

POLICE OPERATIONS AND DATA ANALYSIS REPORT

CULVER CITY POLICE DEPARTMENT CULVER CITY, CALIFORNIA



CPSM[®]

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

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The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Culver City Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of bureau/unit processes.

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

Based upon CPSM's detailed assessment of the Culver City Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, below we have listed general observations that we believe identify some of the more significant issues facing the department. Many of these address department-wide issues rather than specific unit operations. Additionally, we have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections and units. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

The list of recommendations is extensive. Should Culver City and the Culver City Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement for the city and department.

We would like to emphasize that this list of recommendations, though lengthy, is a common phenomenon in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focusses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

GENERAL OBSERVATIONS

- It is not uncommon during changes in a department's administration to hold positions vacant pending the appointment of a new chief. During such periods, uncertainty, and in some cases anxiety, develops. At the time of the CPSM site visit, the department's leadership, made up of the chief, one assistant chief, one captain, two lieutenants, and three sergeants, carried vacancies or long term on-duty injuries. The subsequent trickle-down effect resulted in a number of positions moving up a position in rank as acting: chief, assistant chief, captain, two lieutenants, three sergeants, and the Records/Property supervisor. This represents a 42 percent vacancy rate in the management staff and a 21 percent vacancy rate in supervisory staff, which results in a workload that is overly taxing. For these reasons, CPSM would urge the city to move expeditiously to identify new leadership for the department. This concern was expressed by CPSM at the time of the site visit.
- In addition to the command-level vacancies, three vacancies exist within Patrol, a nearly five percent vacancy rate, although one recruit has been appointed to fill a vacancy and is presently undergoing academy training. While a few vacancies at the patrol level is somewhat manageable, it is compounded with the number of vacancies at the command level, a situation that is taxing on the remaining staff who must fill in the gaps.
- Some organizational realignment is called for and was being made when CPSM arrived for the site visit, specifically, in the field and at the front counter. CCPD will need to ensure key responsibilities continue to be handled when moving positions, specifically in the Traffic Division.
- CPSM staff were collectively impressed by the talent, energy, and commitment of many of the management staff that we worked with. We believe that once the leadership transition is complete, and the more critical of the recommendations made in this assessment are implemented, the department can emerge as a regional leader in policing and a model for other agencies to follow.
- CPSM staff were especially impressed with the upbeat, positive morale within the department, which was noticeable during our focus group and one-on-one meetings with department staff.
- As noted previously, specific recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Culver City Police Department. The recommendations provided are to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the citizens of Culver City.
- It is imperative that the department consider a structured succession plan, including mentoring of the next generation of department leaders. While the plan must focus on command-level positions, the development of future mid-management and first-line supervisors, both civilian and sworn, must be considered as well. Exposure of all potential future leaders to a variety of administrative assignments and tasks is essential to prepare them for these future responsibilities.
- As we examined staffing levels throughout the department, we found that for some assignments, additional staff is called for immediately, as is the case for the jail. In some cases, we were challenged to identify appropriate staffing levels by the absence of case assignment and management records, most specifically related to the detective function. Available records suggest that the unit is adequately staffed based upon existing records and case

assignment practices. This is an internal tracking and records issue that must be resolved so as to be able to appropriately evaluate staffing needs for this unit.

- Over the last few years, agencies have hurried to deploy body-worn cameras (BWC) without the preparation of policies or putting into place the resources required to store and manage the cameras' recordings. Significant increases in staff time to review, redact, and process recordings for judicial discovery and public records requests (PRA) seeking access to the camera recordings have overwhelmed agencies. The CCPD Technical Support sergeant, along with Records, have become burdened with elements of this task and other matters requested through "discovery" and PRA processes. This trend will undoubtedly continue. This added and sometimes complex workload has negatively disrupted primary duties in both of the units identified. Additionally, the State of California, through Senate Bill 1421 and Assembly Bill 748, substantially expanded public access to police records. These new laws will undoubtedly place an increased burden on the department in responding to public record and discovery requests. Additional staffing may be required to meet this demand in the future. The investment in the use of technology for BWC/mobile audio video redaction software would improve efficiencies in this critical area.
- There is a general absence of management reports that could aid the department's leadership and supervisors in effectively managing the department. Reports that are lacking include monthly detailed overtime reports and detective case management reports. During the operational review process, CCPD staff recognized the need for more detailed management reports and rather than wait for the CPSM report, took immediate steps to start creating systems and processes to track data. These reports will be a valuable resource to the department's command and supervisory personnel and should be regularly produced for collective review.

CPSM staff would like to thank Acting Chief Manuel Cid, Acting Assistant Chief Jason Sims, and the entire staff of the Culver City Police Department for their gracious cooperation and assistance in completing this project.

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KEY RECOMMENDATIONS

Succession Planning

1. Address the chief's position as soon as possible in order to hire a permanent chief. This will enable the other leadership positions in the CCPD to be filled. (See page 24.)
2. It is imperative that efforts be made to develop the future leaders of the department. The focus of these efforts, though not to the exclusion of all employees, should be on mid-managers and first-line supervisors, both sworn and civilian. Assignment of administrative tasks and specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. (See p. 24.)

Policy Manual

3. Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices. (See p. 24.)
4. In the future, consider exploring accreditation through the Commission on Accreditation for Law Enforcement Agencies. (See p. 24.)

Operations Bureau Recommendations

Patrol Recommendations

5. Implement patrol shift limitations to require officers to move to another shift after a pre-determined amount of time, e.g., after two four-month shift deployments on the same watch. (See p. 51.)
6. Implement an annual leave scheduling procedure for vacation leave. (See p. 51.)
7. Purchase personnel management/scheduling software to assist with overtime management. The software must have the capability to combine scheduling with time, attendance, overtime management, and payroll functionality into a single database for enhanced efficiencies. (See p. 51.)
8. Revisit online crime reporting procedures in the future to potentially expand the types of reports accepted online. (See p. 51.)

K9 Program Recommendations

9. Review and update the K9 policy to include the process for handler selection as well as the length of service in the assignment. (See p. 51.)
10. Research and implement software to track and manage the K9 program. (See p. 51.)

Field Training Program Recommendations

11. Review and update the FTO policy manual annually. (See p. 54.)
12. Discontinue the practice of simulated pursuits on city streets. (See p. 54.)
13. Contact local law enforcement training centers to arrange for a resource for pursuit driver training as needed. (See p. 54.)
14. Monitor shift bidding for FTOs to ensure they are assigned to different shifts. (See p. 54.)
15. Develop a more comprehensive training regimen to expose trainees on FTO status to detective and SRO units and functions. (See p. 54.)

Mental Health Evaluation Team Recommendations

16. Download field interview information into the records management system to provide MET the ability to provide services to those contacted. (See p. 57.)
17. Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (See p. 57.)
18. Reestablish the second officer to the MET, with overlapping 4/10 shift schedules for the two units, so as to provide seven-day coverage with a second mental health care provider. (See p. 57.)

Park, Bike, Walk and Talk Recommendations

19. Strategize with security and businesses to address crime prevention and target hardening at locations with a high volume of calls for service. (See p. 58.)
20. Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour P.O.S.T. police bicycle training course. (See p. 58.)
21. Update the Bicycle Patrol Policy to reflect the current strategy, duties, and responsibilities. (See p. 58.)

Traffic Recommendations

22. Add language in the Watches, Schedules, and Rotation policy to describe the selection process to the Traffic Division. (See p. 72.)
23. Immediately implement motorcycle safety and skills training at least annually. (See p. 72.)
24. Create a system to track citizen complaints regarding traffic issues using the CAD/RMS system or other software and generate a monthly report for the Traffic sergeant to review and share with Traffic as well as Patrol personnel. (See p. 72.)
25. Consider adding two FTE CSO positions for automated photo enforcement and redeploy the two sworn officers now assigned to automated photo enforcement back to patrol duties. (See p. 72.)
26. Adopt a performance management approach (using traffic data to drive deployment and enforcement decisions) toward traffic accidents and injuries. (See p. 72.)
27. Consider adding one FTE CSO position in Traffic to handle traffic collision investigations, which would allow a sworn position in the Traffic Section to be redeployed. (See p. 72.)
28. Transfer the animal services program to the city's Code Enforcement Department. (See p. 72.)
29. Assign parking meter collection responsibilities to the Finance or Public Works Department. (See p. 72.)
30. Consider transitioning to phone app digital parking meters as meters are replaced (See p. 72.)
31. Include civilian positions in the department's LEFTA training system to track and document training. (See p. 72.)
32. Include the civilian supervisor in the monthly meetings with the school district. (See p. 72.)
33. Should the parking supervisor retire at the end of the year and in the event parking enforcement remains with the police department, fill the parking supervisor position as soon as possible. (See p. 72.)

Jail Recommendations

34. Address facility security issues that include cleaning staff jail access, jail key security, and reconfiguration of interior station jail access door locks. (See p. 76.)
35. Revise prisoner movement policies to require a second staff member be present in the police facility and made aware of the pending movement. (See p. 76.)
36. Revise policy to require the presence of a supervisor and adequate staff before movement of a recalcitrant or known violent prisoner. (See p. 76.)
37. Bring jail staffing relative to core training requirements, staff availability during emergencies, and female staff availability into compliance with state regulations by adding three FTE jailers to ensure ongoing compliance with CCR regulations, as assigning other trained staff and/or female staff when required would be a continuing challenge. (See p. 76.)
38. Ensure jail safety checks are random within the timeframes prescribed in CCR regulations and that time notations on the jail logs denote the actual time the prisoner is checked. (See p. 76.)
39. Revise the prisoner transport policy with three options to consider: require transport by a police officer(s) or a combination of a police officer and a civilian jailer; a private prisoner transportation contract; or combine resources with neighboring jurisdictions to create a regional transportation network. (See p. 77.)

Communications Recommendation

40. Efforts should be made to identify causative factors contributing to an excessive dispatch delay of 2.5 minutes for high-priority calls for service from the community. Steps may include evaluation of the criteria for identifying a call as high-priority/Priority E, or other operational efficiencies in expediting the transfer of Priority E calls from call takers to dispatchers. (See p. 80.)

Investigations Bureau Recommendations

Detectives Section Recommendations

41. A clear policy outlining department case screening criteria and those accountable for such screening should be developed and approved by department command staff. (See p. 88.)
42. Cases closed, inactivated, or otherwise disposed of through the screening process should be accounted for and statistically tracked. (See p. 88.)
43. Rigorous case management protocols should be developed and implemented with benchmarks set and tracked relative to individual investigations. (See p. 88.)
44. Case closures should be subject to supervisory review through consultation with the handling detective. (See p. 88.)
45. The Mark43 software program settings should be changed to provide a notice of case status change to Investigations Bureau supervisors and management when a case is closed. (See p. 88.)
46. Existing case data should be reviewed, resolved, and updated to ensure it is accurate and consistent. (See p. 88.)
47. Case information needs to be extracted and massaged into relevant and timely management reports utilizing Mark43 capabilities. (See p. 88.)

- 48. CCPD should use the newly established Investigations case management process to evaluate its effectiveness. (See p. 88.)
- 49. Staffing guidelines discussed here can be applied once historical information is available under a new case management process. (See p. 88.)
- 50. FBI UCR clearance criteria training should be coordinated for Investigations and Records staff. (See p. 88.)
- 51. A formal training plan with required benchmarks and supervisory oversight should be developed and implemented for personnel newly assigned to investigations. (See p. 88.)
- 52. Train volunteers to assume the victim contact task on cases screened out of the investigative process. (See p. 88.)
- 53. Explore the role of volunteers for expanded use in Investigations. (See p. 88.)
- 54. Continue to seek out avenues to expand the juvenile offender diversion program. (See p. 88.)

School Resource Officer Recommendations

- 55. Conduct an analysis of how much time and what type of activities are performed by the SRO at each school to determine staffing needs. (See p. 89.)
- 56. Consideration should be given to reassigning a second officer to SRO. (See p. 89.)

Crime Analysis Recommendations

- 57. Regular communication should be established among Investigations staff regarding the crime analyst's crime matrix. (See p. 91.)
- 58. Utilize the crime analyst's Mark43 expertise to create ad hoc case management reports to assist in establishing case management protocols and management reporting. (See p. 91.)
- 59. Establish policy and procedure to ensure crime analysis information is received by the appropriate persons, acted upon by such persons, and evaluated for its usefulness. (See p. 91.)

Forensics Unit Recommendations

- 60. Develop a planned obsolescence budget for funding necessary replacement of lab equipment. (See p. 94.)
- 61. Establish funding to complete the suspended accreditation process. (See p. 94.)
- 62. Seek grant funding for the quality manager position to support the ongoing maintenance of accreditation. CCPD should determine if the Forensic Unit would be better served by an internal or external quality manager. (See p. 94.)

Crime Impact Team Recommendations

- 63. Develop a unit activity tracking system. (See page 95.)
- 64. Create a monthly management report. (See page 95.)

Emergency Response Team Recommendations

- 65. The department has made the decision to field an ERT, thus a full commitment to the team in terms of personnel, equipment, training and support is required. (See p. 99.)

- 66. Regularly train with other ERT/SWAT teams in the region to include LASD/SEB and LAPD /Metro. (See p. 99.)
- 67. Follow CATO and NTOA standards to ensure a best practice operation. (See p. 99.)
- 68. Move all SERT training records to the department's Training unit. (See p. 99.)
- 69. Review the newly revised ERT Manual at appropriate intervals and update as necessary. (See p. 99.)
- 70. Establish membership in CATO and NTOA for all team members. (See p. 99.)
- 71. The department should reconsider using a regionalized approach for ERT. (See p. 99.)

Crisis Negotiations Team Recommendations

- 72. Due to the team's limited deployments, training opportunities should be sought out to maintain this perishable skill. (See p. 100.)
- 73. Implement scenario-based training with CNT and ERT on at least a quarterly basis. (See p. 100.)
- 74. Join the California Association for Hostage Negotiators and attend the annual training conference. (See p. 100.)

Administration Bureau Recommendations

Chief's Office Recommendations

- 75. Create a succession training plan to develop future leaders of the department. The focus should be on mid-managers and first-line supervisors, both sworn and professional staff. Assignment of administrative tasks and specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities for completion on the shoulders of first-line supervisors and mid-level management staff. (See p. 103.)
- 76. Evaluate the feasibility of creating a civilian career ladder that allows lateral transfers to varied assignments for line staff and upward mobility for supervisors. (See p. 103.)
- 77. If a civilian career ladder is pursued, the department should form a committee to explore the how and where the transition should occur and make recommendations. (See p. 103.)

Systems Support Recommendations

- 78. Fill the vacant CSU IT (city) position. (See p. 104.)
- 79. Evaluate CSU staffing needs by tracking service requests to measure workload. (See p. 105.)
- 80. Establish a technology working group with ample representation from "end users" to address current and future IT needs and issues within CCPD, including elimination of any work product redundancies. (See p. 105.)

Personnel Recommendations

- 81. Explore whether use of outside proctors to administer police officer testing is performed locally and if it is cost-effective. (See p. 106.)

Recruitment Recommendations

- 82. Correct the disparity on the department website between staffing levels under Recruitment and "About Us." (See p. 108.)

- 83. The department's recruitment strategy should emphasize recruitment materials that attract underrepresented populations, such as women, for police officer positions. (See p. 108.)
- 84. Consider using salary savings from vacant positions to fund hiring temporary part-time background investigators. (See p. 108.)

Performance Evaluations Recommendation

- 85. Ensure that personnel performance evaluations are done on time by creating a tracking system and reflect the status in NEOGOV. (See p. 108.)

Promotion Recommendation

- 86. As part of succession planning the chief should consider presenting one or two promotional preparedness training sessions, starting with aspiring sergeants. (See p. 109.)

Training Recommendations

- 87. Use the Early Intervention Program module in IA Pro to identify trends that may require departmental action relative to training to mitigate potential liability to employees, the department, and the city. (See p. 112.)
- 88. Amend the Training Request Form to include a check-off box to designate if the requested training is included in the employee's assignment-specific training courses within the department's Training Plan. (See p. 112.)
- 89. Ensure that all employees meet their P.O.S.T.-mandated training requirements by established deadlines, particularly supervisors. (See p. 112.)
- 90. Conduct annual blood testing to determine lead levels in employees routinely assigned to work inside of the department's firing range. (See p. 112.)
- 91. Consider transitioning the range master position from sworn to a civilian FTE position through attrition. (See p. 112.)

Technical Support Recommendations

- 92. Install emergency alarm buttons in the main and Records lobbies. (See p. 117.)
- 93. Reassign event permit processing such as filming and farmers markets to professional staff. (See p. 117.)
- 94. Reassign the ExecuTime payroll task to a civilian staff member to allow more time for the sergeant to handle BWC/MAV reviews and PRA requests. (See p. 117.)
- 95. Reassign fleet duties to a professional staff member. (See p. 117.)

Community Relations Recommendations

- 96. Community Relations staff should reconsider attending every request to attend public events and meetings and assess focusing on those that create the greatest public value. (See p. 119.)
- 97. Take a proactive approach to crime prevention by working with the crime analyst to identify trends associated with demographics or other variables. Engage the assistance of volunteers and the Partnership in Policing (PIP) team to address crime proactively. This should include targeting highest crime locations. (See p. 119.)
- 98. Consider adding one FTE CSO to transition the sworn police officer position in Community Relations to a civilian position. (See p. 119.)

Partnership in Policing Recommendation

99. Create a clearinghouse for information received on traffic complaints to be shared with the Traffic Section and Patrol Bureau for tracking and follow-up. (See p. 120.)

Volunteers in Patrol Recommendations

100. Identify additional needs that volunteers can be utilized to provide assistance to units throughout the department. (See p. 121.)
101. Track volunteer hours to highlight the benefit that volunteers provide. (See p. 121.)
102. Consider requiring Citizens' Police Academy (CPA) graduation as a future requirement for CCPD volunteer service. (See p. 121.)
103. Encourage Citizens' Police Academy graduates to volunteer their time to the department. (See p. 121.)

Crime Prevention Recommendations

104. Send the Community Relations sergeant and officer to the Crime Prevention through Environmental Design class to assist with safety recommendations for city-wide construction of newer mixed-use complexes. This is based on a crime prevention strategy that proper design and effective use of the built environment can lead to a reduction in fear of crime and improvement in the quality of life. (See p. 122.)

Police Explorer Program Recommendations

105. Actively recruit more youth to participate in the Explorer Post. (See p. 123.)
106. Create an Explorer program policy and ensure that advisors receive training on youth protection protocol. (See p. 123.)
107. Document random audits and inspections of Explorer activities. (See p. 123.)

Property and Evidence Recommendations

108. Install cameras and security devices consistent with IAPE recommendations at all entrances, interior working space, and entry to storage of high-risk items such as narcotics, cash, and weapons. Video feed should be digitally motion-activated to minimize video storage needs; these video records should be retained for at least one year if needed in a personnel investigation. (See p. 126.)
109. Take affirmative steps to dispose of unnecessary property and evidence. (See p. 126.)
110. Establish a practical schedule for Property and Evidence function audits, ensuring that staff not associated with Property and Evidence conduct the audits in addition to the PE supervisor. (See p. 126.)
111. Ensure that audits conducted of the Property and Evidence function include reports on total inventory on hand to include the numbers of items received and disposed of during the time period of the audit. (See p. 126.)
112. Work with the software vendor to develop inventory-related data queries in the RMS. (See p. 126.)
113. Review Policy 802.8, Audits and Inspections, to determine if the department is able to meet the audit requirements, or whether it needs to be revised for a more realistic approach. (See p. 126.)

Records Recommendations

- 114.If a technological solution for entering RIPA forms into the state database is significantly delayed, consider hiring temporary part-time staff to handle increased data input. (See p. 131.)
- 115.Provide frequent retraining to appropriate Records staff to ensure the correct UCR criteria is adhered to in reporting of crime and clearances. (See p. 131.)
- 116.Complete migration to the FBI's National Incident Based Reporting System by January 2021. (See p. 131.)
- 117.Eliminate the acceptance of cash at the public window as a payment option for permits and fees. If the decision is made to continue to accept cash transactions at the public window, comprehensive and regular audits should be implemented. (See p. 131.)
- 118.Audit the Records Section as appropriate and document the findings. (See p. 131.)

