

The City of Redondo Beach

REPORT to the CITY COUNCIL

DATE ISSUED: December 7, 2018
ATTENTION: Mayor and City Council members
SUBJECT: Police Department Budget for 2018/2019

REQUESTED ACTIONS:

Approve the recommendations outlined in this report.

I. EXECUTIVE SUMMARY

The goals of the department budget in the next fiscal year as per the city council's direction include the reduction of the overall crime rate by 5% since in the past year violent crime in the form of gang shootings, robberies and burglaries have increased. Public trust in the police department was also impacted due to an arrest that garnered public and media attention due to private cell-phone video. Some members of the community believe that excessive force was used during the arrest and community members are questioning whether other methods could have been used to effect the arrest (University of San Diego, 2018).

Additional concerns have been raised regarding the schools and the possible placement of supplementary officers there to educate youth as to the danger of gangs and gang violence.

Slow response time to emergency calls has been a concern and the question if the department has an adequate number of officers has been raised. Community policing methods should be explored, and the utilization of intelligence-led policing programs to assist the department should be

implemented. Moreover, 20 officers should be hired to gain a net of 10 officers due to attrition to keep the department appropriately staffed. The current staffing of the department includes 1 Chief, 2 Captains, 2 Lieutenants, 14 Sergeants, 10 Detectives, 48 Police Officers, and 19 civilian personnel (University of San Diego, 2018).

Capital expenses account for \$1,490,200 of the budget and will include progressive gains in the form of Body-worn cameras, Automated License Plate Readers, Facial Recognition technology, GPS trackers and a Crime Mapping program. Due to limitations of the budget a Drone program (\$500,000) and Smart Lights Shot Spotter system (\$300,000) will not be included in this year's budget. All operational costs to comprise vest replacement, uniform allowance, training costs, ammunition, safety equipment, and office supplies are fully funded. Furthermore, a recruiting campaign of \$1,500,000 to hire 20 officers is subsidized as well, since a fully staffed department is critical to the successful implementation of goals.

II. POLICE DEPARTMENT PERFORMANCE MEASURES AND SERVICE LEVELS

The mission of the Redondo Beach Police Department is to forge a partnership with the community to control and prevent crime, improve the quality of life in our neighborhoods, and to provide outstanding customer service in accordance with the values of the agency (Redondo Beach Police Department, 2018). The police department in 2017 provided 108,000 hours of patrol, arrested 2100 criminal offenders, investigated 650 traffic collision investigations, initiated 6000 traffic violation contacts, conducted 500 vehicle impounds, and provided 20,800 hours of police investigations to the community. Many other services were provided including six Coffee with a Cop events, the Citizen's Police Academy, and coordinating with the school district via the deployment of School Resource Officers (Hoefgen, 2017).

Crime rates rose from the past year, and a reduction in crime rates should be obtained with the addition of 10 officers and the implementation of new technology and programs; specifically, Automated License Plate Readers, Facial Recognition Technology, GPS trackers and a Crime Mapping program (University of San Diego, 2018). The new agenda should help reduce the crime rate by recognizing crime trends and locating and identifying criminals more rapidly.

II. POLICE DEPARTMENT STAFFING LEVELS

As stated above, adding 10 additional officers to the department will assist in the reduction of crime and lower response times. Staffing issues are a constant problem with law enforcement agencies and many departments have received a reduced amount of applications for employment (Jackman, 2018). The department is anticipating 10 vacancies in the next year due to attrition; accordingly, 20 officers will need to be hired to realize a gain of 10 officers. The expense for recruiting and signing 20 officers is \$1,500,000. (University of San Diego, 2018).

Adequate staffing is desirable for rapid response to emergency calls, but another aspect often overlooked is the officer's available proactive time. Proactive time allows an officer to conduct crime reduction strategies, community engagement, and targeting high-crime incidence areas. In the situation of inadequate staffing, a patrol officer's workday consists of responding from call to call, writing the associated reports, and diminished available time to pursue crime reduction strategies as identified by the crime analysis unit. In conjunction with the crime analysis unit, an intelligence-led policing program will provide information on crime hot-spots and better focus the department's valuable resources and time. Increased staffing will also allow for an additional presence in the schools to educate youth in the danger of youth gangs.

IV. POLICE EQUIPMENT

The police department requires updated equipment to operate effectively. The police mission requires a response to calls and vehicles are the primary aspect in this role. Police cars also function as a mobile office and contain various equipment to conduct the job. A computer, LoJack system, ALPR cameras, and radar devices are some examples. The vehicle also houses safety equipment to include rifles, less lethal weapons, and first aid kits. The current fleet consists of 16 cars, however 7 cars are old and in need of replacement. Replacing 7 vehicles will cost \$266,000 as each fully equipped unit is \$38,000 (University of San Diego, 2018).

As stated above there was some community concern regarding an arrest and the amount of force used last year in an incident that was captured on cell-phone video. The department seeks to purchase Body-worn cameras to appropriately document the officers view of an arrest and other contacts with citizens. One lawsuit adverse to the city can cost the city millions of dollars. A Body-worn camera program that accurately depicts an officer's justifiable actions will hopefully prevent litigation detrimental to the city. An ancillary benefit is the evidentiary value of video footage in the prosecution of crimes. Outfitting the department with Body-worn cameras is \$76,000 (University of San Diego, 2018).

