffiti crimes citywide	6	4
Frequently hear gunfire in neighborhood and helicopters overhead (the Cove) which reduces the perception of safety	4	1
Officers working in La Quinta to be more familiar with the city, responsive to citizens and "invested" / engaged in the community	3	6
More current crime information on PD website (able to sort by crime, date, etc.)	3	1
More information provided to residents on City website, in the "GEM" about neighborhood associations, crime trends (e.g. burglary), crime prevention	3	1
Improve traffic engineering - narrow wide streets to improve safety; improve maintenance (some stop signs obstructed due to overgrowth of bushes/trees)	2	7
Increase communication - obtain residents input more often	2	5
More coordination between the PD and Citizens on Patrol	2	2
More enforcement of vicious dog laws; owner control of dogs	2	0
More communication from the PD on problems reported - provide info back to the reporting party; fewer "not your business" responses from Officers	1	9
More PD coordination of landlord / tenant situations where the tenant is frequently disturbing the neighborhood	1	1

Item or Issue	Top Priority	Secondary Priority
Increased use 'reverse 911' system to inform residents more about crimes and problems when they are occurring (safety information)	1	0
More knowledgeable Officers about animal control and code enforcement issues	0	3
Provide personal defense training classes	0	2

The following additional comments were given regarding what police services were “about right” and generally positive features about the Department, they are:

- Good response times to calls
- Coffee with a Cop is a very positive program that provides good interaction
- The number of School Resources Officers is about right and they provide a good presence at the schools
- Low visibility of panhandlers, transients and graffiti
- Officers are very courteous
- The PD has great resources and equipment
- Officers are well trained

These are the main issues that the community focus group participants believe the Police Department and City should address.

APPENDIX C – PROFILE OF POLICE DEPARTMENT CONTRACTED POSITIONS

This detailed description of the positions in the La Quinta Police Department provides information regarding the current organization and police services provided to the City by the Riverside County Sheriff's Office. The City has a total of sworn and civilian positions directly funded by the City. There are additional RCSO staff positions partially funded by La Quinta that provide additional services (e.g. traffic accident investigation, administrative oversight) that are not listed in the table below. The authorized positions are:

The table below provides the classification and number of La Quinta Police Department personnel as well as a summary of their primary roles and job tasks.

Primary La Quinta Police Department Contracted Positions			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Office of the Chief	Chief (Captain) Assistant Chief (Lieutenant)	NA 1	<ul style="list-style-type: none"> • Provides the overall leadership, guidance, management and administration of personnel and police services for the City. • Oversees and coordinates all police services in the City to meet objectives set by the City Manager and Council. • Closely works with the City Manager to meet the provisions of the contract with the Sheriff's Department. • Attends Council meetings and other special meetings and City events, safety fairs during the week and on weekends. • Implements Department policies, procedures, goals and objectives. • Supervises the Admin/Traffic Sergeant and SET Sergeant. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Attends special events • Performs routine administrative functions in the day to day management of the Department. • Works dayshift hours and responds 24/7 to emergency incidents as necessary.
Patrol	Officer (30.76 Officers is the equivalent of 150 hours of patrol staffing daily)	30.76	<ul style="list-style-type: none"> • Respond to all calls for service in the city, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. • Provide direct field enforcement of all applicable laws and ordinances. • Write reports; conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, book prisoners, transport prisoners. • Engage in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce and prevent crime. • Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary. • Identify and address both criminal and quality of life issues on their beat.

Primary La Quinta Police Department Contracted Positions			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Patrol	Community Services Officer	4	<ul style="list-style-type: none"> • This civilian position responds to low risk calls for service, provides assistance to sworn field staff and also conducts proactive activities. • Primary duties include investigation of minor crimes (auto burglary, graffiti), traffic accidents, parking violations and transportation of low risk arrestees from the field to jail. • Assist Patrol Officers as needed at crime incidents and traffic accidents, including traffic direction and towing vehicles.
Field Services	Administrative / Traffic Sergeant	1	<ul style="list-style-type: none"> • Provides assistance to the Lieutenant on special events, project and other matters relating to La Quinta police services. • Supervises the four Motor Units, the School Resource Officers and two Community Service Officers assigned to Crime Prevention duties. • Manages the "Citizens on Patrol" volunteer program. • Performs a variety of routine administrative tasks. • Attends meetings related to special event planning. • Special event coordination for special events such as golf tournaments and July 4 festivities. • Works with the SROs to coordinate and host the La Quinta Cadet Academy for five weeks during the summer. • Other special projects as assigned. • Works 0700-1700 hours Monday – Thursday.
Field Services	Motor Officers	4	<ul style="list-style-type: none"> • Enforce traffic safety laws; provide targeted enforcement in an attempt to reduce traffic accidents. • Receive and investigate traffic related complaints made by members of the public and conduct related enforcement. • Investigate major injury and fatal traffic accidents. • Plan for and work special events throughout the year. • Normally work 10 hour shifts to provide coverage from 0600-1700 hours M-F and adjusts hours as necessary to work complaints and traffic safety projects. <p>Note: Currently one Officer position is staffed by a Corporal</p>