Professional Standards Unit Recommendations

- 119.Create a policy that establishes an audits and inspections committee. The committee should review policies and procedures in every section of the department and report on findings. This should be used as a development tool for supervisors and managers. (See p. 137.)
- 120.Make personnel complaint/commendation forms available in the department lobby. (See p. 137.)
- 121.Add instructions to the CCPD website that personnel complaints may be submitted anonymously. (See p. 137.)
- 122.After the conclusion of any internal affairs investigation a summary of the violation, findings of the investigation as either sustained, not sustained, exonerated, etc., and any disciplinary action imposed, be published internally to serve as a training tool to promote high ethical standards. Additionally, this data should be added to the CCPD's Monthly Recap Report available on the CCPD website. Both actions will promote transparency and trust. (See p. 137.)
- 123.Consider tracking and reporting the time to completion of personnel investigations and notification of complainants of disposition. These data should be included in the Monthly Recap Report. (See p. 138.)
- 124.Conduct command review of the status of all open and recently closed formal complaints to insure thoroughness and timeliness of investigations. (See p. 138.)

Use of Force Recommendations

- 125.Review Policy 300.2.1, Duty to Intervene, to consider whether an officer who witnesses excessive force should be required to report his observation to a supervisor. (See p. 140.)
- 126.Establish an internal Use of Force Committee to examine use of force incidents in an effort to identify training, supervision, policy, and/or equipment needs with the objective of minimizing use of force incidents. This will necessarily impact reporting protocols, potentially through the utilization of a Use of Force report, to allow for such an evaluation. (See p. 140.)
- 127.Review Use of Force Policy 300 to ensure that the department's practices and policy are consistent with regard to analysis of use of force trends. (See p. 140.)

Workers' Compensation Recommendations

128. Review Policy 1020 with the Human Resources Department and legal counsel to ensure that the department's practices serve the best interests of the city. (See p. 141.)
129. Track and review the nature of activity employees were engaged in at the time of injury to determine patterns of injuries that may require specific training and/or policy revisions to reduce the incidence of occurrence. (See p. 141.)

END SECTION 1

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Culver City Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS). Due to the anomalies caused by the 2020 pandemic, CPSM used 2019 crime and CAD data for the analysis.

Document Review

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

Interviews

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

Focus Groups

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

Community Input

CPSM is aware that the city has retained another consultant to examine racial equity as it relates to public safety, to include reimagining policing services. CPSM attended each of the virtual meetings hosted by the city with various groups including the Chief's Advisory Panel (CAP), General Plan Advisory Committee (GPAC), Government Alliance on Race and Equity (GARE), and Finance Advisory Committee (FAC) and actively listened to the discussion and concerns. Reimagining policing, including outsourcing of present police duties, is a highly complex issue with significant legal, operational, financial, and social impacts; the issue deserves and requires an exhaustive analysis. Ultimately, the City Council, with information from this report, input from all relevant stakeholders, and after an exhaustive analysis, is responsible for determining how to provide for a safe, secure, and just community in the envisioned policing model.

Operational/Administrative Observations

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

Staffing Analysis

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

END SECTION 2

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Culver City is located in Los Angeles County, California, and is mostly surrounded by the City of Los Angeles and shares a border with unincorporated areas of Los Angeles County. The city has a total land area of 5.14 square miles (as of 2010). The U.S. Census Bureau estimated the city's 2019 population at approximately 39,185, an increase of 0.8 percent over the 2010 population of 38,883.

The City of Culver City is a heterogeneous community; its population is 46.5 percent White, 23.4 percent Hispanic/Latinx, 16.3 percent Asian, 8.4 percent Black/African American, 6.6 percent two or more races, 0.6 percent American Indian/Alaskan Native American, and 0.1 percent Hawaiian/Pacific Islander.

The owner-occupied housing rate is 54.2 percent for the city, compared to 45.8 percent for Los Angeles County as a whole, and 54.6 percent for the State of California. The rate of persons per household for the city is at 2.36 compared to 3.00 countywide, and 2.96 for the state. The median household income is \$90,183 for the city, compared to \$64,251 countywide, and \$71,228 for the state. Persons living in poverty make up 7.4 percent of the city's population, compared to 14.2 percent countywide, and 12.8 percent throughout California. This comparison reflects that the city rates vary from countywide rates, and marginally differ from state rates.

Owner-occupied housing and poverty rates are examined in our studies since lower home ownership and higher poverty rates are often found in communities with higher crime rates. As Culver City's rates differ from state and countywide rates, these do not appear to be factors driving variations in crime rates from regional or state/national averages.

The city is governed through the council/manager form of government. However, the chief of police is a direct report to the City Council, as it is the hiring authority.

DEPARTMENT

The Culver City Police Department, similar to the community, is a diverse department. Its demographic composition is 40 percent White, 36 percent Hispanic/Latinx, 5 percent Asian, 11 percent Black/African American, 5 percent Hawaiian/Pacific Islander, and 3 percent Middle Eastern. The department provides a full range of law enforcement services, excluding custody operations. The department is guided by clear mission and core values statements as follows:

Mission

To enhance the City of Culver City through progressive police work, timely response, and public outreach.

Vision Statement

To provide members of the community with the highest level of professional service while setting the example for law enforcement.

Measures of Effectiveness

Response Time, Case Clearance, Efficient Traffic Flow/Effective Parking Program, Reduction/Prevention of Crime, Morale.

Organizational Values

Proactivity, Professionalism, Pride, Passion, Partnerships.

Uniform Crime Report/Crime Trends

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

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

Data acquired by CPSM from the FBI for use in this reporting reflects the most currently available information (2019). As indicated in Table 3-1, in 2019, the Culver City Police Department reported a UCR Part I violent crime rate of 464 (indexed) and a property crime rate of 4,203 (indexed).

In comparing Culver City Police Department data with other California cities and the nation, one can see Culver City reports near-average rates compared to statewide figures for violent crime; however, its indexed rate is double the state rate for property crime. This property crime rate is largely driven by larceny offenses, including shoplifting.

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TABLE 3-1: Comparison of Reported Crime Rates by Jurisdiction, 2019, Per 100,000

City	State	Population	Crime Rates		
			Violent	Property	Total
Adelanto	CA	34,049	811	1,348	2,159
Arcadia	CA	57,939	145	2,327	2,472
Azusa	CA	49,974	288	1,919	2,207
Banning	CA	31,221	436	1,704	2,140
Beaumont	CA	51,063	180	1,806	1,986
Bell	CA	35,521	473	1,242	1,714
Beverly Hills	CA	33,792	305	4,436	4,741
Brea	CA	43,255	166	3,352	3,519
Campbell	CA	41,793	213	3,247	3,460
Claremont	CA	36,266	141	2,134	2,275
Colton	CA	54,824	392	2,767	3,159
Covina	CA	47,450	360	2,506	2,866
Delano	CA	53,573	383	2,087	2,470
Fountain Valley	CA	55,357	96	2,101	2,197
Glendora	CA	51,544	301	2,912	3,213
Huntington Park	CA	57,509	796	2,773	3,570
Lompoc	CA	42,853	679	2,467	3,146
Manhattan Beach	CA	35,183	156	2,419	2,575
Montclair	CA	40,083	584	3,665	4,249
Palm Springs	CA	48,518	550	4,052	4,602
Ridgecrest	CA	28,973	490	1,384	1,874
San Gabriel	CA	39,899	246	1,792	2,038
San Jacinto	CA	49,215	219	3,326	3,546
Wildomar	CA	37,229	164	1,711	1,875
Culver City	CA	39,185	464	4,203	4,668
California		39,959,095	434	2,290	2,724
National (2018)*		327,167,434	369	2,200	2,568

Source: FBI Uniform Crime Report. Indexed per 100,000 population. *2019 national crime data is not yet available.

Table 3-2 shows the actual number of offenses within Culver City. In this table, we added data for 2020 YTD as of August. These data were provided by the department, as the 2020 data are not yet available from the FBI UCR. The table shows that the actual number of incidents for most categories of crime decreased in 2019 compared to 2018. However, thus far in 2020 YTD, Part 1 offenses in aggravated assault, burglary, vehicle theft and arson have already surpassed the total number of offenses in those categories in 2019.

TABLE 3-2: Culver City Police Department Reported Actual Part 1 Offenses, 2018–2020 YTD*

Crime	2018	2019	% Change	2020*
Murder/ Manslaughter	0	0	N/A	0
Rape	3	2	-33%	2
Robbery	137	102	-26%	51
Aggravated Assault	73	78	-7%	83
Burglary	304	172	-57%	201
Larceny	1,599	1,380	-14%	706
Vehicle Theft	157	95	-39%	98
Arson	1	1	N/A	8

*Note: FBI data for 2020 not yet available. Data for 2020 as of August provided by the Culver City Police Department.

Figure 3-1 reflects the trend in Part 1 crime in the city over the past ten years. It shows that both violent crime and property crime fluctuated somewhat between 2010 and 2019. Property crime trended upward slightly until 2016, and since has largely trended downward. The highest violent crime rate of this ten-year period occurred in 2016 at 534 (indexed). The lowest violent crime rate, at 371 (indexed), occurred in 2011. For 2019, the rate was 464 (indexed). As noted, property crime has trended downward since 2016 when the highest property crime rate occurred at 5,165 (indexed), with the low of 4,096 (indexed) in 2013. For 2019, the rate was 4,203 (indexed). These rates follow state and national trends, which show declines in both violent and property crime over the referenced ten-year period.

FIGURE 3-1: Culver City Reported Violent and Property Crime Rates, by Year

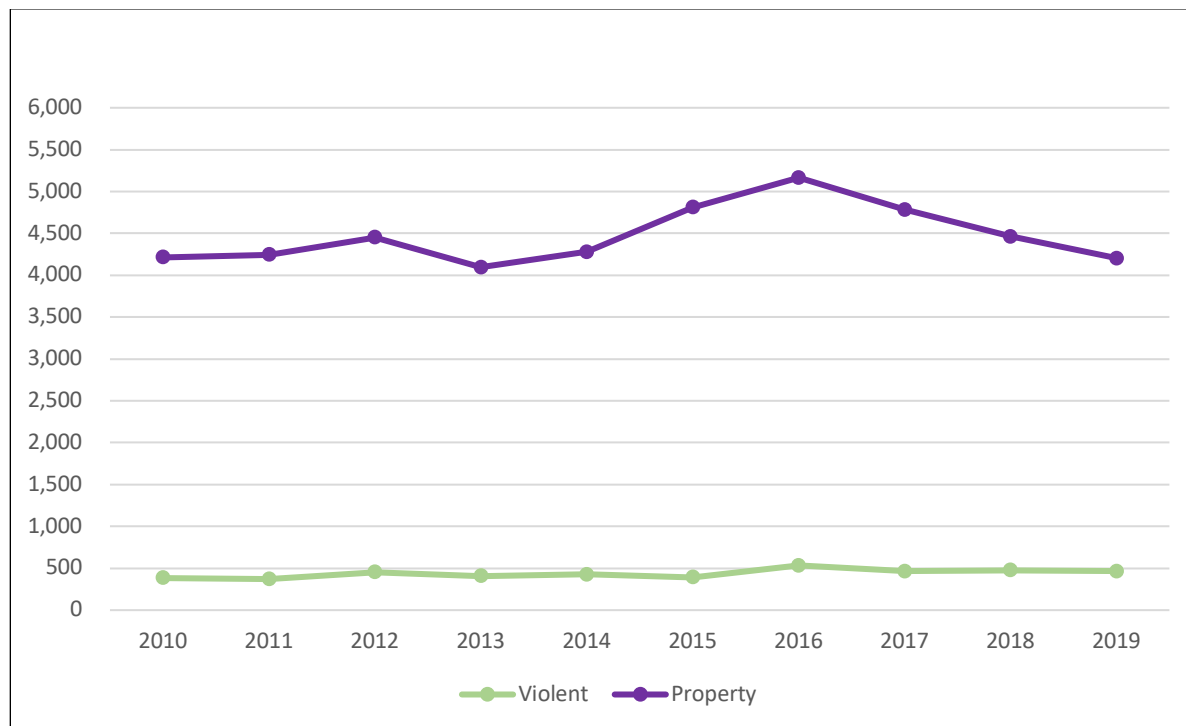
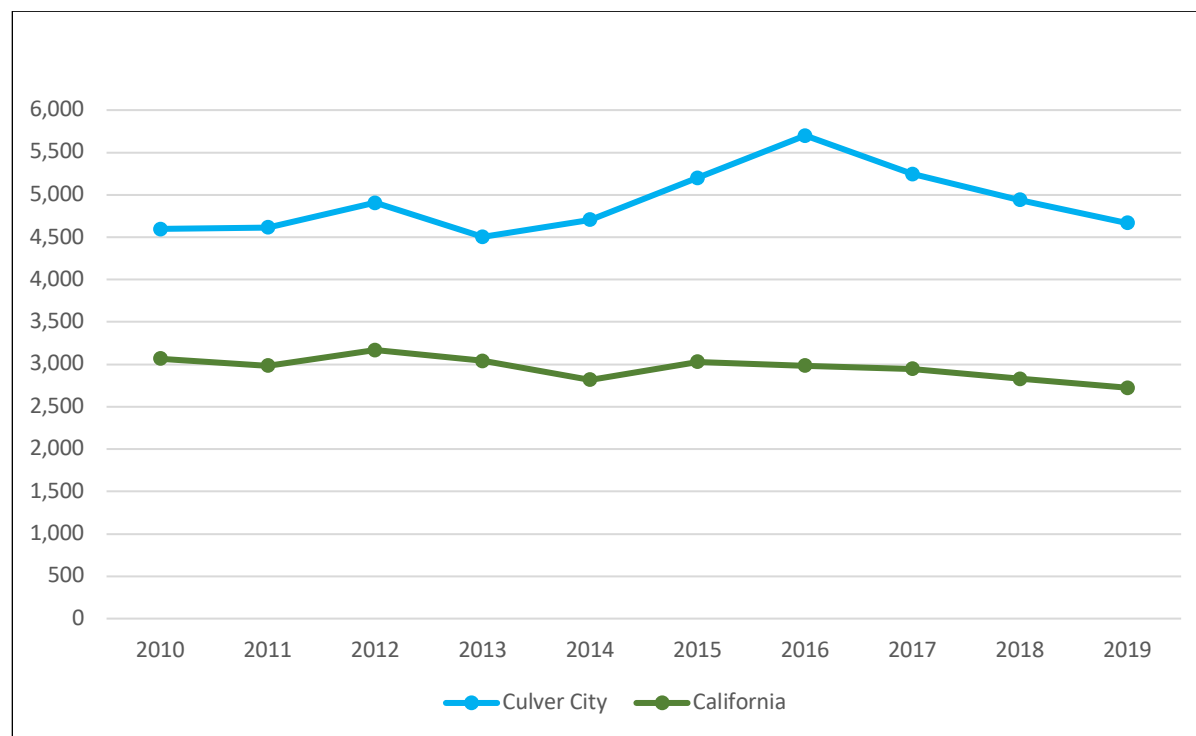


Figure 3-2 shows a comparison of combined violent and property crime rates for both Culver City and the State of California for the period of 2010 through 2019. It reflects the observations made in Figure 3-1 and in Table 3-3 (which follows), notably, that since 2016 crime is trending downward for Culver City as well as the State of California. Secondly, the information shows the overall indexed crime rate in Culver City is above the overall state crime rate and from 2013 to 2016 there was an increase in crime in Culver City, while the crime rate in the state was slightly declining.

FIGURE 3-2: Reported City and State Crime Rates, by Year



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Table 3-3 compares Culver City crime rates to both the state and national rates year by year for the period 2010 through 2019. Again, these data are indexed per 100,000 population. This information is provided for illustration purposes only. National crime data is not yet available for 2019.

TABLE 3-3: Reported Municipal, State, and National Crime Rates, by Year, 2010-2019

Year	Culver City				California				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	38,883	383	4,213	4,596	37,346,022	439	2,629	3,068	314,170,775	393	2,833	3,225
2011	39,340	371	4,243	4,614	37,819,249	410	2,574	2,983	317,186,963	376	2,800	3,176
2012	39,528	455	4,453	4,908	38,183,375	421	2,747	3,169	319,697,368	377	2,758	3,135
2013	39,452	408	4,096	4,504	38,498,377	394	2,646	3,041	321,947,240	362	2,627	2,989
2014	39,561	427	4,279	4,707	38,970,399	389	2,430	2,819	324,699,246	357	2,464	2,821
2015	39,890	391	4,811	5,202	39,315,550	424	2,605	3,029	327,455,769	368	2,376	2,744
2016	39,880	534	5,165	5,700	39,421,283	443	2,541	2,984	329,308,297	383	2,353	2,736
2017	39,440	464	4,782	5,246	39,536,653	449	2,497	2,946	325,719,178	383	2,362	2,745
2018	39,335	478	4,464	4,942	39,557,045	447	2,380	2,828	327,167,434	369	2,200	2,568
2019	39,185	464	4,203	4,668	39,959,095	434	2,290	2,724	NA			

Table 3-4 shows *Clearance Rates* as reported by the department to the State of California and ultimately the FBI. In this table, we identify the actual number of Part 1 offenses committed, the number reported as cleared, and the percentage calculation of “cleared” cases. Culver City rates are compared against the State of California and the nation as a whole. Generally, in order for a case to be “cleared,” an offender must be arrested, charges filed by the prosecuting authority, AND the offender delivered to the court for prosecution. This will be reported on in more detail as we examine the Records function of the department.

TABLE 3-4: Reported Culver City, California, and National Crime Clearance Rates

Crime	Culver City (2019)			California (2019)			National (2018)		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	1,679	1,084	65%	14,786	9,212	62%
Rape	2	0	0%	14,720	5,284	36%	127,258	42,504	33%
Robbery	102	56	55%	52,050	16,401	32%	260,709	79,256	30%
Aggravated Assault	78	59	76%	104,756	56,304	54%	745,238	391,250	53%
Burglary	172	41	24%	151,596	17,740	12%	1,128,351	156,841	14%
Larceny	1,380	432	31%	622,869	65,321	10%	4,812,405	909,545	19%
Vehicle Theft	95	18	19%	140,732	14,625	10%	701,248	96,772	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

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Department Authorized Staffing Levels

The following table shows the authorized staffing levels for the department for FY 2017–18 through 2020–21. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels for the past three years.

TABLE 3-5: Authorized Staffing Levels, Fiscal Years 2017–2021

Position	2017–18	2018–19	2019–20	2020–21	Vacant	Actual*
Sworn Positions						
Chief	1	1	1	1		2*
Assistant Chief	1	1	1	1		1*
Captain	2	2	3	2		2*
Lieutenant	8	8	7	8		8*
Sergeant	16	16	17	17		18*
Officer	81	81	88	84	3	79
Sworn Total	109	109	117	113	3	110
Civilian Personnel						
Administrative Assistant	1	1	1	1	1	1*
Animal Services	1	1	2	2		2
Automated Enforcement Tech	1	1	1	1		1
Community Services Officer	9	9	9	5		5
Custodian	1	1	1	1		1
Senior Forensic Specialist	1	1	1	1		1
Forensic Specialist	2	2	2	2		2
Senior Jailer	1	1	1	1		1
Jailer	3	3	3	2		2
Parking Supervisor	1	1	1	1		1
Parking Enforcement Officer	10	10	10	9		9
Police Records/Property Supervisor	1	1	1	1	1	1*
Police Records Technician	5	5	6	6		5
Property Technician	2	2	2	2		1
Secretary	2	2	0	0		0
Senior Management Analyst	1	1	1	1		1
Management/Crime Analyst	1	1	1	1		1
Civilian Total	42	42	42	37	2	35
Total Authorized Personnel	151	151	159	150	5	145

Source: Culver City Police Department. *Denotes some or all in respective position are working in acting capacity. Where actual numbers exceed authorized, this is due to acting position filling a long-term injury or vacancy.

Succession Planning

An important role of succession planning for any police department is to provide professional development relevant to the job position and the developmental needs of the employees. With the chief of police being out on extended medical leave, the trickle-down effect has resulted in a number of police managers and supervisors operating in “acting” roles to include the chief, assistant chief, captain, two lieutenants, and three sergeants, as well as the administrative assistant and Property/Records supervisor. With 42 percent of the management staff and 21 percent of supervisors being in acting roles, overall, the leadership at CCPD is new in their acting roles. The lack of stability causes uncertainty, and in some cases anxiety. As such, CPSM encourages the city to address the chief's position as soon as possible so the other positions can be subsequently filled.