The Dispatch and Records system of the department is outdated and in need of replacement. An updated Dispatch and Automated Records system that is fully integrated will result in time savings for records personnel, enhanced crime analysis capabilities, and better police response times. The cost for a new Dispatch and Records system is \$300,000 (University of San Diego, 2018). The department will pursue funding this cost with the utilization of a grant from the Department of Commerce, National Telecommunications and Information Administration, 911 Program (Final Rule for 911 Program, 2018).

An Automated License Plate Reader (ALPR) program can be useful in reducing crime in two ways. First, the cameras can identify stolen and wanted vehicles as they enter the city, thereby directing officers to the location to effect an arrest. Second, the system maintains a database of cars that pass through the intersection where the cameras are located thus allowing investigators to track down a vehicle used in a crime (Lexipol, 2017). The cost to cover the entire city would be \$300,000. Nevertheless, the department budget does not allow a full expenditure in this fiscal year; hence, it is requested that one-third of the \$300,000 be disbursed this year and the final two-thirds be spent in subsequent budget years (University of San Diego, 2018).

Tasers are crucial to officers in the field to effect arrests with minimal force. The community has specified they want better less-lethal capabilities regarding the apprehension of suspects. The current Tasers are due to be replaced at the cost of \$38,400 (University of San Diego, 2018). Less-lethal use of force options should include the acquisition of 40 mm launchers and munitions and pepper spray tools. The cost is \$200,000 (University of San Diego, 2018).

A vital aspect of reducing crime is the capability to track suspects and stolen property with a GPS tracker. Utilization of this technology will allow detectives to deploy bait items, such as packages delivered to households, and bait bicycles to catch thieves. The GPS trackers will cost \$200,000 (University of San Diego, 2018).

21st Century policing demands an intelligence-led policing model whereby officers are directed to hot-spots where a crime has occurred in the past. To this end, Crime Mapping software can be integrated with the new Dispatch and Records Management systems. Such intelligence efforts will help guide the department to deploy limited resources in the prevention of crime. A Crime-Mapping system will cost \$300,000 (University of San Diego, 2018).

Additional items regarding equipment to be purchased are facial recognition technology (\$1000) and one fully trained K-9 dog (\$8000) (University of San Diego, 2018).

V. EFFORTS TO ENHANCE EFFICIENCY

Efficiency gains can be obtained regarding the above procurements. A new Dispatch and Automated Records Management System coupled with and Crime Mapping System will permit officers to respond more quickly, write reports faster, and better focus patrol efforts on hot-spots of criminal activity. The Automated License Plate Reader cameras will enable investigators to better track suspect vehicles and allow officers to quickly identify stolen and wanted vehicles that enter the city. GPS trackers are useful in investigative efforts to locate theft suspects because they do not require continuous monitoring.

VI. COMMUNITY EXPECTATIONS

The citizens of Redondo Beach have become concerned about the rising crime rate, the use of force in arresting violent suspects, youth and gang violence, and slow response times to calls for service. Further concerns are the department practicing community policing methods and intelligence-led policing to help solve crimes. The 2018/2019 budget goals as delineated above if realized will assist department personnel in the execution and implementation of these programs and acquisition of equipment.

VII. BUDGET

The budget as proposed will consist of the following allocations:

Personnel Costs: \$8,070,000.

Capital Expenses: \$1,490,200.

- New police vehicles – \$266,000.
- Body-worn cameras - \$76,800.
- New Dispatch/Automated Records system - \$300,000 (Funded via grant).
- Automated License Plate Readers - \$100,000.
- Taser replacement - \$38,400.
- K-9 dog - \$8000.
- Facial Recognition technology - \$1000.
- GPS Trackers - \$200,000.
- Crime Mapping System - \$300,000.
- Less Lethal Force options - \$200,000.

Operational Costs: \$1,717,000.

- Vest replacement - \$76,000.
- Uniform allowance - \$76,000.
- Training costs - \$30,000.
- Recruiting costs - \$1,500,000.
- Ammunition - \$20,000.
- Safety equipment - \$10,000.
- Office Supplies - \$5000.

Total Budget Expenditure: \$11,277,200 - \$300,000 grant = \$10,977,200.

A line item budget will be used to account for itemizing the purpose of expenditures and related cost. The budget technique is familiar to members of the department and is easy to implement as

the department's computer systems tracks individual expenses in detail. Line-items from the previous year will be carried over from the prior budget, and new allocations and categories will be created for the new expenses.

VII. PROJECTING FUTURE NEEDS

The department is in need of a new police building as the current structure was built in 1959. Department personnel operate in a building that was designed for one-half of the current employees. A new police facility will be a significant expense and has been estimated to cost over 50 million dollars; which have been addressed in the city's capital improvement program but has not been currently funded (Hoefgen, 2017).

Regarding staffing needs, a comprehensive study of the proper amount of police officers has not been completed. There is no national standard for the number of officers a city should have per capita. Typical formulas consist of a performance-based approach, population-approach, or predetermined-minimums approach as set by previous policies (Maciag, 2016). The city currently uses the predetermined-minimum approach but does not consider overtime which can be significant if proper staffing is not maintained. It is suggested that the department conduct a study to determine appropriate staffing levels in conjunction with crime rates, calls for service and community expectations.

VIII. CONCLUSION

The city of Redondo Beach has suffered from an increase in crime. Therefore, it is incumbent upon the department and city leaders to work creatively with the citizens to address the issue. The staffing and equipment requirements of the police department are outlined in this document and will give the department the resources to function at an adequate level. This report is respectfully submitted for your consideration.

Chris Warren, Chief of Police

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