Primary La Quinta Police Department Contracted Positions			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Field Services	Community Service Officer	2	<ul style="list-style-type: none"> • This civilian position provides a variety of police related services to the LQPD and community. • Administers the social media sites (e.g. LQPD website, Facebook) and posts crime and other updates weekly. • Creates and publishes the LQPD quarterly report that provides crime, performance and other statistical information. • Coordinates special events such as the Safety Faire, City picnic and birthday bash, bike rodeo, Tip-a-Cop and Christmas toy drive. • Coordinates and hosts regular events such as the monthly Coffee with a Cop meetings, quarterly business district meetings; staffs a LQPD information booth at the Farmer's Market. • Conducts CPTED surveys as requested; assists new Neighborhood Watch groups with information and attends start up meeting. • Follows up and completes incident reports over the phone for the people who have reported the incident on the website. • Assists with the Citizens on Patrol volunteers. • The two CSOs work 0700-1700; Mon.-Thurs. and Tues.-Fri

Primary La Quinta Police Department Contracted Positions			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Field Services – Special Enforcement Team (SET)	Sergeant	1	<ul style="list-style-type: none"> • Provide directed proactive patrol in La Quinta that focuses on recent crime trends. • Conducts proactive efforts to address crime trends and try and solve the crimes; e.g. a series of burglaries that needed surveillance to identify the suspects and search warrants to obtain evidence. • Responds to calls for service and provides back-up to patrol units when needed. • Attends HOA meetings to provide crime prevention information. • Work in the neighborhoods on quality of life concerns/complaints such as graffiti, abandoned vehicles, refuse in vacant lots, etc. • Conducts parole and probation visits/searches; serves arrest warrants and search warrants. • Conducts time sensitive follow-up on some cases for Detectives and attempts to locate suspects. • The SET maintains a close working relationship with the Narcotics and Gang Task Forces to exchange information on crime suspects that are active in the community. • Assists Patrol and other units with special projects such as DUI checkpoints. <p>Business District Officers:</p> <ul style="list-style-type: none"> • Work with businesses to reduce shoplifting and other crimes at businesses in La Quinta; the focus on the Highway 111 corridor and other business districts and shopping centers in La Quinta. • Respond to shoplifting crimes and conduct extensive follow-up to solve the crime. • Conduct proactive patrol in the business areas to provide a visible police presence to prevent crime. • Conduct quarterly crime prevention related business meetings. <p>• The Sergeant and 5 Officers primarily work swing shift hours Tues.-Fri; the 2 Business District Officers work 0800-1800 Tues.-Fri.</p>
	Officers	5	
	Business District Officers	2	
Coachella Valley Narcotics Task Force	Officer	1	<ul style="list-style-type: none"> • Assigned to the regional Task Force to combat narcotics crimes in the Coachella Valley.
Gang Task Force	Officer	1	<ul style="list-style-type: none"> • Assigned to the regional Task Force to combat criminal gangs and gang related crimes in the Coachella Valley.
Sub-Total – Primary Positions		52.76	

Other “Supporting” Positions for La Quinta Police Department			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Patrol, Investigations	Lieutenant	1.63	<p>Patrol:</p> <ul style="list-style-type: none"> • Oversees the work of the Patrol Sergeants; ensures there is adequate staffing to handle calls in the field. • Responsible for and supervises the Officers working in La Quinta, Coachella and the unincorporated portions of the County to ensure field resources are being utilized properly to address calls for service and problems. • Reviews written work and reports of Sergeants. • Trains, counsels, mentors and audits employees’ performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public. <p>Investigations:</p> <ul style="list-style-type: none"> • Review, assign cases for follow-up, coordinate overall work of the Investigations Unit. Provide direction to Sergeants. • Lieutenants are subject to call-out as needed.
Patrol, Investigations	Sergeant	6.85	<p>Patrol:</p> <ul style="list-style-type: none"> • Serves as the shift supervisor during the work shift; ensures there is adequate staffing to handle calls in the field. • Responsible for and supervises the Officers working in La Quinta, Coachella and the unincorporated portions of the County to ensure field resources are being utilized properly to address calls for service and problems. • Responds to major incidents and coordinates field responses as appropriate. • Keeps the Assistant Chief informed of significant or newsworthy incidents. • Reviews written work and reports of Officers. • Conducts annual performance reviews. • Trains, counsels, mentors and audits employees’ performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public. <p>Investigations:</p> <ul style="list-style-type: none"> • Review, assign cases for follow-up, coordinate overall investigation of assigned crimes in La Quinta and other locations. Conduct follow-up investigations for all assigned cases, both person crimes and property crimes, and other incidents that require follow-up investigation. • Sergeants are subject to call-out as needed.

Other “Supporting” Positions for La Quinta Police Department			
Function	Classification and Funded Staffing Level		Key Roles and Responsibilities
Investigations	Investigators	6.47	<ul style="list-style-type: none"> • Conduct follow-up investigations for all assigned cases, both person crimes and property crimes, including: robbery, burglary, rape, sexual assaults, missing persons, larceny and frauds, and other crimes that may occur in La Quinta that require follow-up investigation. • Coordinate with Patrol Officers as necessary to complete crime reports and investigations. • Detectives are subject to call-out as needed.
Sub-Total of “Supporting” Positions		14.95	
Total Police Department Positions		67.71	

In total, La Quinta’s police services has a total of 52.76 primary Police Department positions (46.76 sworn and 6 civilian positions) and 14.95 “supporting” positions for an overall Police Department staff of 67.71 positions.