For effective leadership in the CCPD, the position of sergeant is critical. CPSM learned that of the nine sergeants in patrol, only one has extensive experience (10 years), while the remaining sergeants have one to three years of supervisory experience, with three working in an acting capacity. As a result, learning opportunities are to be expected and with the number of relatively new supervisors and managers at CCPD, this can result in leadership challenges. CPSM found the supervisors and managers to be eager to learn and open to constructive feedback. In some instances, the leadership team simply may not have known what they did not know due to lack of experience; hence, the need for immediate leadership training and a strong succession plan for the future.

CPSM recommends that the department focus its leadership development efforts on the ranks of sergeant and lieutenant, and also include executive leadership development for captains, assistant chief, and chief.

The chief should review all performance evaluations for the rank of sergeant for the past three to five years, and work with the department's management staff (lieutenant and above) to discuss performance observations of sergeants in an effort to identify deficiencies, and interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers for applicable training and to determine the cost of needed training. Funding should be identified to support this leadership development initiative. Assignments of administrative tasks, and to specialized units, should be made with consideration as to how such assignments will best serve the individual sergeant and department's future leadership needs. This process can be repeated for lieutenants, with the chief, assistant chief, and captains reviewing performance.

Policy Manual

Policies that serve as operational guidelines are critical to the effective and efficient management of any organization. Given the mission of law enforcement, and ever-changing laws that regulate the performance of such, a comprehensive and current policy manual is vital.

Few law enforcement agencies, including Culver City, have the resources available to maintain a current policy manual. This is a daunting task. For that reason, Culver City PD has contracted with Lexipol for assistance. While Lexipol provides sample policies consistent with best practices, each agency maintains the ability to modify the policies to meet their specific operational needs and objectives. The Professional Standards lieutenant is responsible for policy updates in conjunction with Lexipol and ensuring updates are disseminated throughout the department.

Lexipol attorneys continuously review changing laws and court decisions, they provide draft policy revisions for each agency's review and adoption as appropriate. Such recommended

revisions are generally distributed two or three times per year. The department retains control of policy language and is better positioned to make informed decisions.

As noted, it is the department's responsibility to ensure that the policies in place meet the department's objectives and practices. This alone requires a continuing commitment on the part of the department since the CCPD policy manual totals 709 pages. In our operational assessment, we found several instances where department practices did not fully align with policy. As we report on specific units, we will cite examples. While Lexipol provides continuing support to ensure that policies match current statutes and court decisions, we recommend that critical policies receive annual review by the department's staff to ensure that department practices and policies align. One of the best ways to ensure compliance is to use the policy manual as a guide for department-wide audits and inspections.

Some police agencies have achieved accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA), which helps to ensure policy is consistent with practice. Due to the existing staffing and funding issues, accreditation may be something CCPD may consider exploring in the future.

Department Overview Recommendations:

- Address the chief's position as soon as possible in order to hire a permanent chief. This will enable the other leadership positions in the CCPD to be filled. (Recommendation No. 1.)
- It is imperative that efforts be made to develop the future leaders of the department. The focus of these efforts, though not to the exclusion of all employees, should be on mid-managers and first-line supervisors, both sworn and civilian. Assignment of administrative tasks and specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. (Recommendation No. 2.)
- Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices. (Recommendation No. 3.)
- In the future, consider exploring accreditation through the Commission on Accreditation for Law Enforcement Agencies. (Recommendation No. 4.)

[End, Section 3]

SECTION 4. OPERATIONS BUREAU

The Culver City Police Department Operations Bureau provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed patrol activities, engaging in neighborhood problem solving, traffic enforcement, and investigative follow-up. The bureau is comprised of Patrol, Traffic, Jail, and Communications. We will address all four functions separately. Each is integrally involved in supporting the other. Reporting on each separately allows the reader to better comprehend each function and its independent as well as collective value in providing policing services to the community members in Culver City.

Culver City's commitment to handling every call, no matter how minor, ensures that the public gets a police response to all calls and every criminal case is investigated. This report will serve as an analysis of CCPD operations to include staffing and workload, organizational structure and bureau/section processes to inform the reader about current public safety services provided. The city has retained another consultant to address racial equity and reimagining policing, a highly complex issue with significant legal, operational, financial, and social impacts; the issue deserves and requires an exhaustive analysis. Ultimately, the City Council, with information from this report, input from all relevant stakeholders, and after an exhaustive analysis, is responsible for determining how to provide for a safe, secure, and just community in the envisioned policing model.

The Operations Bureau serves under the direction of a captain who reports directly to the assistant chief, who in turn reports to the chief of police. Four lieutenants are assigned to the Operations Bureau, three in Patrol and one to Traffic.

PATROL BUREAU

Field functions of the Operations Bureau include Patrol, Traffic, K9, the Mental Health Evaluation Team, and a recent initiative to Park, Bike, Walk, and Talk. The next table shows the authorized and actual staffing levels of patrol.

Uniformed patrol is considered the “backbone” of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to ensuring that the department is capable of responding to emergency calls for service and providing general law enforcement services to the public.

Patrol Section Staffing/Schedule

Patrol is comprised of an authorized complement of four lieutenants, nine sergeants, and 53 police officers. This complement of personnel is responsible for 24/7 policing services in the City of Culver City.

As is noted in the following table, which shows authorized staffing at the time of the CPSM site visit, there were three patrol officer vacancies; however, one vacancy is now being filled by a trainee attending the police academy.

TABLE 4-1: Operations Bureau Patrol Authorized Staffing Levels for FY 2020/2021

	FY 2020/2021	Vacancies	Actual
Sworn Personnel			
Captain	1		1**
Lieutenant	4		4**
Sergeant	9		9**
Officer	50	3*	47
K9	2		2
MHET	1		1
Traffic Officers	8		8
Accident Investigator	1		1
Sworn Total	76	3	73
Civilian Positions			
Parking Enforcement Supervisor	1		1
Community Service Officer	3		3
Parking Enforcement Officer	9		9
Photo Enforcement Tech	1		1
Sr. Jailer	1		1
Jailers	2		2
Animal Services	2		2
Civilian Total	19	0	19
Total Authorized Personnel	90	3	87

Source: Culver City Police Department. *Note one of the three vacancies is filled with a recruit in the police academy. ** Denotes some working in acting capacity; in some instances not all positions noted are acting.

Two K9 officers are assigned under the direction of a Patrol Unit sergeant. A separate section is devoted to the K9 function; however, they are tasked with basic patrol function and work alongside the day and night patrol officers.

It is common policing practice at agencies of Culver City's size and staffing alignment that a lieutenant serves as the patrol "watch commander." In doing so, lieutenants spend much of their time in the station handling various administrative and supervisory duties related to patrol shift operations including scheduling, payroll and overtime review, limited research, personnel mentoring/development, performance reviews, administrative reports, and attendance at both community and department meetings, among other duties. The watch commander's office is located behind the front desk area that is adjacent to the main lobby and next to the sergeant's office on the first floor. After normal business hours the watch commander becomes the functional supervisor of all department operations, including Records, Jail, etc. Additional, though limited time, is spent in the field. In the absence of a lieutenant, a sergeant may serve in the capacity of watch commander.

Sergeants, on the other hand, are generally responsible for field supervision and serve as additional staffing in support of patrol officers during especially busy periods. They provide for a critical need in directing and supervising field operations on a 24/7 basis. Absence of proactive field supervision in policing creates significant liability for an agency.

In law enforcement agencies similar in size to Culver City, virtually all lieutenants and sergeants have collateral duties, generally related to their primary assignments. For instance, at Culver City all patrol lieutenants and sergeants are also charged with one or more collateral duties such as overseeing the K9 Unit, Mental Health Evaluation Team, Partnership in Policing (PIP), Jail, and a myriad of other related functions.

In September 2020, CCPD transitioned to a hybrid patrol schedule with a 4/10-hour weekday schedule and a 3/12.5-hour weekend schedule. There are three 4/10 shifts operating Tuesday through Friday, with day watch working from 6:00 a.m. to 4:00 p.m.; mid-watch working from 2:00 p.m. to 12:00 a.m.; and morning watch working from 9:00 p.m. to 7:00 a.m. There are three 3/12.5 shifts operating Saturday through Monday, with day watch working from 7:00 a.m. to 7:30 p.m.; mid-watch working from 2:00 p.m. to 2:30 a.m.; and morning watch working from 7:00 p.m. to 7:30 a.m. The new schedule allows for overlapping start and end times to ensure officers are available in the field during shift changes.

Lieutenants, sergeants, and officers assigned the 4/10 work schedule work four, 10-hour shifts per week. In a 28-day cycle, lieutenants, sergeants, and officers will have worked 16 shifts for a total of 160 hours. The lieutenant, sergeants, and officers assigned the 3/12.5 work schedule work three days per week and 12.5 hours per workday. In a 28-day cycle, this amounts to 150 work hours. To reach the required 160 work hours in the 28-day period, each lieutenant, sergeant, and officer work one additional 10-hour day within the cycle. Patrol deployments are four months in length, at which time patrol staff has the opportunity to rotate to another shift using seniority sign-up.

There are no limitations on how long an officer can remain on a shift. Although remaining on the same shift provides for continuity, it is important to establish limitations for remaining on the same shift indefinitely to enable officers to work with different department personnel as well as serving different shift times that require a variety of service needs for the community. CPSM recommends a shift limitation be put in place so that officers remain on a shift for a pre-set number of deployments, and then have to change. Some agencies allow two deployments then require the officer to move to another shift on the third deployment. For instance, an officer working morning watch would need to change to either day or mid-watch after two four-month deployments on morning watch.

The following work schedule represents the current shift configuration in use at CCPD:

Tuesday through Friday

- Day watch: 6:00 a.m. to 4:00 p.m.
- Mid-watch: 2:00 p.m. to 12:00 a.m.
- Morning watch: 9:00 p.m. to 7:00 a.m.

Saturday through Monday

- Day watch: 7:00 a.m. to 7:30 p.m.
- Mid-watch: 2:00 p.m. to 2:30 a.m.
- Morning watch: 7:00 p.m. to 7:30 a.m.

The two aforementioned K9 officers work a 4/10 work schedule to enable coverage seven days a week. They work from 2:00 p.m. to 12:00 a.m. with both working on Wednesday as an overlap day.

Staffing levels are affected by both the number of officers assigned to the patrol function as well as the impact of time off associated with vacations, training, court appearances, FMLA, and illness/injury, etc. In Culver City, the combination of these leave factors generally results in officers being unavailable for a shift at a rate of approximately 20 percent of the time. For instance, while a team may be staffed with eight officers, only six may report to work due to various leave factors.

Additional staffing includes the team sergeant, as described above. The sergeants' schedule provides for 24-hour supervision, seven days a week, which is a highly desirable protocol. Shift sergeants present roll call briefings for their respective shifts, debrief incidents from the prior shifts, and are available in the field to coach and guide officers. Of the six shifts, two shifts are assigned two sergeants, three shifts have a lieutenant and sergeant assigned, and one shift (mid-watch 3/12.5) has one sergeant, thus ensuring management oversight when a supervisor may be off. While sergeants do occasionally respond to calls for service and our workload calculations consider them as part of the patrol deployment, their primary responsibilities involve supervision and administrative functions and at times the addition of "watch commander" duties. As such, they handle minimal workload involving calls for service.

Overtime

CPSM was asked to review overtime expenditures, with the goal of identifying causal factors and recommending alternatives that may reduce overtime.

To conduct this review, CPSM requested reports and data relative to the department's historical overtime expenditures and overtime management. CPSM was advised CCPD maintains minimal information regarding overtime expenditures or overtime management. The minimal information that was available did not provide sufficient detail to evaluate expenditures or identify causal factors with any specificity.

The scheduling software, ExecuTime, reports the number of hours worked, but not the actual costs. In order to calculate costs, staff prepares a spreadsheet that calculates the hours and employee's hourly rate. This burdensome process is not automated and is another opportunity for CCPD to improve personnel management through software systems. As expected, staff indicated patrol operations was the highest user of overtime funds. A review of staffing practices and discussion with staff would indicate the majority of patrol overtime in 2019 was expended to meet minimum staffing requirements; however, this cannot be substantiated by the available documentation.

All employee compensation packages include leave provisions. While CPSM does not generally concern itself with employee compensation issues, it is an issue of relevance here as leave time impacts staffing and ultimately, overtime expenditures relative to minimum staffing. It is a general expectation that officers are unavailable for duty at a rate of approximately 20 percent of available work hours annually due to various leave provisions. When factoring in comp time, training, worker's compensation leave, bereavement, etc., leave can well exceed 20 percent of available time.

Managing employee leave time is a challenge. Most agencies pre-schedule employee vacation time to maximize staff and minimize overtime. This is generally accomplished through a seniority-based selection process at the beginning of the calendar year. For this process, a limit on the number of personnel allowed off per week is established based on department staffing.

CCPD does not currently have a system for pre-scheduling employee vacation time; rather vacation time is granted on a first-come, first-served basis throughout the year. Scheduling leave

via a pre-scheduling system would enable CCPD to better project staff and budgeting requirements necessary to minimize overtime and/or request the appropriate overtime budget to meet required employee leave time levels. CPSM recommends implementing an annual leave scheduling procedure for vacation leave.

CCPD has recently developed overtime management measures in an effort to control expenditures by adding a number of new codes in ExecuTime to track overtime by reason/causal factors such as court, vacation, staffing shortage, etc. The ExecuTime scheduling system only tracks hours, so the recent addition of new codes will help identify hours in the specific areas causing overtime; however, since the scheduling system does not link to the financial system, the costs for each area will be unknown. CCPD staff will still be required to calculate overtime costs per causal factor. CPSM recommends a personnel management/scheduling software be purchased to assist with this effort. Many law enforcement scheduling software packages offer the ability to combine scheduling capabilities with time, attendance, overtime management, and payroll functionality into a single database for enhanced efficiencies.

In virtually all CPSM studies we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will have an extensive discussion on workload and other factors to be considered in establishing staffing levels. Upon thorough evaluation of all contributing factors, we will make staffing recommendations.

Minimum Staffing

The department has established a minimum staffing level based on the shift: the 4/10 weekday day watch and mid-watch shifts each have a six-officer minimum and the 4/10 morning watch shift has a seven-officer minimum. The weekend 3/12.5 shifts have seven-officer minimums. The minimum staffing is an informal standard since neither department policy nor the collective bargaining agreements for impacted employees reference minimum staffing. This is appropriate, as the police chief must have the flexibility to adjust minimum staffing based upon ever-changing workload conditions.

Given the present available staffing level of officers in the patrol unit (51 plus two K9), scheduled coverage will normally range from a low of six officers on duty to a high of 17. As noted, these numbers include the department's K9 officers. During staffing shortages officers must be held over, be brought in early, or be brought in on their day off. As we explore staffing further in this section, we will identify actual staffing levels. Actual staffing levels include regularly assigned personnel and those working in an overtime capacity to meet minimum staffing mandates.

Community Service Officers

Community Service Officers (CSOs) are civilian employees who are assigned to work the front desk. CSO duties include answering phone inquiries, lobby patron assistance, report writing, and extra patrol requests. They also previously handled LiveScan and fingerprint cards for community members. CSOs perform functions formerly handled by police officers and provide an invaluable resource, allowing officers more discretionary patrol time. Patrol was budgeted for two CSO positions; but the positions were eliminated through attrition for the FY 2020–2021 budget.

Prior to CPSM's site visit in September, CCPD restructured the organization for better efficiency and moved two CSOs from the Traffic Division to the front desk. This enabled changing the long-standing practice of having a desk officer, one police officer per shift, assigned to take reports at the front desk; this position was transitioned back into the field to respond to calls for service. CCPD is to be commended for increasing efficiencies in the field and at the desk.

Contemporary police agencies have civilian staff, such as CSOs, assigned to the front desk for these duties. CSOs work 5/8-hour shifts on weekdays, starting at 7:00 a.m. and ending at 5:00 p.m. There are no CSOs working on the weekends. As part of the changes it made, CCPD also ended the practice of providing LiveScan services in order to focus CSO time on handling reports and other duties as well as mitigation for COVID.

The value of CSOs cannot be overstated. They relieve officers from handling a myriad of duties that would otherwise encumber officers. When CSO vacancies occur, it has a significant impact on Patrol operations. Given that it is less costly and easier to recruit, train, and staff CSO positions compared to police officers, a concerted effort should be made to minimize vacancies in the CSO staffing levels.

CALL / WORKLOAD DEMAND

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

Crime statistics for Culver City indicate a near average level of violent crimes in comparison to the State of California and national levels, and almost double than average level of property crimes in comparison to state and national levels. These figures were discussed in Section 3 and depicted in Table 3-1. While slight fluctuations have occurred, crime has been trending downward since 2016, following a national path over the past ten years that began in the 1990s. The impact on crime in 2020 as a result of the pandemic and civil unrest are yet to be determined, but rates have shown fluctuations as indicated in Table 3-2, above.

Prevention of crime and the apprehension of criminals are at the forefront of responsibilities for police departments, but demands on police resources involve much more than crime. Traffic enforcement, the efficient flow of traffic through the community, and maintaining peace and order are but a few of the many such non-crime activities that fall into the scope of work of a police department. As we examine workload demands we will explore all activities.

The following table shows the main categories of calls for service the department handled during the study period of January 1, 2019 through December 31, 2019.

The 911/dispatch center recorded approximately 42,481 events that were assigned call numbers and which include an adequate record of a responding unit. When measured daily, the department reported an average of 116 patrol-related events per day. These data do not include directed patrol activities or out-of-service activities. As well some events had fewer than 30 seconds spent on the call (indicating the call had been canceled) or lacked arrival times or other pertinent call information. After excluding these categories, the analysis focused on the remaining 41,090 calls for service. The data include both officer-initiated activity and community-initiated activity, e.g., residents, alarm companies, transfers from other law enforcement agencies, etc.

TABLE 4-2: Total and Average Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,811	5.0
Alarm	2,317	6.3
Assist other agency	843	2.3
Check-area	288	0.8
Crime-person	825	2.3
Crime-property	2,230	6.1
Crime-substance	157	0.4
Disturbance	6,751	18.5
Investigation	1,188	3.3
Mental health	1,011	2.8
Miscellaneous	1,177	3.2
Parking/traffic related	4,579	12.5
Pedestrian contacts	2,864	7.8
Prisoner/warrant	406	1.1
Suspicious incident	2,248	6.2
Traffic enforcement	11,340	31.1
Unknown trouble	1,055	2.9
Total	41,090	112.6

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

In total, officers were involved in 41,090 calls during the 12-month study period, an average of 112.6 calls per day, or 4.7 per hour. The top five categories of calls accounted for 83 percent of all calls: 43 percent of calls were traffic activities, 16 percent were disturbances, 8 percent were suspicious activities, and 8 percent were crimes.

In the next table we examine both the origin of the call and the average time spent on a call by the primary unit. Community-initiated calls include calls from citizens, businesses, alarm companies, transfers from other law enforcement agencies, etc. Police-initiated refers to calls generated by a patrol officer or other Culver City police employees.

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TABLE 4-3: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	40.2	1,642	35.1	169
Alarm	15.0	2,305	16.0	12
Assist other agency	29.9	806	36.1	37
Check-area	21.5	52	14.0	236
Crime-person	40.6	808	44.5	17
Crime-property	42.2	2,137	54.2	93
Crime-substance	20.3	154	37.1	3
Disturbance	22.4	6,578	25.8	173
Investigation	32.0	784	58.1	391
Mental health	28.9	964	44.9	47
Miscellaneous	29.3	712	30.6	463
Parking/traffic related	22.5	4,128	29.7	451
Pedestrian contacts	NA	0	26.6	2,862
Prisoner/warrant	116.8	56	101.2	345
Suspicious incident	21.9	1,703	19.0	545
Traffic enforcement	NA	0	12.5	11,338
Unknown trouble	14.5	1,052	73.6	3
Weighted Average/Total Calls	26.2	23,881	19.6	17,185

Note: The information in Table 4-3 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call.

A unit's average time spent on a call ranged from 13 to 117 minutes overall. The longer weighted average times spent on calls were for community-initiated prisoner/warrant calls, at 117 minutes. The average time spent on crime calls was 41 minutes for community-initiated calls and 52 minutes for police-initiated calls. The overall average weighted time was 26.2 minutes for community-initiated calls and 19.6 minutes for police-initiated calls.

In the next two tables, we look at the average number of police units that responded to an activity. Generally, as CCPD deployed two-officer units in 2019, that translates to half the number of officers that responded. The information in these tables is limited to calls and excludes all events that show zero time on scene, directed patrol, etc.

TABLE 4-4: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	2.2	1,642	2.1	169
Alarm	1.8	2,305	2.1	12
Assist other agency	1.9	806	1.5	37
Check-area	1.6	52	1.2	236
Crime-person	2.7	808	2.5	17
Crime-property	2.0	2,137	2.6	93
Crime-substance	1.8	154	2.7	3
Disturbance	1.8	6,578	2.0	173
Investigation	1.8	784	1.4	404
Mental health	2.1	964	2.1	47
Miscellaneous	1.4	712	1.4	465
Parking/traffic related	1.3	4,128	1.2	451
Pedestrian contacts	NA	0	1.5	2,864
Prisoner/warrant	1.3	56	1.1	350
Suspicious incident	1.9	1,703	1.6	545
Traffic enforcement	NA	0	1.3	11,340
Unknown trouble	1.8	1,052	3.3	3
Weighted Average/Total Calls	1.8	23,881	1.3	17,209

Note: The information in Table 4-4 is limited to calls and excludes all events that show zero time on scene.

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TABLE 4-5: Average Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	581	546	515
Alarm	1,056	834	415
Assist other agency	384	266	156
Check-area	26	21	5
Crime-person	230	223	355
Crime-property	986	643	508
Crime-substance	68	54	32
Disturbance	2,899	2,352	1,327
Investigation	342	305	137
Mental health	342	349	273
Miscellaneous	507	159	46
Parking/traffic related	3,097	858	173
Prisoner/warrant	46	9	1
Suspicious incident	767	583	353
Unknown trouble	503	377	172
Total	11,834	7,579	4,468

Note: The overall mean number of responding units was 1.8 for community-initiated calls and 1.3 for police-initiated calls. Fifty percent of community-initiated calls involved one responding unit, 32 percent of community-initiated calls involved two responding units, and 19 percent of community-initiated calls involved three or more responding units. The largest group of calls with three or more responding units involved disturbances.

Calls for Service Efficiency

Further examination of various elements of the calls for service and patrol response data also warrants discussion. Data from Tables 4-2 through 4-5 provide a wealth of information about demand, workload, and deployment per call in Culver City. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations. According to the data in Table 4-3, Culver City primary patrol units on average take 26.2 minutes to handle a community-initiated call for service. This time is lower than the CPSM benchmark time of about 29.3 minutes for such a CFS, based upon our experience. Also, according to Table 4-5, the department dispatches an overall mean number of 1.8 units per community-initiated CFS. The number of officers dispatched (like occupied time) varies by category of call but is higher than the policing norms of about 1.7 officers per CFS due to CCPD deployment of two-officer units, so 1.8 units translates to 3.6 officers.¹

For police-initiated activities, the number of officers involved (1.3 vs. 1.8 units for community-initiated calls, which for units with two officers translates to 2.6 vs. 3.6 officers) is higher than policing norms. The average time spent on activities (19.6 minutes vs. 26.2 minutes for community-initiated calls) is slightly higher for police-initiated activities and lower for community-

1. CPSM benchmarks are derived from data collected in assessments of agencies studied by CPSM.

initiated calls compared to policing norms. The reasons for the disparities in time spent on community-initiated calls are beyond the scope of this study.

According to the following table, response times for CFS in Culver City average 13.4 minutes in the winter and 13.6 minutes in the summer. These response times are slightly higher, by a matter of seconds, than in many communities. In part this can be explained by Culver City's traffic congestion, as was noted by CCPD staff. Response time to the "highest-priority" CFS (Priority E), at 7.0 minutes, is slightly lower than the 7.8-minute benchmark for this category of CFS. Additional information concerning response times is included later in this section.

Table 4-6 provides a comparison of calls for service and workload data for the Culver City Police Department in relation to those of other agencies for which CPSM has conducted similar studies. As was earlier cautioned with FBI UCR crime report data, this is a broad comparison, and should be viewed in that framework. Factors such as demographics, service expectations, and the ability to provide for community and officer safety needs must be considered.

In comparing Culver City data to that from other studies conducted by CPSM, we look for significant statistical anomalies. The most significant anomalies observed are in the higher crime rate and higher than average workload percentages for both weekdays and weekends in both the winter and summer periods we studied. Culver City's experience generally falls within norms for other variables examined.

TABLE 4-6: CFS Comparisons to Other CPSM Study Cities

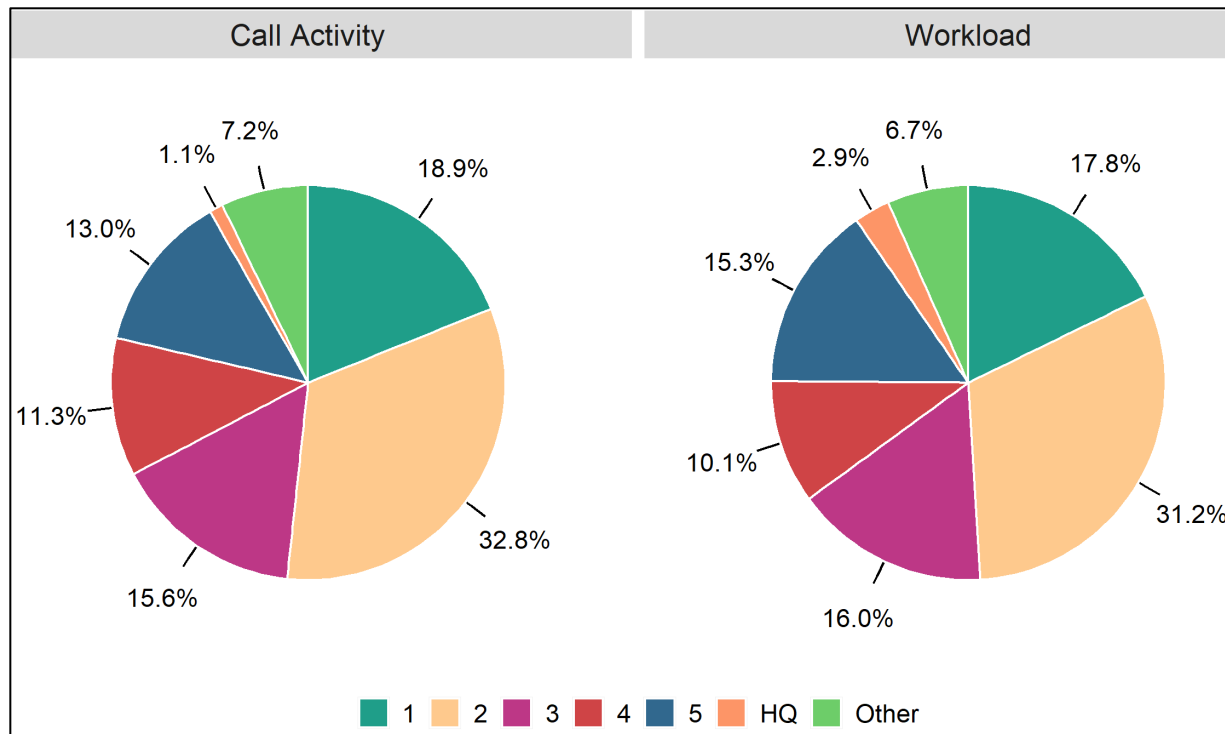
Variable Description	Mean	Minimum	Maximum	Culver City	CCPD vs. CPSM Comps
Population	66,963.6	4,474.0	833,024.0	38,883	LOWER
Officers per 100,000 Population	180.5	58.4	591.4	291	HIGHER
Patrol, Percent of Total Sworn*	66.1	32.4	96.8	66	HIGHER
Index Crime Rate, per 100,000	3,117.0	405.0	10,441.7	4,668	HIGHER
VCR (Violent crime rate, per 100,000)	339.5	0.0	1,776.5	464	HIGHER
PCR (Property crime rate, per 100,000)	2,779.9	319.0	8,981.7	4,203	HIGHER
Avg. Service Time, Police CFS	18.1	7.1	47.3	19.6	HIGHER
Avg. Service Time, Public CFS	29.3	13.0	54.7	26.2	LOWER
Avg. # of Responding Units, Police CFS	1.2	1.0	2.0	1.3	HIGHER
Avg. # of Responding Units, Public CFS	1.7	1.0	2.6	1.8	HIGHER
Workload Percent, Weekdays Winter	33.3	5.1	65.8	47	HIGHER
Workload Percent, Weekends Winter	33.7	4.1	69.0	46	HIGHER
Workload Percent, Weekdays Summer	35.8	5.5	85.7	50	HIGHER
Workload Percent, Weekends Summer	37.1	5.0	82.0	49	HIGHER
Average Response Time, Winter (min.)	13.1	3.1	45.6	13.4	HIGHER
Average Response Time, Summer (min.)	13.5	2.4	47.6	13.6	HIGHER
High-priority Response Time (min)	7.8	2.8	23.1	7.0	LOWER

***Note:** The Patrol, Percent of Total Sworn data is based on 60 departments studied. All other categories based on more than 130 police agencies studied.

Geographic Call Distribution

Here we examine call demand by the beats established by the department. As can be seen in the following figure and table, District 4 had the lowest percentage of calls per day and lowest workload (hours required to complete calls). District 2 had the highest percentage of calls per day and the highest workload.

FIGURE 4-1: Percentage Calls and Work Hours, by District



Note: The "other" category includes 2,957 calls not mapped to a district. The call's city field identified 285 calls within Culver City, 2,295 calls in Los Angeles, 139 calls within Los Angeles County, 210 calls lacking city information, and 28 calls associated with miscellaneous cities.

TABLE 4-7: Calls and Work Hours by Service Area, per Day

District	Per Day		Area (Sq. Miles)	Population (2020 Est.)
	Calls	Work Hours		
1	21.3	11.5	1.19	5,492
2	36.9	20.1	1.73	16,648
3	17.6	10.3	0.67	6,123
4	12.7	6.5	0.94	6,015
5	14.7	9.9	0.60	5,278
Headquarters	1.3	1.9	NA	NA
Other	8.1	4.3	NA	NA
Total	112.5	64.5	5.14	39,185

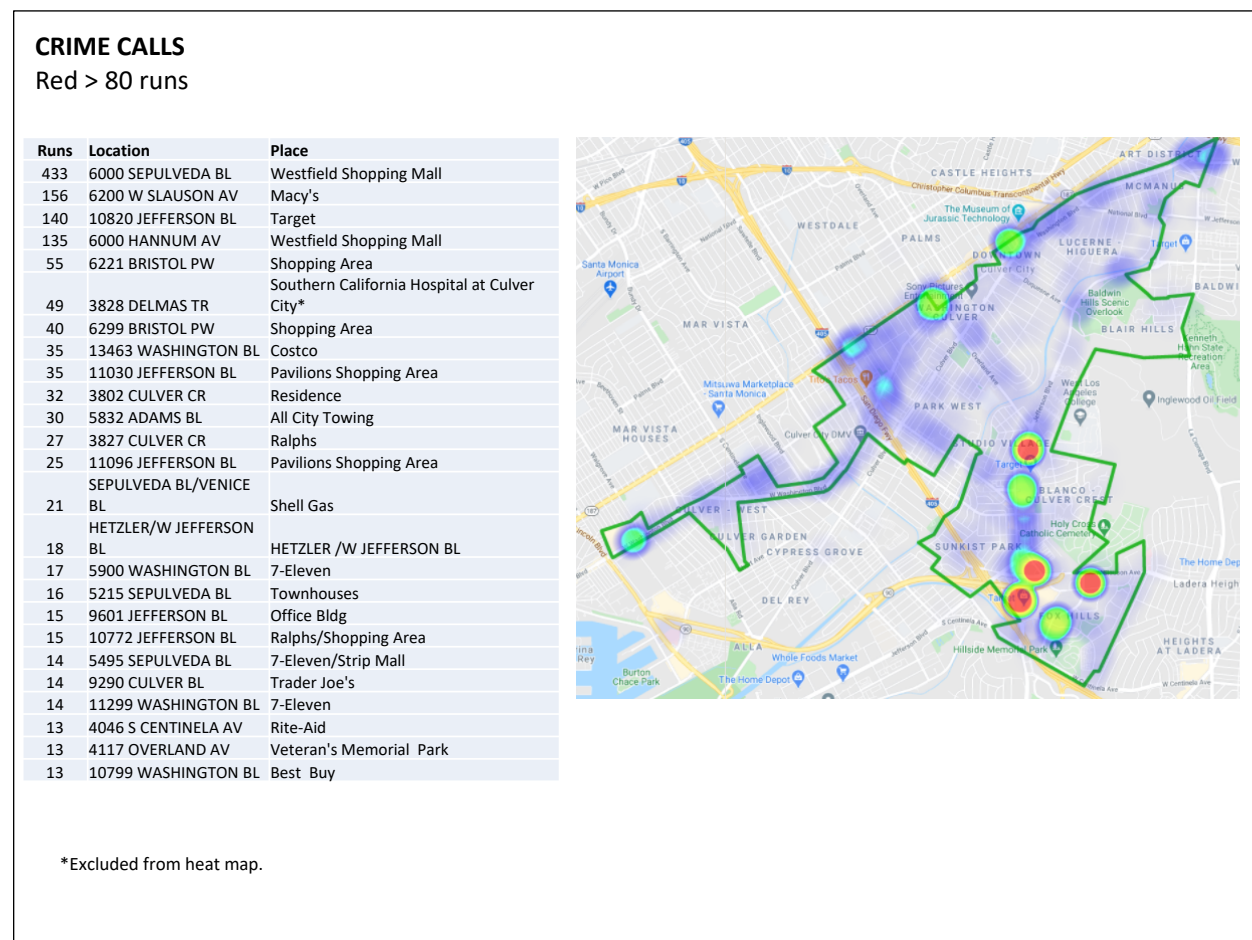
Note: The supplied population values and square mileage focus on the five main police service areas.

District 2 had the most calls and workload, and it accounted for 33 percent of total calls and 31 percent of the total workload. Excluding calls located at headquarters or with an undefined district, an even distribution would allot 20.6 calls and 11.7 work hours per district.

This information is provided for department review in determining appropriate service area configurations. CPSM makes no recommendation as to such boundaries.

In the following figure, we examine locations with a high call volume involving reports of criminal activity. This may include assaults, robberies, burglaries, larceny including shoplifting, auto crimes, etc.

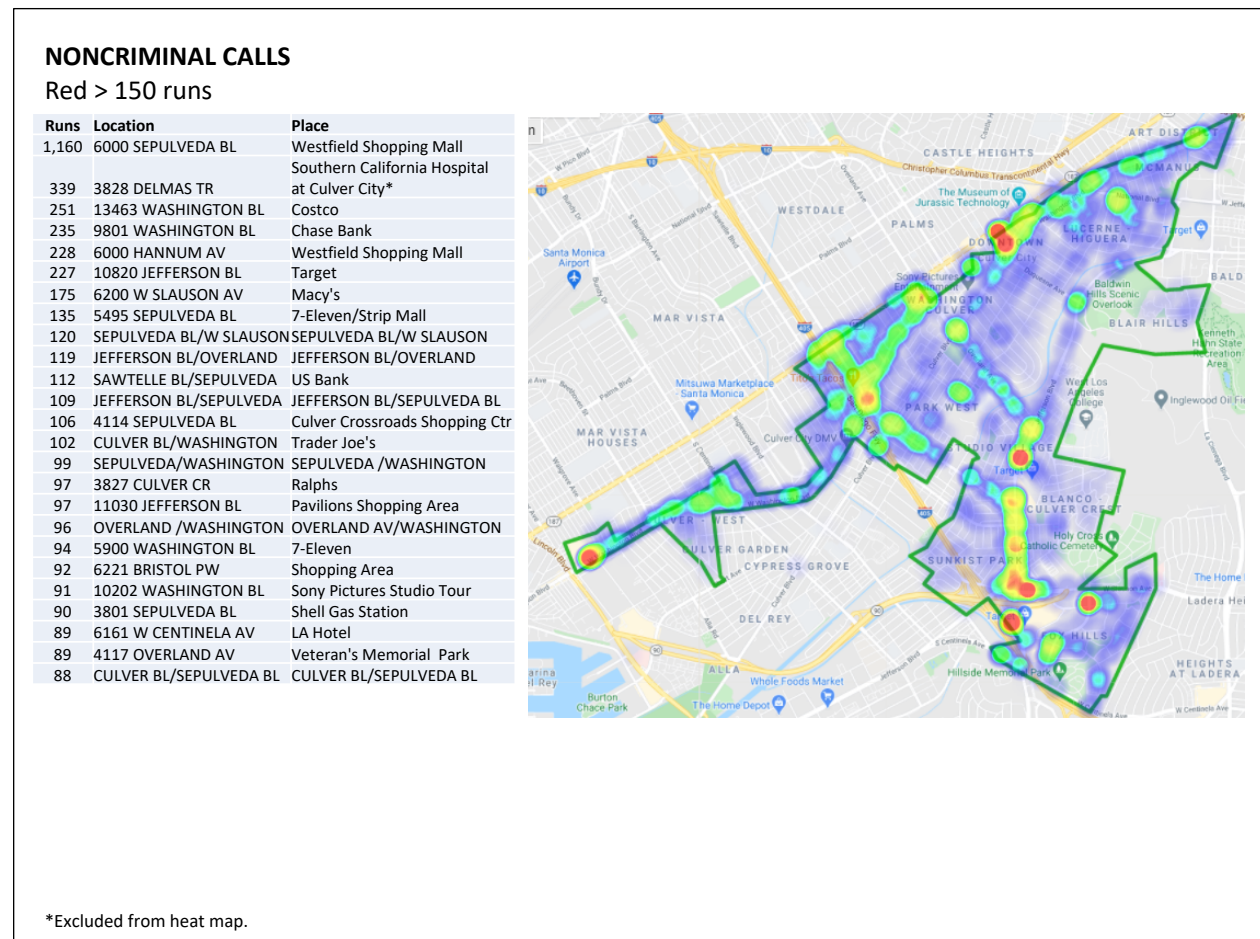
FIGURE 4-2: High-volume Locations for Crime Calls



Three of the top four crime call locations are within or at the Westfield Shopping Mall, including Macy's department store. Target is also a high-crime location, and is located not far from the mall. Typically, when CPSM examines locations with high call volume, hospitals and police stations nearly always appear on the list. This is due to initial reports of a crime often being reported at these locations, though the actual crime occurred elsewhere. These locations are therefore excluded from consideration. The remaining high profile "hot spots" at the Westfield Shopping Mall and Target should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at these locations. CCPD should work closely with private security at the shopping centers to minimize theft, which reduces the demand placed on patrol resources.

In the next figure, we examine locations with high call volume involving noncriminal activity. This may include a family dispute, traffic accident, a suspicious person, a disturbance involving a customer, a parking complaint, or any number of other calls that do not result a criminal investigative report.

FIGURE 4-3: High-volume Locations for Calls for Service Stemming from Noncriminal Activity



Westfield Shopping Mall had more than five times more high-volume calls for service than the next high-volume call location, Costco, followed by Chase Bank and Target. This localized workload demand lends itself to opportunities to target and abate the activities. Again, the hospital was not included for consideration.

The department should examine calls for service at these and other high-volume call locations in an effort to identify opportunities to mitigate the need for such frequent police response. Patrol should work collaboratively with interested parties, and crime reduction strategies could be put into place to accomplish this. This may include security assessments for target hardening, use of security cameras, and providing crime prevention tips for residents of these more highly impacted locations. This is commonly a role for crime prevention and crime analysis personnel.

Call Mitigation

In all of our studies, CPSM examines call mitigation as a tool to reduce workload demand. In evaluating the workload, response to alarm calls is always considered, as alarm response

numbers as a percentage of calls for service are generally high, and the ratio of legitimate to false alarms is extremely low. In general, the rate of false alarms is about 97 to 98 percent of all activations. Though not popular with residents and the business community, some police departments have found it necessary to discontinue the response to alarms in certain circumstances due to the burden associated with false alarm response.

Culver City regulates alarm activity through section 2016-008 of the Municipal Code, Chapter 11.04. The ordinance was thoroughly reviewed and found to be comprehensive. It includes a modest permit fee of \$10 for a residence with a non-monitored alarm, and \$18 annually for all classes of alarms. Each permit holder is entitled to one "free" false alarm during the annual permit cycle; thereafter, each subsequent false alarm is subject to a fine of \$120 for the second response and \$235 for additional chargeable responses. Culver City provides an Alarm User Awareness Class (CCMC 11.04.050) to educate alarm users on the problems created by false alarms and instruct them on how to help reduce false alarms. Those who attend the class receive a certificate that can be used to waive one false alarm fee. Culver City is to be commended for the extraordinary steps it has taken to educate and mitigate false alarm response.

During the one-year study period, the CCPD responded to 2,317 alarm calls, or 6.3 calls per day, which translates to 6 percent of the calls per day. While any number of false alarms has some negative impact on police operations, for a city of this size 6.3 calls per day is slightly above the norm. CPSM suggests that the city work to make sure that all false alarm violations are charged as defined in the Municipal Code; this will help mitigate unnecessary police responses. No changes are required of the department's protocol in response to false alarms. Any modification would likely be unpopular.

Along with reducing responses to alarms, another option commonly considered by police departments in an effort to reduce workload is discontinuing of responses to non-injury traffic accidents where the involved vehicles do not pose a traffic hazard. Many agencies have adopted this policy, or one that limits the response and investigation to an exchange of driver information.

CPSM considered this for Culver City as well. However, an average of five accidents per day does not significantly impact workload since motor and traffic officers handle most collisions. Further, CCPD already facilitates driver exchange of information in the field as well as a recently added option with online reporting. CPSM suggests that no changes in protocol take place. Additional detail on traffic matters is covered later in this section.

In September 2020, CCPD launched an online reporting system so community members can file an online report for custody order violations, harassing phone calls, hit and run property damage only accidents, identity theft, lost property, minor traffic collisions with no injuries, malicious mischief, and vehicle tampering. This service is convenient for the public and helps mitigate unnecessary police responses. Online reporting also assists in the transition from the patrol officers working the front desk to CSOs, as was mentioned earlier.

In light of the pandemic, police agencies with online reporting are revisiting the types of reports accepted and expanding the types accepted to enable community members to safely report incidents and crimes. CCPD is to be commended for taking this proactive step and is encouraged to continuously evaluate the types of incidents for which online reports can be accepted.

To this point, we have focused largely upon the number of calls and other patrol workload activities for the one-year study period. In the section that follows we will examine how the patrol

force allocates time and resources to this workload and other activities. This analysis will assist the city in determining necessary staffing of the patrol function.

Non-call Activities

By necessity, officers engage in a variety of activities that are referred to as “out of service” or “non-call” activities. In the “Deployment and All Workload” figures that follow in this section, this work is accounted for in the magenta section of the graphs. As is reflected in the figures, this non-call activity often accounts for a substantial amount of the workload, generally more time than that committed to self-initiated activities.

In the period from January 1, 2019 to December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 12,073 activities remained. These activities had an average duration of 65.3 minutes.

The following table shows how out-of-service activities are classified by the department in the computer-aided dispatch (CAD) system, the frequency of occurrence, and the number of minutes, on average, for each occurrence.

TABLE 4-8: Activities and Average Occupied Times by Description

Description	Ave. Occupied Time, in Min.	Count
Mechanical	47.8	29
Out at court	133.9	62
Out at station	66.5	4,841
Out at station—available	75.3	249
Out at station—unavailable	51.4	1,141
Out of range	91.6	75
Out on a detail	76.8	2,409
Out unit—available	89.2	3
Report writing	89.8	765
Training-drill	92.8	13
Vehicle service	33.6	155
Administrative—Weighted Average/Total Activities	69.4	9,742
Meal break	52.1	1,866
Restroom break	32.3	465
Personal—Weighted Average/Total Activities	48.2	2,331
Weighted Average/Total Activities	65.3	12,073

The most common out-of-service description was “out at station.” The recorded personal activities were meal and restroom breaks. “Out at court” showed the longest average time. The average time spent on administrative activities was 69.4 minutes and for personal activities it was 48.2 minutes.

This information is provided to enable the department to evaluate the appropriateness of these activities, both in terms of the frequency and encumbered time.

WORKLOAD DEMAND ANALYSIS

Uniformed patrol is considered the “backbone” of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

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

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems.”²

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

Staffing decisions, particularly for patrol, must be based on actual workload as well as ensuring that sufficient staffing exists to respond to emergency situations involving the safety of the public and officers alike. Once the actual workload is determined, and the amount of discretionary time is determined, then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund service. The Culver City Police Department is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at

2. John Campbell, Joseph Brann, and David Williams, “Officer-per-Thousand Formulas and Other Policy Myths,” *Public Management* 86 (March 2004): 22–27.

workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities), it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type enables identification of activities that are really “calls” from those activities that are some other type of event.

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

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

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

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

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an officer’s standpoint, once a certain level of CFS activity is reached, the officer’s focus shifts to a CFS-based reactionary mode. Once that threshold is reached, the patrol officer’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes, “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the department personnel data available at the time of the site visit (September 2020), the department was authorized for 117 full-time sworn officers in FY 2019–2020, but due to budget impacts that number was reduced through attrition to 113 in the current FY 2020–2021 budget. When fully staffed, 75 of those personnel are assigned to patrol functions (includes

lieutenants, sergeants, and officers/patrol, traffic, and K9). When fully staffed, patrol staffing would thus represent 66 percent of total sworn staffing, meeting CPSM's Rule of 60 recommendation.

At the time of the submission of this report the department had filled all but three patrol officer vacancies. Thus, at present, patrol staffing represents approximately 64 percent of the available/authorized sworn officers in the Culver City Police Department. Therefore, the patrol function is within recommended staffing levels compared to total department operations.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service and self-initiated arrests, etc. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands in the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is "saturated" by CFS.

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

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

While the call data referenced in Tables 4-2 to 4-8 reflected call activity for the entire one-year study period, for this portion of the study we examine not just the total number of calls, but the actual time spent on these calls as well as other duties. Here, we compare "all" workload, which includes other-initiated calls, police-initiated calls, directed patrol work, and out-of-service activities. We examined deployment and workload for four weeks in winter (January 4 through February 28, 2019) and four weeks in summer (July 7 through August 28, 2019).

The department's main patrol force consists of patrol sergeants, one-person patrol units, and two-person patrol units. During 2019, deployed officers operated on 12.5-hour shifts starting at 7:00 a.m. and 7:00 p.m. The police department's main patrol force deployed an average of 5.7 units per hour during the 24-hour day in winter 2019 and an average of 6.0 units per hour in summer 2019. When additional units (Jail, K9, Traffic, Motor, and Parking units) were included, the department averaged 9.1 units per hour during the 24-hour day in winter 2019 and 8.9 units in summer 2019.

In Figures 4-4 through 4-11, our analysis examines solely Patrol deployment (community service officers, K9 officers, and Traffic units are referred to as added patrol). We did not include

functions such as parking enforcement, SRO, detectives, etc. This allows for assessment of how the department and its patrol force is positioned to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and address traffic issues in the community. We considered only those personnel who reported for duty rather than authorized staffing levels and described the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday).

A closer examination of Figures 4-4, 4-6, 4-8, and 4-10 reveals a spike in deployment around 2:00 p.m., as well as a lower peak in deployment about 7:30 p.m. when additional units from K9 and Traffic were working. The number of personnel available throughout the day varies from as few as five officers in the early morning hours, to as many as 16 officers at 2:00 p.m.

These same figures illustrate the deployment of patrol resources and added resources to handle the workload. Workload includes community-initiated CFS, police-initiated CFS, out-of-service/non-call activities, and directed patrol activities. Again, in these four figures representing deployment and all workload for weekdays and weekends in both winter and summer, personnel including K9, Traffic, and CSOs, sworn and civilian, are reflected as added patrol.

In Figures 4-5, 4-7, 4-9, and 4-11, the saturation index is explored. Patrol resources that are available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100. The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above in the Rule of 60, Part 2, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The data reveal that the CCPD patrol function is under stress during the afternoon and evening hours both winter and summer, both weekdays and weekends.

Consideration must be given to ensure there is ample time for officers to prepare reports and perform other administrative functions related to handling calls for service. Often, officers build this time directly into the service time of the call. Other times, officers take themselves out of service to perform this work, or remain available in the dispatch system and perform these functions as they are waiting for the next assignment. Regardless of the method used, it is important to have resources available to support this important role. The overlap of shifts provides this resource, as does providing enough officers on each shift so that administrative work can be accomplished while simultaneously providing enough officers to handle community demands.

In summary, daily saturation indexes in the 46 percent to 50 percent range during the time periods under observation suggest that CCPD officers on patrol operate with sufficient discretionary time to address crime, disorder, and traffic issues as well as be available for emergencies as they arise. It should be noted that the aforementioned change to a hybrid patrol schedule deploying the 4/10 shift work schedule during the week and 3/12.5 shift work schedule during the weekend could impact workload, but is outside the scope of this assessment. To explore the impact of these schedules, further data analysis would be needed in the future once the shifts have been deployed for a significant time.

FIGURE 4-4: Deployment and All Workload, Weekdays, Summer 2019

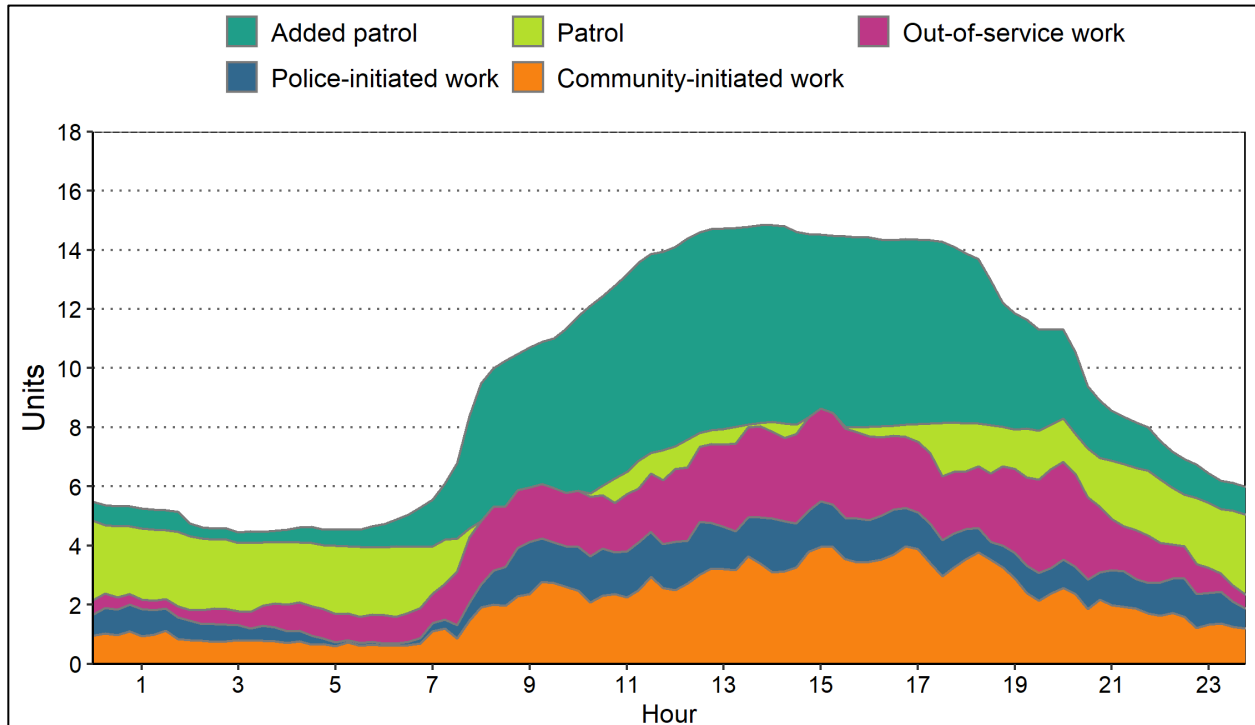


FIGURE 4-5: Percentage of Workload, Weekdays, Summer 2019

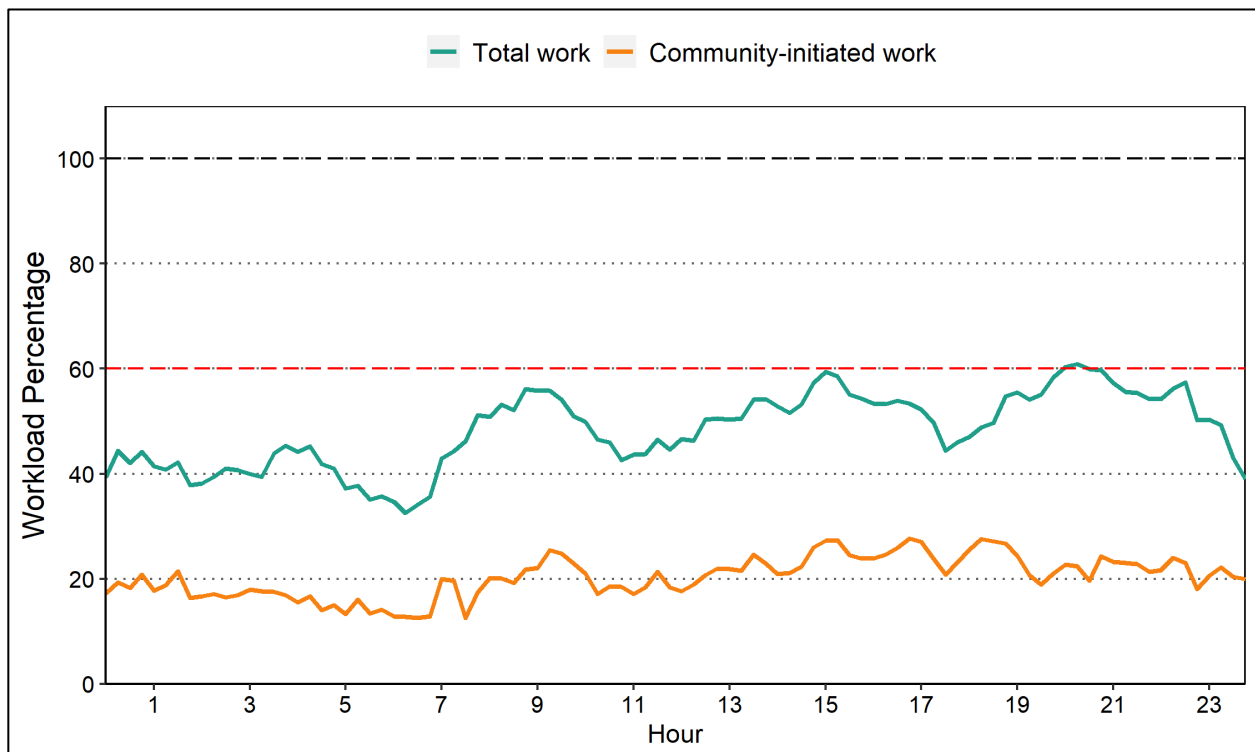


FIGURE 4-6: Deployment and All Workload, Weekends, Summer 2019

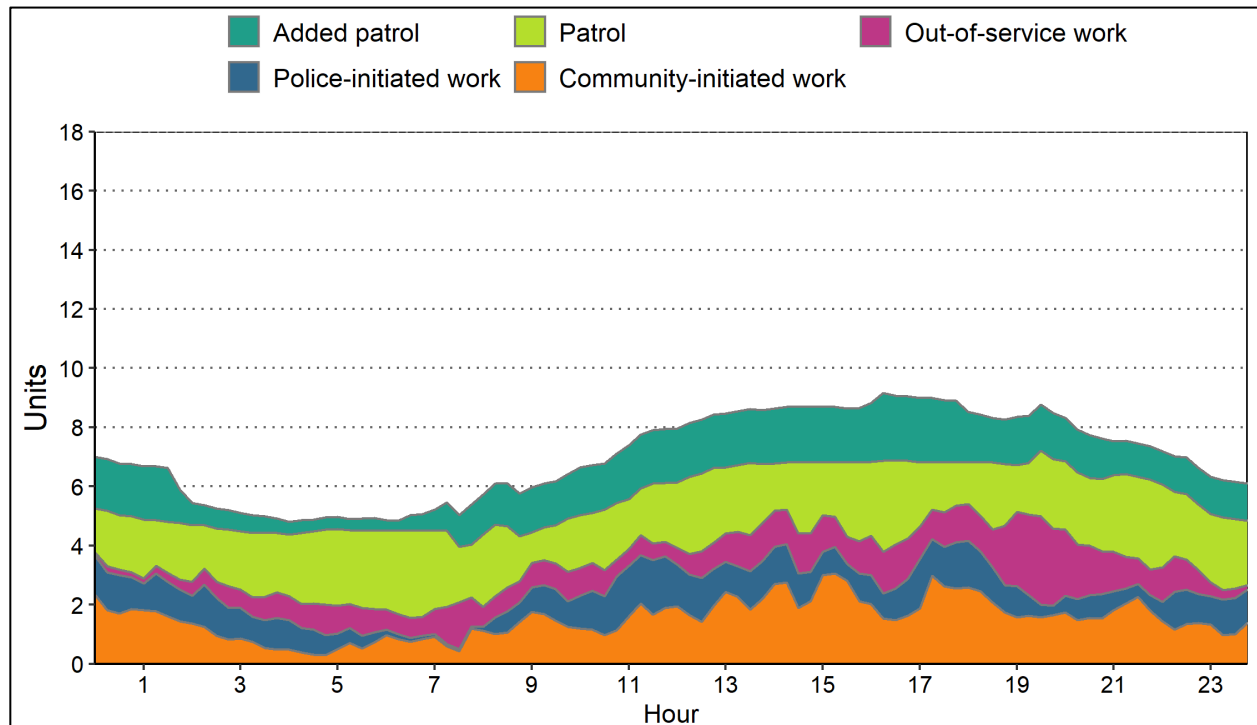


FIGURE 4-7: Percentage of Workload, Weekends, Summer 2019

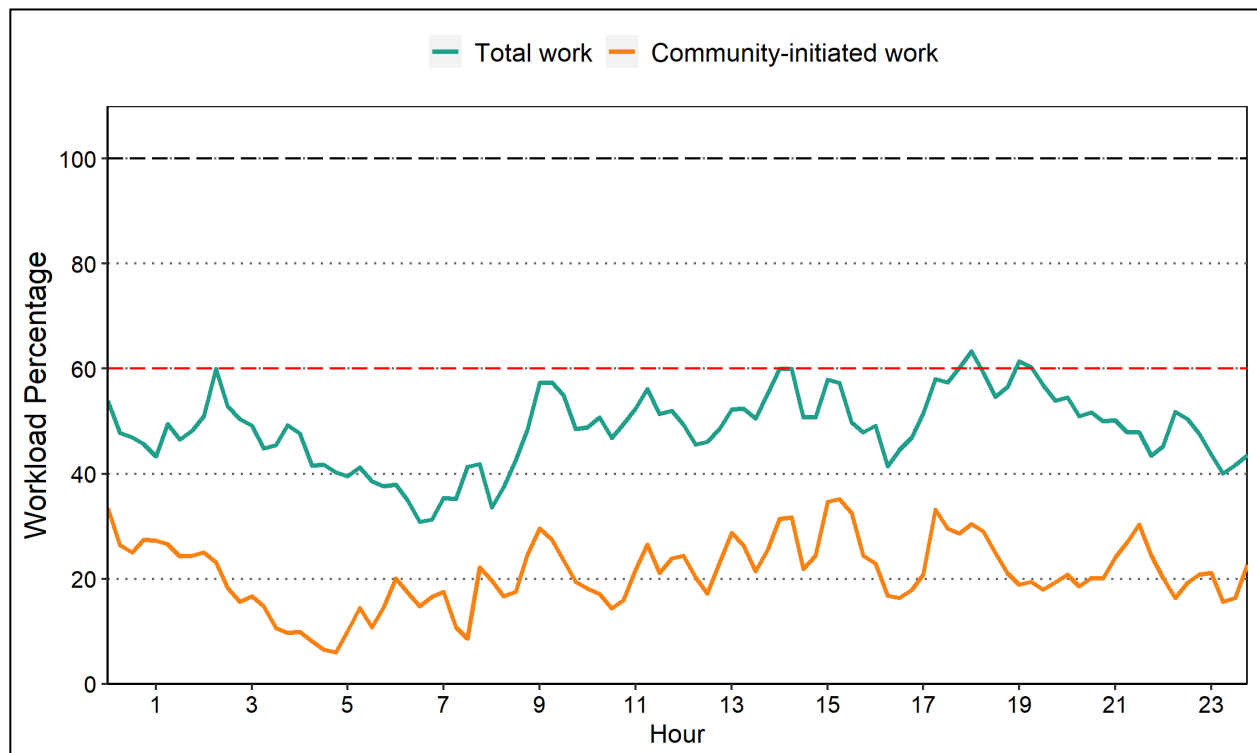


FIGURE 4-8: Deployment and All Workload, Weekdays, Winter 2019

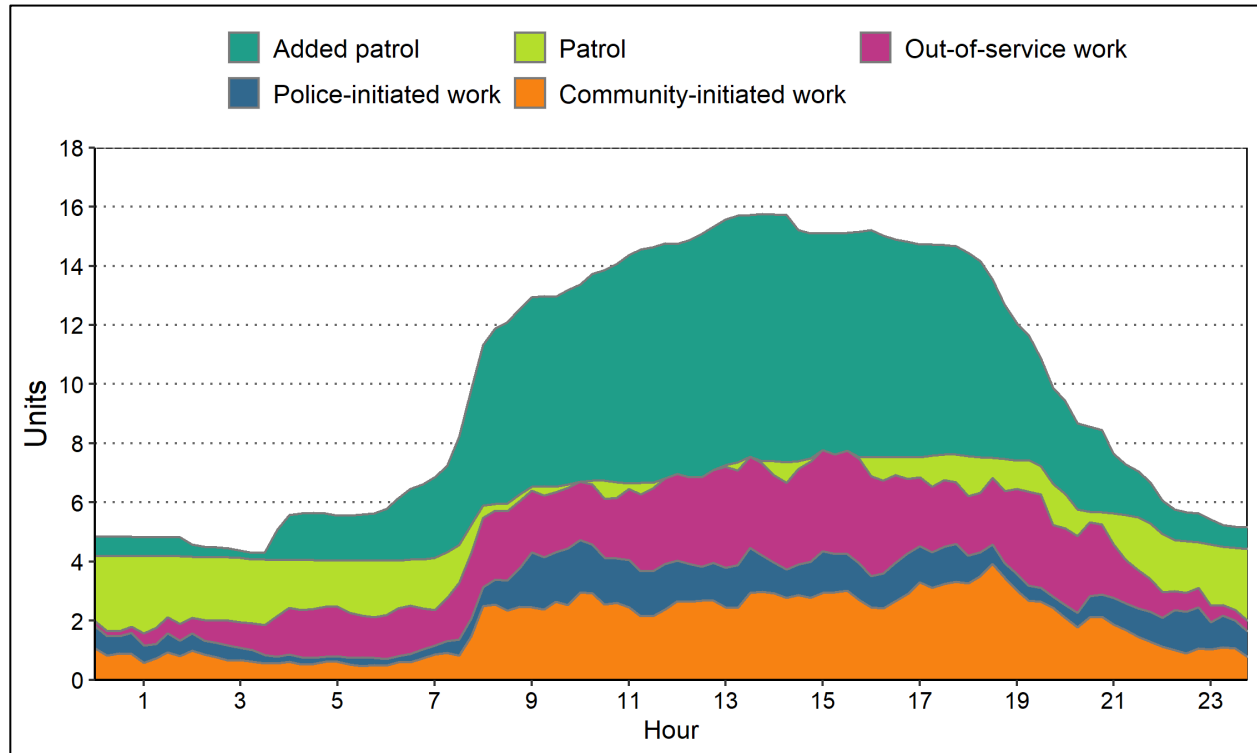


FIGURE 4-9: Percentage of Workload, Weekdays, Winter 2019

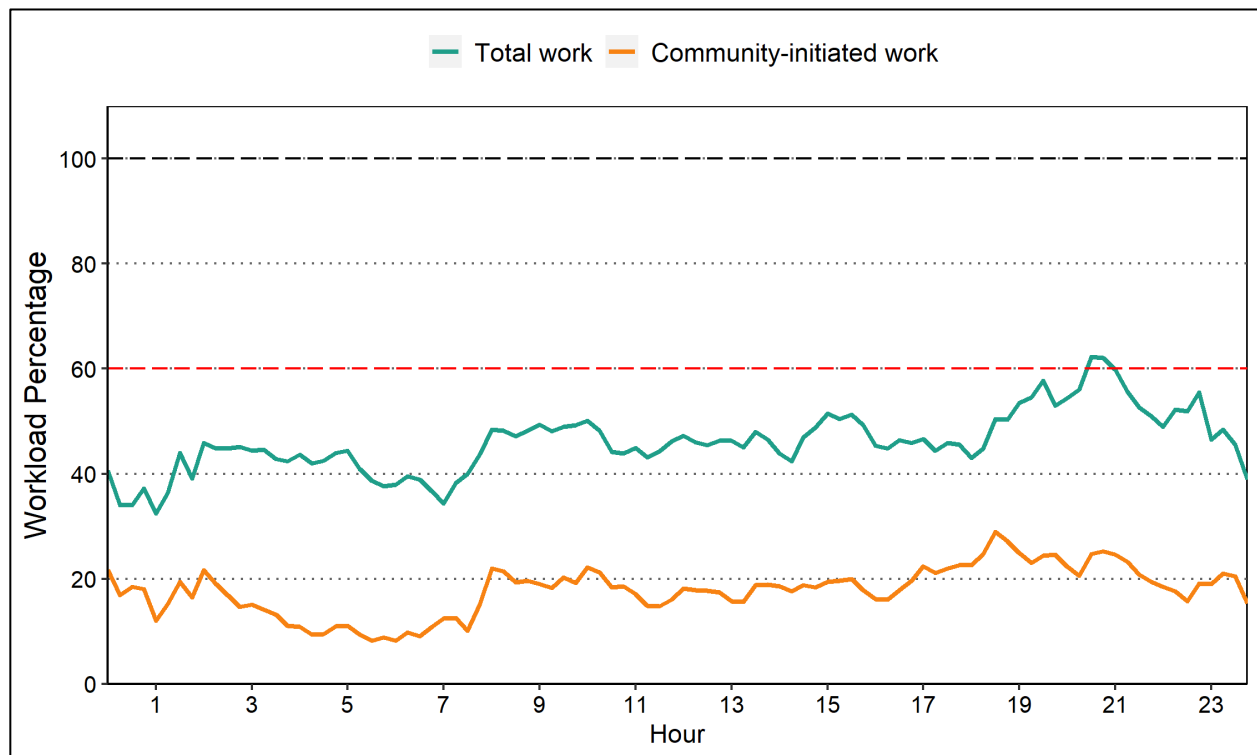


FIGURE 4-10: Deployment and All Workload, Weekends, Winter 2019

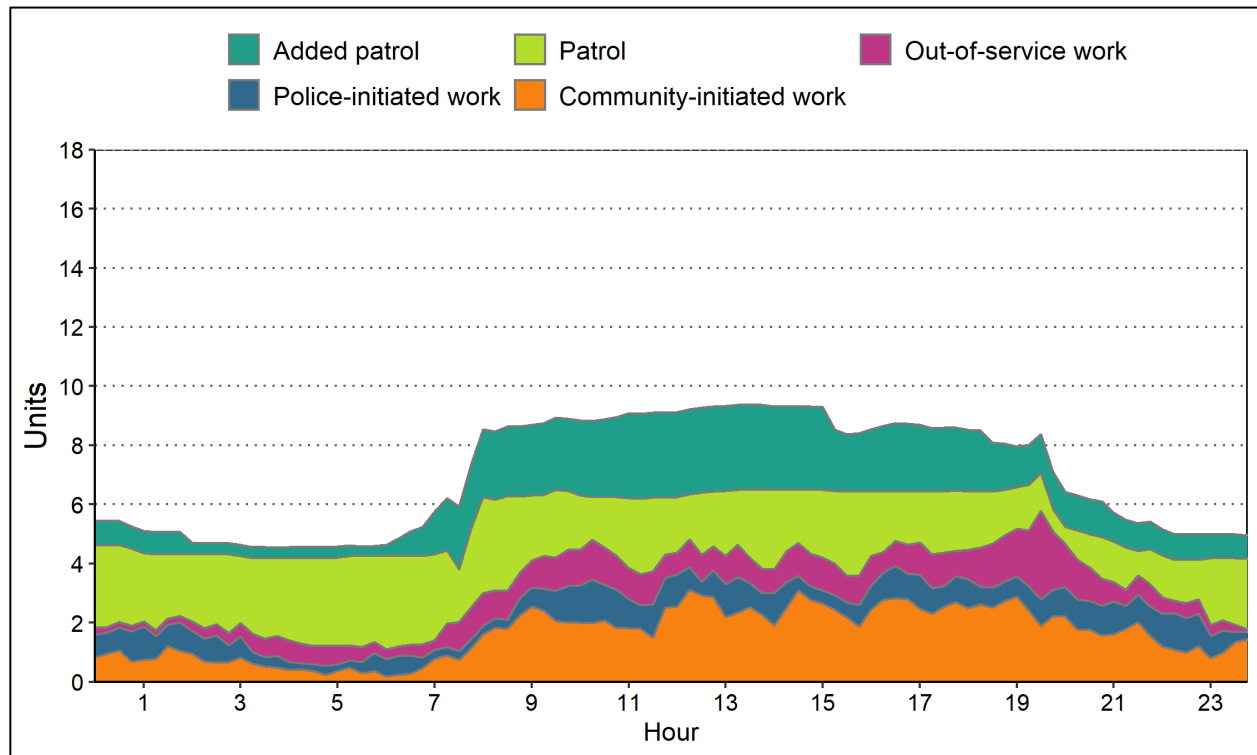
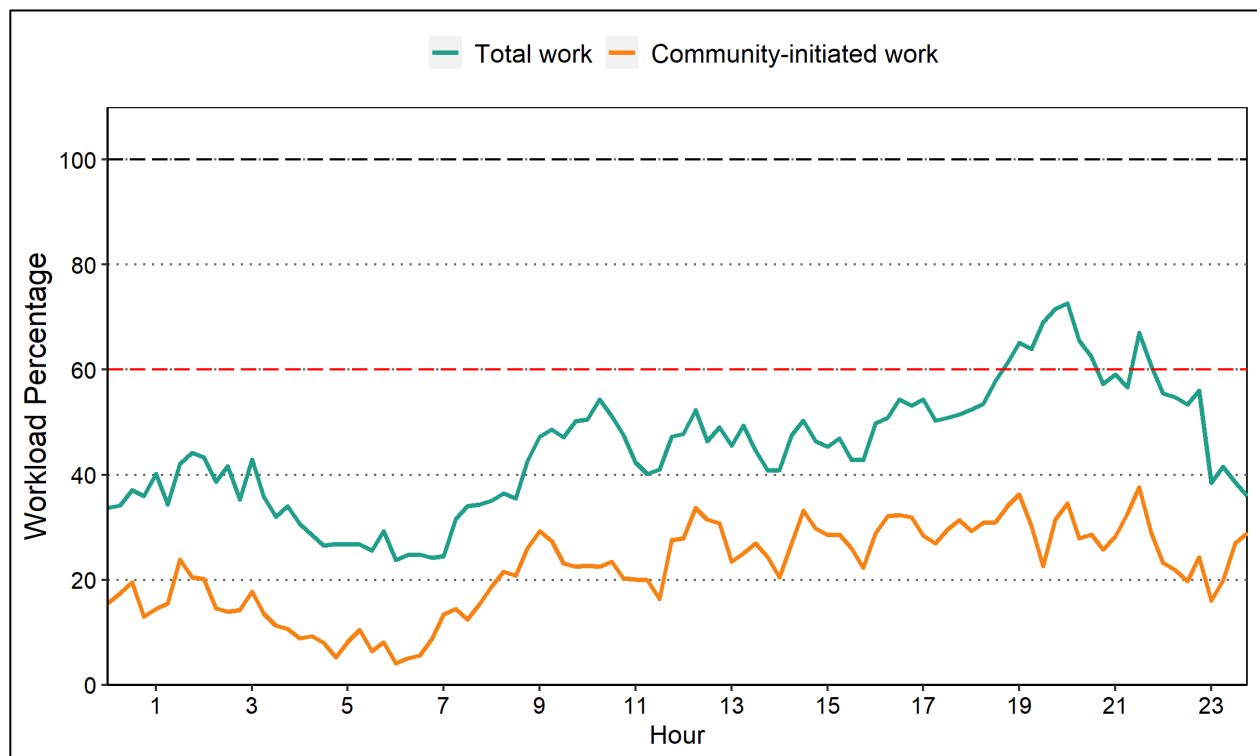


FIGURE 4-11: Percentage of Workload, Weekends, Winter 2019



Patrol Workload Demand Summary

We have extensively discussed workload to this point. It is evident from the data that the department's present workload is within the standards established in the "Rule of 60" discussion.

The average workload for all work (based upon existing staffing and deployment) during the winter period was at 47 percent on weekdays, and 46 percent on weekends. In the summer period, the average Saturation Index was at 50 percent on weekdays and 49 percent on weekends.

The peak Saturation Index during the winter was at 62 percent on weekdays, and 73 percent on weekends. The peak Saturation Index during the summer was at 61 percent on weekdays, and 63 percent on weekends. Based upon this data, the workload is met by the available resources, suggesting that the patrol function is adequately staffed to meet workload demands.

Productivity

Based upon data provided by the department for the one-year period of January 1, 2019 through December 31, 2019, officers responded to 23,881 calls for service from the public and conducted 17,209 self-initiated activities. The department further reported that personnel assigned to Patrol (patrol officers, field motor/traffic officers, and K9s) totaled 59 (does not include accident detective, automated enforcement officers, and vacant positions). The department indicated in 2019, 6,305 reports taken, 2,312 arrests made, and 6,172 traffic infraction citations issued.

If one assumes every activity was handled equally and each patrol officer worked the equivalent of 147 (assumes eight weeks of leave on average), each of the 59 patrol officers served as the primary handling unit on about 404.8 calls for service from the public (2.8 calls per shift); conducted 291.7 self-initiated activities (2 per shift); wrote 106.9 formal police reports (1 report every other shift); made 39.2 arrests (1 arrest every 4 shifts); and issued 104.6 traffic citations (1 traffic citation nearly every shift).

These numbers are skewed on the high side, as not all activities were handled by Patrol officers alone, but the numbers provide a point of reference as to activity level. For instance, Patrol sergeants occasionally handle limited calls for service and engage in enforcement activities. CSOs handle calls for service, though they would not engage in arrests or issue traffic citations. Should sergeants and CSOs be included in the calculations, the per-officer numbers would be adjusted (reduced) accordingly. As can be seen in Figures 4-4 to 4-11, out-of-service/non-call activities generally consume a larger portion of the officers' time than self-initiated activities, though some of this time may be attributable to work related to a self-initiated activity (e.g., report writing).

It is understood that some officers are more active than others, and their individual data will vary from the averages, up or down.

POLICE SERVICE DOGS (K9)

The Culver City Police Department has used Police Service Dogs (PSDs) or K9 teams, which consist of a full-time sworn officer/handler accompanied by a PSD or K9, since the 1980s. K9 teams assist in drug enforcement, search and rescue, apprehension, and public relations.

A patrol mid-watch sergeant supervises two K9 officers as a collateral duty. The K9 officers are assigned to staggered 4/10-hour workdays, wherein one K9 officer works Sunday through

Wednesday and the other works Wednesday through Saturday, both from 2:00 p.m. to 12:00 a.m. The K9 teams are trained in patrol apprehension and narcotics detection. A review of K9 deployments indicates no litigation, which reflects favorably on the training and supervision of the program.

CCPD Policy 311 covers initial and on-going training, records, deployment criteria, bite reports, etc. CPSM reviewed the policy and found it to be comprehensive; however, there was no information regarding handler selection and the length of assignment. Staff indicated the K9 officer may remain in the assignment for a minimum of four years or for the serviceability of the PSD. With no maximum assignment time described in policy, it appears that an officer by default could remain as a handler indefinitely although this is not the practice or intention of CCPD. CPSM recommends the policy be updated to include the process for handler selection as well as the length of service in the assignment.

K9 officers have weekly training days falling on Wednesdays, plus one hour per shift, totaling 52 training hours a month. Training days are regularly held at the K9 vendor's facility. Each K9 team has successfully passed the Peace Officers Standards and Training (P.O.S.T.) K9 certification school. Additionally, both K9 teams attend annual recertification through the California Narcotic Canine Association.

In many agencies, K9 units have limited responsibilities and are often held in "reserve" to respond to calls requiring a K9 or provide back-up support, which limits their involvement in a case. They rarely handle calls for service, write few crime reports, issue few traffic citations, and make few arrests. CPSM asserts that in all but the largest of agencies and where K9 calls are common, this leads to a wasteful use of the handler officer's time. To its credit, the Culver City PD has not exempted the K9 units assigned to patrol from handling calls for service and all other patrol officer-related duties. This results in a much more productive use of this valuable resource.

The following table summarizes K9 deployments for the past few years.

TABLE 4-9: K9 Calls for Service, Arrests, Bites, 2017 to 2020 YTD

	2017	2018	2019	2020 YTD*
Calls for service	1,765**	1,786	2,064	561
Arrests	110	78	48	25
Bites	4	0	0	1

Source: Culver City Police Department. *YTD through April 2020. **One K-9 only worked four months in 2017.

Both K9 teams are assigned take-home police units: one is a Ford Explorer and the other a Ford Crown Victoria. The units have been equipped for K9 use. The vehicles also have an internal heat monitoring system to alert the K9 officer if the interior becomes too hot while the K9 is inside. If activated, an alarm signals a device on the officer's duty belt, the rear windows roll down, and the unit horn alarms until the system is reset. This system is important as many times throughout the shift the K9 remains in the patrol unit while the K9 officer is away handling other duties.

The K9 Unit uses logs to record deployments, training, bites, and all activities associated with operations. CPSM learned that the tracking of management reports is mostly done by hand and memorialized in memorandums. Due to the high liability associated with a K9 program, this process is outdated and time-intensive. Although bites are tracked with other use of force incidents in the department's Blue Team risk management software, CPSM recommends the department research K9 program software to track and manage the K9 program.

Patrol Recommendations:

- Implement patrol shift limitations to require officers to move to another shift after a pre-determined amount of time, e.g., after two four-month shift deployments on the same watch. (Recommendation No. 5)
- Implement an annual leave scheduling procedure for vacation leave. (Recommendation No. 6)
- Purchase personnel management/scheduling software to assist with overtime management. The software must have the capability to combine scheduling with time, attendance, overtime management, and payroll functionality into a single database for enhanced efficiencies. (Recommendation No. 7)
- Revisit online reporting procedures to potentially expand the types of reports accepted online. (Recommendation No. 8)
- Review and update the K9 policy to include the process for handler selection as well as the length of service in the assignment. (Recommendation No. 9)
- Research and implement software to track and manage the K9 program. (Recommendation No. 10.)

SPECIALIZED PATROL FUNCTIONS / COLLATERAL DUTIES

Field Training Officer Program (FTO)

The Field Training Program (FTP) is one of the most important functions in any police department. The purpose of the FTP is to train new officers so that each is prepared to function as a solo beat officer at the conclusion of their training cycle. All new officers, and those hired as lateral officers from another police agency, attend one of several local public safety training academies that are approved California P.O.S.T. Basic Academies. The academy provides the minimum training requirements for California, which is a full-time, 888-hour (six month), intensive course.

Experienced officers are selected as field training officers (FTOs) to train police academy graduates and lateral officers over a six-month program. The FTOs serve as role models for new recruits and shape their behavior and understanding of the CCPD vision, philosophy, and operational processes. Field training officers have the dual responsibility of providing police service in their assigned beats, as well as conducting training and evaluations for new officers.

The FTP is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties. Although an officer graduating from the academy has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer. Newly assigned officers must receive additional training in the field where they can learn from officers who have a great deal of practical patrol experience.

The FTP introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the department. The Field Training Officer (FTO) Manual is based upon the California P.O.S.T. Training Guide. The CCPD FTP is a 26-week program and each new officer is required to successfully complete the two-week orientation and four-phase program in which each phase lasts six weeks. Trainees are rotated through different training officers during their four phases. Once the trainee successfully completes all phases, they move to solo-officer capacity. During that time, the new solo-officer is assigned to the same shift the FTO is working. This allows the prior

FTO to informally “shadow” the new officer by responding to the same calls for service to monitor and provide a resource to the new officer. The “shadow” portion is not part of the FTO program, rather an additional means to ensure the new solo officer is successful.

The department’s FTO Manual (506 pages) is contained in digital format through LEFTA training software and covers all aspects of the training, the department’s expectations, and the trainee’s goals. However, its last revision was in 2017. CPSM recommends that the FTO Manual be annually reviewed and revised as needed. A review of the program by CPSM shows that it is a comprehensive program designed for the success of the trainee.

The Field Training Officer Program guidelines can be found in Policy 418 of the department’s manual. It is concise, yet contains a clear description of processes and responsibilities. Policy 418.2.1 outlines the selection process for FTOs. Officers who would like to be selected into the FTO program must:

- Desire to be an FTO.
- Have a minimum of two years of patrol experience with the department.
- Have demonstrated ability as a positive role model.
- Undergo an evaluation by supervisors and current FTOs.
- Possess a P.O.S.T. Basic Certificate.

Officers interested in becoming FTOs submit memos of interest to the FTO sergeant, which are reviewed by the FTO sergeant, FTO administrator (lieutenant), and Patrol Bureau captain. Candidates are ranked based on qualifications and selected in order. The department currently has 12 FTOs, who are designated with two stripes on their uniforms. Per the Memorandum of Understanding between Culver City and the Police Officers Association, FTOs serve at six-month intervals and receive additional compensation for each six-month cycle.

Selected FTOs must attend a P.O.S.T.-certified 40-hour FTO course prior to being assigned a trainee. In addition to any in-house training that might occur for the FTOs, they must also attend the 24-hour P.O.S.T. FTO update course every three years, as well as crisis intervention and behavioral health training pursuant to Penal Code 13515.28.

The FTO program is administered by a Patrol lieutenant and supervised by a Patrol sergeant. In Policy 418.3, Field Training Officer Program Supervisor, the directive states that the Operations Bureau Commander or a designee selects the FTO program supervisor. A Patrol sergeant currently serves as the FTO program supervisor as a collateral duty. This is a sound practice as the FTO supervisor is assigned to patrol where it is easier to observe and meet with both FTOs and trainees.

The FTO supervisor’s responsibilities include the following:

- Assign trainees to FTOs.
- Conduct FTO meetings.
- Maintain and ensure FTO/trainee performance evaluations are completed.
- Maintain, update, and issue the Field Training Manual to trainees.
- Monitor FTO performance.
- Monitor the overall FTO program.
- Maintain liaison with FTO coordinators from other agencies.

- Maintain liaison with academy staff on recruit performance during academy training.
- Develop ongoing training for FTOs.

In addition to the aforementioned duties listed in the policy, the FTO supervisor writes quarterly evaluations on all trainees, schedules and monitors FTO scenario-based training for trainees, communicates with FTOs on a weekly basis regarding trainee performance, and disseminates learning points gleaned from evaluations of FTOs by the trainees at the end of their training period.

CPSM learned that CCPD conducts scenario-based training as a means to enhance the training and performance of new officers by placing the trainee in life-like situations to evaluate their decision making. Staff indicated that in all scenario-based training, CCPD provides safety briefings prior to the training to ensure for the safety of those involved in the training as well as keeping the environment safe. Scenario-based training enhances the ability for the trainee to demonstrate proficiency in areas being tested.

CPSM learned CCPD uses this style of training in the field for such topics as pursuits. Although the training does not include emergency lights and sirens or high-speed driving, there are other more appropriate locations in a controlled environment for pursuit and containment training at police training facilities in the region. CPSM discourages the practice of simulated pursuit training in uncontrolled environments, such as the city streets. Although pursuit driving is trained at the police academy, should CCPD desire to provide additional driving training, CPSM recommends contacting other law enforcement training facilities that provide pursuit training environments to conduct this type of training.

Trainees are assigned to specific FTOs based upon the needs of the individual trainees to help them overcome a specific deficiency. For example, if the trainee is struggling with officer safety, he/she will be placed with an officer who practices strong officer safety. As much as the department would like to assign trainees to specific FTOs, sometimes it is also based upon availability.

It is important during the FTP that trainees not only rotate through different training officers in their phases, but also that they rotate through the different shifts. There is no requirement that FTOs be assigned to a specific shift because they sign up based on seniority. Staff indicated that due to a mixture of tenured and newer FTOs, the FTOs are consistently spread amongst several shifts. CPSM reviewed the current patrol shift roster and noted FTOs are on five of the six shifts, with the weekday 4/10 morning watch being the only shift currently without an FTO. CCPD ensures that trainees work all shifts during their training cycle. Due to the balance of FTOs on most shifts, there does not currently appear to be a need to establish FTO slots on the shift sign-up. It will be important that the FTO supervisor monitor the schedule to ensure the FTOs continue to spread out on all shifts.

The Field Training supervisor ensures that the training and evaluation processes are accomplished. Various sources of information are utilized to achieve those goals. Daily Observation Reports, quarterly Supervisor Reports, oral communication with the FTOs, and personal observations of the trainee's performance are those sources.

As illustrated in the following table, FTO Program Outcomes, the department has seen a slight increase in the number of FTOs from 10 in 2017 to 12 in 2020. There were actually 19 at one point in 2020, but due to special assignments and promotions the number has been reduced back to 12. The department's FTP has done an excellent job in the last three and one-half years successfully training new officers in the FTO program as evidenced by the nearly 90 percent pass

rate of new officers who entered the training program. The department is to be commended for its commitment to, and success of, its FTP.

TABLE 4-10: FTO Program Outcomes

	2017	2018	2019	2020*
FTOs	10	8	12	12
Trainees	12	3	10	12
Trainees passing FTO	11	3	9	10

Source: Culver City Police Department. *YTD as of September 2020.

FTO meetings are critical to the success of any FTP. It provides the opportunity for FTOs to discuss trainees and training issues they might be having and to receive additional ongoing FTO training. The department conducts monthly FTO meetings with all FTOs. When there are few trainees in the program, the FTO sergeant works on trainer development for the FTOs and often relies upon feedback from past trainees. CCPD is to be commended for not only focusing on training new officers, but also placing an emphasis on teaching the FTOs how to train, coach, and mentor.

CPSM learned the FTO program incorporates exposure to other units within the department, such as the Traffic Section and Mental Health Evaluation Team. However, trainees do not spend time with detectives or the school resource officer. The value of working with detectives, even briefly, underscores the importance of thorough, well-written investigations, handling of evidence, and elements needed for prosecution. Staff indicated that officers often work with SROs when assigned to the day and mid-watch shifts. CPSM recommends the FTO coordinator incorporate greater exposure to detectives and SRO for the police trainees to develop a greater understanding of each unit's function and value to the organization and community. Well-trained officers are more adept at problem solving and calling on appropriate resources if they are familiar with the services that each unit provides. Like the traffic officer and MET officer, a detective or SRO will likely have a different perspective toward solving conflicts and recognizing opportunities to help the public.

FTO Program Recommendations:

- Review and update the FTO policy manual annually. (Recommendation No. 11.)
- Discontinue the practice of simulated pursuits on city streets. (Recommendation No. 12.)
- Contact local law enforcement training centers to arrange for a resource to deliver pursuit driver training as needed. (Recommendation No. 13.)
- Monitor shift bidding for FTOs to ensure they are assigned to different shifts. (Recommendation No. 14.)
- Develop a more comprehensive training regimen to expose trainees on FTO status to detective and SRO units and functions. (Recommendation No. 15.)

Mental Evaluation Team (MET)

CCPD uses a co-response model for addressing mental health and homeless-related calls for service. One full-time police officer and a civilian mental health clinician from the Los Angeles County Mental Health Department are assigned as the Mental Health Evaluation Team (also known as MET). A patrol sergeant supervises the MET as a collateral duty.

The team is currently scheduled to work 4/10-hour shifts, Tuesday through Friday, starting at 10:00 a.m. and ending at 8:00 p.m., unless the schedule needs to be adjusted to address a particular issue outside those hours. A second officer assigned to the MET was reassigned as an acting sergeant and not included in the deployment schedule at the time of CPSM's assessment. Staff indicated the second MET position will be refilled in the future. With two MET officers, staff indicated the MET schedule would change to allow for seven-day coverage. One MET officer will work Sunday through Wednesday and the second will work Wednesday through Saturday, and both will work from 10:00 a.m. to 8:00 p.m. However, one team would be limited as there is only one mental health clinician.

Members of MET receive 40 hours of training through P.O.S.T in handling mental health-related response, which includes de-escalation training. In addition, all CCPD officers receive training in tactical communication and racial profiling.

CPSM learned that patrol officers complete field interview (FI) cards when dealing with the unhoused and/or those struggling with mental health challenges. However, this information is not consolidated and shared with MET. CPSM recommends the FI cards be digitized and/or information downloaded to the records management system (RMS) to enable sharing of appropriate information with MET and the county social worker to provide more consolidated services to those individuals contacted.

CCPD originally created the MET in September 2015; it is designed to address the continually increasing number of calls for service involving those who are homeless. The following table shows the continued, steady increase in calls for service related to transient and/or homeless individuals.

TABLE 4-11: Homeless-Related Calls for Service

Year	Calls for Service	% Change
2017	1,852	
2018	2,754	+49%
2019	3,335	+21%
2020 YTD*	1,943	

Source: Culver City Police Department data included CFS incident call noted "homeless," "transient," or "possible transient." *YTD as of July 2020.

Staff could not establish the causes for this increase, and doing so is beyond the scope of this study. Initially, MET was responsible for the following duties:

- Conducting unhoused surveys.
- Tracking unhoused contacts.
- Responding to business, schools, and church complaints of unhoused trespassing.
- Handling mental health evaluations.
- Collaborating with non-profits such as the St. Joseph Center to provide resources to those in need.
- Attending monthly Homeless Committee meetings with the city's Housing Division.

CPSM learned the focus of the MET is responding to all mental health calls for service and assisting patrol officers where a mental health evaluation is needed. MET also may contact

those who are unhoused to identify those amenable to accepting services to achieve self-sufficiency. MET officers also work closely with Culver City Housing Division's Homeless Unit. MET officers assist with community outreach and help the city's Code Enforcement officers as needed when posting clean-up notices and/or when cleaning up camps.

The following table shows the increase in mental health-related calls and evaluations from 2017 through 2020 YTD, which is consistent with the increase in homeless-related calls for service during that timeframe.

TABLE 4-12: Mental Health-Related Calls and Evaluations, 2017 to 2020 YTD

Year	Mental Health Related Calls	Evaluations	% Change
2017	376	154	
2018	842	346	+126%
2019	720	380	+10%
2020 YTD*	611	217	

Source: Culver City Police Department data from CFS containing a "health" disposition. YTD as of July 2020.

In other agencies studied by CPSM where similar METs are deployed, additional responsibilities of the team include:

- Tracking details regarding homeless contacts, such as veterans.
- Collaborating with non-government and other organizations to provide additional services to those needing help for drug and alcohol addiction, mental illness, and temporary or permanent housing.
- Organizing quarterly meetings with local and regional stakeholders, including adjacent counties and/or cities, to discuss complaints, strategies, and services for homelessness, the mentally ill, and drug addiction.

In light of this issue continuing to be a pressing matter in many communities, CPSM recommends CCPD consider tracking more specific data to assist in developing strategies on ways to address the matter in the future. The data could include the number of homeless taken off the street and the number of people for whom services were provided, including the number of people placed in temporary shelters. Other information could include the total number of contacts, broken down into meetings attended, shopping carts removed, service referrals, arrests, diversion into shelters, sent home/relocated, and citations issued.

With this data in hand, CCPD will be better positioned to evaluate the workload to determine the best providers of services. Increasing the number of MET officers is one way to respond to calls for service; however, this is merely reacting to the problem at hand. Resources that address deeper mental, emotional and economic aspects underlying this issue are key to dealing with the root causes and outside the scope of the police department. In order to provide seven-day coverage, CPSM recommends re-establishing the second team by assigning a second officer to work an overlapping 4/10 schedule. The second team would likely generate as many activities as the current MET. A second team could split working the weekend so that teams could provide daily coverage and patrol officers would not be encumbered with handling homeless and mentally ill people who generate a high number of calls for service and who most adversely impact the quality of life in the community. A second civilian mental health clinician would be needed to provide the same high level of services to the community. Should the department and city opt to provide seven-day coverage around the clock, a four-member MET would need

to be created; that would mean adding two additional officers and three mental health clinicians.

CPSM also suggests that MET officers consider working with the crime analyst to identify the homeless or mentally ill people who generate the highest number of calls for service. One local city conducted such a study to learn that one homeless and mentally ill man generated the highest number of calls for service in a year, and costing more than \$1 million in city services. This included the cost of multiple police and fire responses, paramedic trips to the emergency room, and trips to medical assessments for psychiatric evaluation. The strategy the department employed was to focus intense outreach efforts on a relatively small group of people who generated the highest calls for service. This was a successful strategy and one CCPD might consider.

During the study, CPSM learned that CCPD is exploring other ways to address this social issue that has such an impact on the city. This crisis is not unique to Culver City, the region, or state. In fact, this issue is a national trend that requires not only first responders to assist, but just as important requires the infrastructure to provide housing and treatment options. Across the nation, some have advocated that police department funding be reduced and the money redirected for homeless and mental health services. The challenge becomes funding the resources required to establish a 24-hour, 7-day a week service delivery system other than local law enforcement. In addition to the 24/7 mental health response, adequate resources to include housing, both in-patient and out-patient treatment centers, and economic support to help those individuals become self-sufficient are just some of the key components needed. More importantly, the call-in center, which for Culver City is the South Bay Regional Communication Center (RCC), would be required to be properly trained to triage calls to determine the appropriate response. Even with best intentions, therein lies a level of liability for the RCC should it later be determined the wrong response was initially sent.

In 2018, Culver City developed a plan to prevent and combat homelessness, which included the creation of an assistant to the city manager position to oversee these efforts. One of the goals was to streamline services across various city departments to include the police, fire, public works, parks, code enforcement, and the city attorney's office. The position is also expected to interface with the public regarding calls about people living in alleys and/or city streets and to provide information about programming and address misinformation and misperceptions. In addition to addressing issues with the city, interfacing with different agencies in the region falls within their purview. CPSM was advised that the MET team provides a large spectrum of services, of which only a portion deal with homelessness. As such, the city's homelessness facilitator is able to collaborate with the resources provided through the CCPD's MET team in addition to resources from other service providers. The goals outlined in Culver City's Plan to Prevent and Combat Homelessness align with the Los Angeles County Strategies to Combat Homelessness. Both the county and city plans indicate the need to improve data tracking and sharing, as mentioned above.

Mental Evaluation Team Recommendation:

- Download field interview information into the records management system to provide MET the ability to provide services to those contacted. (Recommendation No. 16.)
- Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (Recommendation No. 17.)
- Re-establish the second officer to the MET with an overlapping 4/10 shift schedule to provide seven-day coverage with a second mental health care provider. (Recommendation No. 18.)

Park, Bike, Walk, and Talk Team

CPSM learned that CCPD updated patrol assignments at the beginning of September wherein two-officer units on the day and mid-watch shifts were transitioned to one-officer units. The solo patrol units are assigned to one of the five patrol districts and the remaining officers are partnered into two-member teams to patrol on police bicycles or foot beats. The exception is officers in the Field Training Program who will remain with their FTO in a two-officer unit. The Patrol lieutenants deploy these officers to the downtown area as well as the Westfield Mall.

CCPD has named this initiative the Park, Bike, Walk, and Talk Team as a means to partner more closely with the community while simultaneously being deployed in locations with a high volume of calls for service. CCPD is taking a proactive approach to address community concerns regarding the perceived high number of traffic stops and redeploying officers to work more closely with local businesses, community members, and visitors.

Officers deployed as part of the Park, Bike, Walk, and Talk initiative are better positioned to have an impact on the high call volume locations mentioned earlier in the report. CPSM recommends the teams strategize more closely with security and local businesses at the Westfield Mall, Target, Costco, and Chase Bank to address the issues that generate a high call volume.

CCPD is providing patrol bicycle training with help from the Los Angeles County Sheriff Department's certified police bicycle trainers. CCPD officers assigned to the Park, Bike, Walk, and Talk Team, some of whom already attended the 40-hour P.O.S.T. police bicycle training course, will receive eight hours of training. Initially, the eight-hour course will enable the initiative to move forward. However, CPSM recommends CCPD ensure that all officers assigned to this detail attend and successfully pass the 40-hour P.O.S.T. police bicycle training course as soon as possible.

CCPD's current Bicycle Patrol Policy 426 was reviewed and references the Special Enforcement Team (S.E.T.). Staff indicated that S.E.T. has been discontinued and replaced with the new initiative. As such, CPSM recommends the Bicycle Patrol Policy be updated to reflect the current strategy, duties, and responsibilities.

CCPD has 18 electric bicycles for patrol use and regular pedal bicycles used for training. While on bicycle patrol, officers have a police vehicle nearby in order to respond to an emergency.

Park, Bike, Walk, and Talk Recommendations:

- Strategize with security and businesses to address crime prevention and target hardening at locations with a high volume of calls for service. (Recommendation No. 19.)
- Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour P.O.S.T. police bicycle training course. (Recommendation No. 20.)
- Update the Bicycle Patrol Policy to reflect the current strategy, duties, and responsibilities. (Recommendation No. 21.)

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TRAFFIC BUREAU

Traffic safety and the efficient flow of traffic are always important factors for any community. CCPD Policy 500.1 states that the ultimate goal of traffic law enforcement is to reduce traffic collisions. While concerns often emanate from residential areas and school zones, traffic accidents often occur more frequently in areas with a high retail concentration and/or high traffic volume. Anecdotal evidence suggests that this is also the case in Culver City; therefore, it is imperative that CCPD commit adequate resources to address all traffic-related issues.

The CCPD has a dedicated Traffic Section (Traffic) currently staffed by a full-time lieutenant, sergeant, two motorcycle officers, three traffic accident investigators, one accident investigation detective, one commercial enforcement officer, two automated enforcement officers, and one automated enforcement technician. A full-time Parking Enforcement supervisor oversees nine parking enforcement officers (PEOs) and one community services officer (CSO). The following table illustrates the budgeted positions and actual number in the Traffic Section. In addition, Animal Services are also handled out of the Traffic Section by two animal services officers (ASOs) and supervised by the Traffic sergeant.

TABLE 4-13: Traffic Section Authorized Staffing Levels, FY 2020/2021

Position	FY 2020/2021	Vacancies (9/1/18)	Actual
Sworn Personnel			
Lieutenant	1		1
Sergeant	1		1
Motor Officer	2		2
Traffic Officer	3		3
Commercial Enforcement Officer	1		1
Accident Investigation Detective	1		1
Automated Enforcement Officer	2		2
Sworn Total	11	0	11
Civilian Personnel			
Parking Supervisor	1		1
Parking Enforcement Officer	9		9
Automated Enforcement Tech	1		1
Community Services Officer	1		1
Animal Services Officer	2		2
Civilian Total	14	0	14
Total Authorized Personnel	25	0	25

Source: Culver City Police Department.

Traffic and motor officers work an overlapping 4/10-hour schedule from 6:00 a.m. to 9:00 p.m. for seven-day coverage. The lieutenant works Monday through Thursday from 6:00 a.m. to 4:00 p.m. and the sergeant works from 7:00 a.m. to 5:00 p.m., Tuesday through Friday, providing supervision and oversight throughout the week. The commercial enforcement officer and accident investigation detective work Tuesday through Friday from 6:00 a.m. to 4:00 p.m. Automated enforcement officers work an overlapping 4/10-hour shift from 5:30 a.m. to 4:00 p.m., Monday through Friday.

CPSM learned that department Policy 302 – Watches, Schedules, & Rotation includes a specific section 302.1.7 addressing assignment rotation in the Traffic Section. With the exception of accident investigator and motorcycle officer, which are limited to three years, all other Traffic Section positions are limited to two years. The parking supervisor is a permanent position. The policy indicates that nothing shall prohibit the chief of police or designee from deviating from this rotation plan in order to satisfy department and employee needs. Staff indicated that the assignment can be extended if there is no interest in the position. The policy manual does not describe the process for application and selection to special assignment. CPSM recommends language be added to the policy and which describes the selection process.

Traffic is responsible for investigating traffic accidents in the city to include major injury and fatal traffic collisions. The sergeant and detective are available for call-outs. The sergeant then calls in other traffic or motor officers to assist in the traffic accident investigation depending on severity of the collision and needs of the investigation.

CCPD Policy 501 outlines traffic collision reporting requirements. CPSM found the policy to be thorough and complete. The policy covered how CCPD officers are to investigate traffic collisions and defined reportable versus non-reportable traffic collisions and how they were to be documented. With regard to traffic collisions involving Culver City police employees resulting in any injury or crime, the policy indicates the California Highway Patrol shall be notified to handle the investigation. CCPD is to be commended for a comprehensive traffic collision investigation policy that includes a neutral agency investigating any injury or crime-related collisions involving on-duty police and/or city employees.

All traffic collision reports are reviewed and approved by the Traffic Section. The accident investigator reviews and approves most reports, while the Traffic sergeant assists in report approval, especially with collisions involving city and/or department employees or when the accident investigator is unavailable. CPSM learned the department uses Crossroads software for traffic collision report writing; however, the software does not allow for report annotations or corrections to be addressed electronically. Instead, the reviewer must print the report, identify the needed corrections, and forward it to the officer for amendment. With regard to the end-user, the officers in the field experience challenges using Crossroads software on the mobile device due to screen resolution and connectivity issues that do not allow other applications to run simultaneously.

The Statewide Integrated Traffic Records System (SWITRS) is a database that collects and processes data gathered from collision scenes. Staff indicated SWITRS is in the process of moving to fully electronic submission of reports. In light of the need to upgrade the current traffic collision software system in use and with the timing of the upgrade to the state's database, CCPD requested and was approved for a Traffic Records Improvement Program (T.R.I.P.) grant through the California Office of Traffic Safety to improve electronic citations and traffic accident report writing software. The purpose of the T.R.I.P. grant is to purchase hardware and software tools to build and improve data collection systems, modernize manual databases, and digitize physical reports and print collections. The department is in the process of seeking city council approval for this much needed equipment.

Traffic is also participating in a state Selective Traffic Enforcement Program (S.T.E.P.) grant from the Office of Traffic Safety focused on DUI enforcement and checkpoints, traffic enforcement, distracted driving, motorcycle safety, pedestrian and bicycle enforcement, and traffic education. Traffic has been involved in the S.T.E.P. grant for several years as a means to increase traffic safety in the city.

In addition to traditional traffic enforcement, additional duties for which Traffic is responsible are:

- Scheduling maintenance of radar and LIDAR devices.
- Scheduling maintenance of Preliminary Alcohol Screening (PAS) devices.
- Scheduling maintenance of E-ticket devices.
- Scheduling maintenance of the Faro 3D laser scanner system.
- Deployment of radar trailers and managing data collection.
- Serving as trainers in Standardized Field Sobriety Test (SFST), Advanced Roadside Impaired Driving Enforcement (ARIDE), and Drug Recognition Enforcement (DRE) for the department.
- Training section members to respond to handle fatality and major accident collisions.
- For the sergeant, approving Patrol and Traffic Section traffic collision reports and using the Crossroads System for data analysis.
- Inspecting taxi cabs, approving driver permits, and handling complaints.
- Conducting tow hearings on 30-day vehicle impounds.
- Working special events, such as CicLAvia, Culver City Car Show, Screenland 5K Run, and Fourth of July Fireworks Show.
- Staffing community outreach events such as Coffee with a Cop, community forums, School Safety Days, etc.
- Responding to minor injury and non-injury traffic collisions.
- Parking enforcement.
- Enforcing red light camera photo enforcement.
- Enforcing abandoned vehicle ordinance.

The operation of a police motorcycle is a perishable skill. As such, perishable skills training is a practice necessary to maintain the high degree of riding skills to ensure the safe operation of the motorcycle for enforcement purposes. Although motor officers ride routinely in their daily assignment, this is no substitute for motorcycle training that includes slow-speed maneuvering and traffic collision evasion, at the very least. These exercises are established in the police motorcycle training guide used at the police motorcycle academy approved by the California Peace Officers Standards and Training. Per the CA P.O.S.T. *Motor Guide*, "A sound motorcycle training program strengthens the skills and knowledge of the individual officers while raising the overall competence and safety of the unit. Costs associated with training are an investment and budgeting for training is a proactive risk management practice."

Most agencies that have traffic units manned with motor officers require the motor officers to conduct motorcycle safety and skills training at a minimum of at least annually, with some agencies training quarterly. CCPD conducts no motorcycle safety and skills training, which is not consistent with best practice. CPSM recommends that CCPD immediately implement motorcycle safety and skills training to be conducted at least annually. In light of surrounding police agencies also having motorcycle officers, CCPD may want to explore regional motorcycle training with neighboring agencies.

CCPD handles traffic complaints from community members that are received from calls or emails. Additionally, community members can communicate concerns regarding any city-related issue to include traffic through the Citizen Relationship Management (CRM) software system. The CRM system is managed by the city. CCPD does not have a system to track the complaints or follow-up that may be conducted. The Traffic sergeant receives traffic-related

complaints and may communicate with the calling party if additional information is needed or if the person requests to speak to an officer. The Traffic sergeant posts information in the Traffic Section common areas and deploys motor and traffic officers to handle complaints based on their severity. A motor/traffic officer typically responds to complaints by scouting the location to determine if a need for enforcement exists and handling traffic concerns accordingly. Information or data on outcomes is not searchable for reporting purposes.

CPSM learned the number of citizen complaints is not reviewed on a monthly basis for trends such as service areas, traffic issues, time of year, or other factors that could lend to proactively addressing traffic concerns. In an effort to educate and serve the community, CPSM recommends a tracking system be created. The department could add a field in the CAD/RMS system for traffic-related calls to include efforts and outcomes. Another option is to use a software system to log the calls, and track the enforcement efforts to include locations, dates, and times. This could aid in the analysis of traffic-related complaints compared to traffic accidents. CPSM recommends the data archived in the CAD/RMS system be used to generate a monthly report for the Traffic sergeant to review and share with Traffic as well as patrol supervisors.

CPSM examined the duties and responsibilities of the Traffic sergeant and found them to be excessive, leaving him little or no time for field supervision, which creates liability concerns. These duties include:

- Supervisory oversight of 10 Traffic Section personnel and 2 Animal Services personnel.
- Scheduling.
- Review, approval and auditing of reports.
- Review and auditing of citations.
- Review and auditing of activity logs.
- RIPA information review and auditing.
- Oversee and address traffic complaints from community members.
- Supervise equipment maintenance.
- Manage motorcycle training program.
- Oversee photo enforcement team.
- Attend meetings addressing traffic safety (e.g., safe routes to school).
- Plan, schedule, and supervise department's involvement in large-scale special events.
- Manage, audit, and report on traffic grants.
- Conduct community/school safety presentations.

In light of these responsibilities, CPSM learned that the Traffic lieutenant recently transferred to the Traffic Section in July 2020. In addition to his new role in Traffic, the lieutenant brought with him the Jail RFPs, unit and hand-held radio upgrades, and Emergency Response Team procedure manual. Since this staff work has been completed, he is immersing himself in the new areas of responsibility. One of his goals is to balance the sergeant's workload to enable him to provide more field supervision. The realignment of tasks will be important for the proper supervision and management of the Traffic Section.

Automated Photo Enforcement

In an effort to improve traffic safety at intersections where traffic collisions and safety are of concern, the CCPD implemented an automated red-light camera system at 12 intersections. The selection of those intersections was based upon data regarding the frequency of traffic collisions and reported red light violations, with the ultimate goal of increasing safety. CPSM inquired about the perception that red-light cameras increase traffic accidents and reviewed the data that does not support the concern. CCPD continually monitors the data as well. Staff indicated the red-light cameras are only used for traffic enforcement and not used for any other purposes.

CCPD uses Redflex red light camera technology that operates on a radar-based system that captures continuous video of the violation through the intersection. Once a violation is recorded, the information is stored in a queue from the vendor to CCPD. CCPD has two full-time traffic officers assigned to automated photo enforcement and one photo technician. The photo technician is responsible for the administrative duties related to automated red-light camera enforcement to include initial review, assisting with identification of the driver, court preparation, scheduling review appointments, and preparing records for trial by declaration.

Officers access the queue and determine whether the driver is identifiable and proceeds with processing the infraction notice to the registered owner. If it is determined the owner was not the driver, the officer may conduct a follow-up investigation to locate the responsible driver and proceed with issuing a citation. Over half of the violations captured are rejected due to poor picture quality, non-viewable vehicle positioning at the limit line, gender mismatch of the driver versus registered owner, and inability to conduct follow-up. The following table details the citations issued for the past three years.

TABLE 4-14: Red Light Traffic Citations, 2017–2019

	2017	2018	2019
All Categories (cited and rejected)	100,515	97,846	94,896
Citations Issued	45,910	42,080	40,515

Source: Culver City Police Department.

The data reveal the workload associated with enforcement is at least double that of the actual number of citations given. CPSM inquired about the need to have automated photo enforcement conducted by sworn officers and staff indicated it is not required by statute. In light of efficiencies and budget considerations, there is an opportunity to reassign the two photo enforcement traffic officers to other duties more appropriate for sworn personnel and reassign automated photo enforcement to civilian personnel. Due to the volume of citations issued, CPSM recommends adding two FTE CSOs to conduct the reviews, citations, and court appearances.

Vehicle Impounds

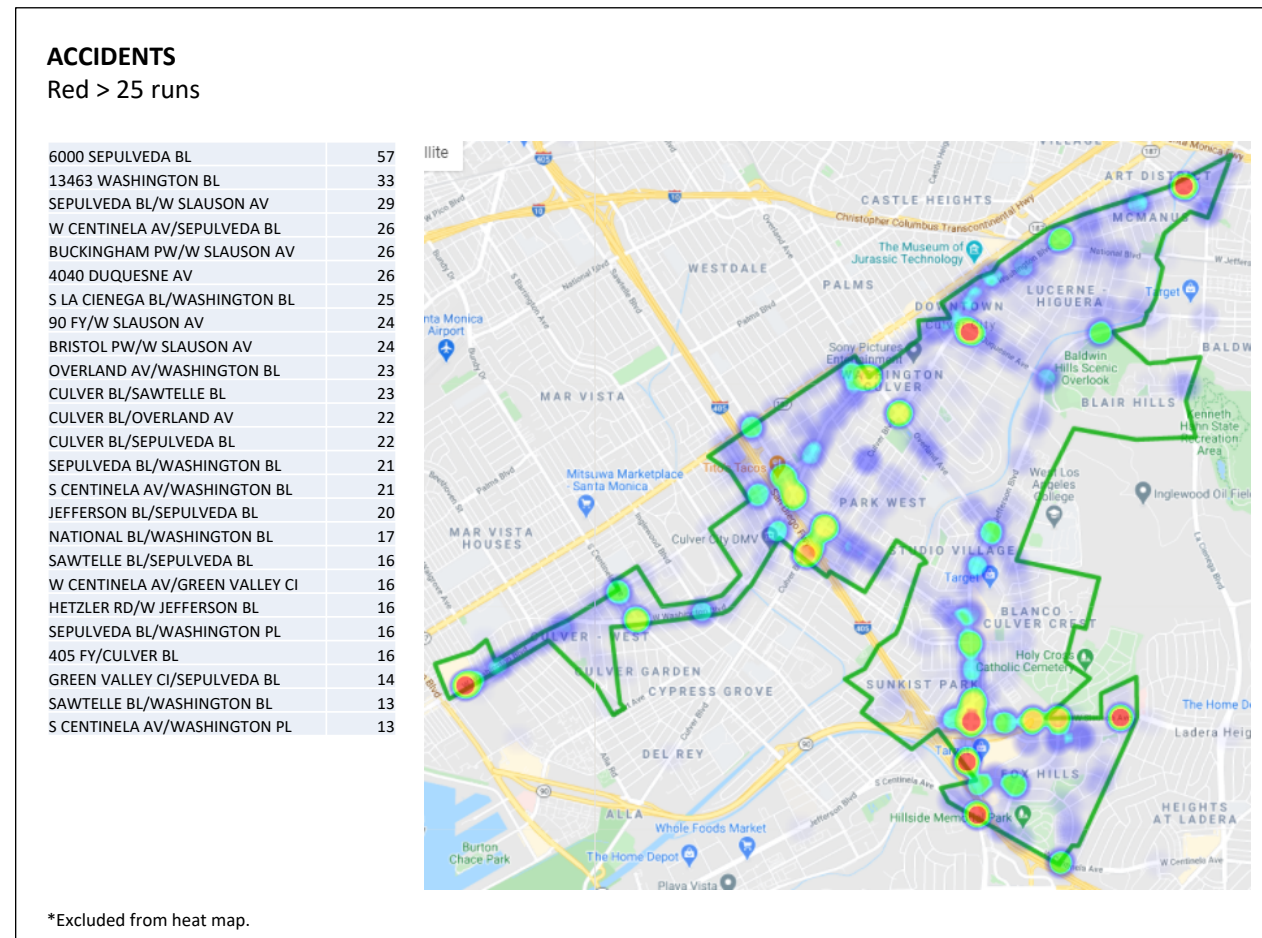
The police department does not have its own vehicle impound lot. The department has a contract with All Cities Tow for impounds and towed vehicles; the vendor is required to maintain a secure lot within city limits. In addition to monitoring parking meters and timed parking, parking enforcement officers handle CFS involving cars parked in excess of 72 hours, abandoned autos, and registration expired in excess of six months.

CCPD Policy 503 details the vehicle impound hearing policy to provide vehicle storage or impound hearings pursuant to the law. Per section 503.2.1, the Traffic Bureau Commander or his/her designee serves as the hearing officer, which has been delegated to the Traffic sergeant.

Although the statute allows for a 30-day hold, staff indicated in the past 18 months there have been no hearings as there were no vehicle holds.

In the following figure we examine locations with a high volume of traffic accidents; we note that 6000 Sepulveda Blvd., 13463 Washington Blvd., and Sepulveda Blvd. and Slauson Ave. account for the top three locations for traffic accidents.

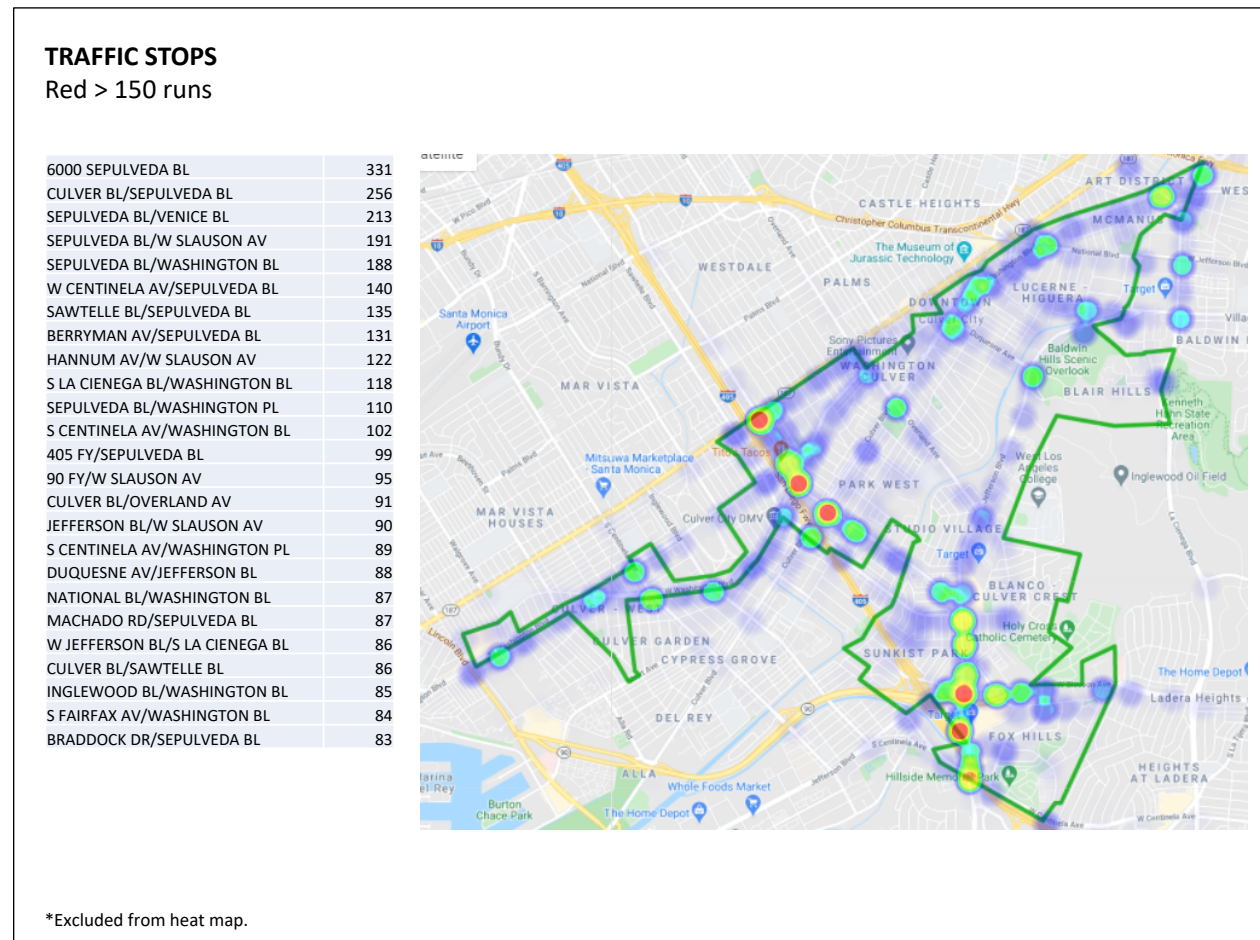
FIGURE 4-12: High-Frequency Traffic Accident Locations, 2019



In the next figure, we examine areas of concentrated traffic enforcement and education through traffic stops. CPSM noted the areas of stops are consistent with the traffic accident picture, which indicates the appropriate deployment of resources to impact traffic safety in Culver City.

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FIGURE 4-13: High-Frequency Traffic Stop Locations, 2019



In order to address areas with a high number of traffic collisions, agencies apply the three “E’s” to traffic safety: education, engineering, and enforcement. In such an arrangement, city staff from the police department and traffic engineering department meet quarterly to address traffic issues including requests for traffic signs, speed mitigation, and other traffic safety issues within the city. Staff also collaborates on temporary and long-term road improvements as well as traffic concerns raised by the community.

Culver City also has a committee of city and school district officials that meet to address engineering, education, and enforcement issues as well. The committee consists of the Traffic Section sergeant, a city traffic engineer, and representatives from the Culver City Unified School District (CCUSD) and Los Angeles Transit Authority. The committee meets monthly as needed to review traffic collision data in the city and around schools and to share complaints about traffic or engineering concerns in the city. The CCUSD has the authority to implement design changes such as signage and to disseminate traffic safety information at all schools in the city. The Traffic sergeant consults with the city traffic engineer about collision data and how engineering and design can mitigate collisions and hazards. The city traffic engineer has authority to implement changes to improve roadway, signage, and signaling.

The following table indicates the total number of traffic citations issued by the Culver City PD for three calendar years, 2017 to 2019, and includes both Patrol and Traffic officers’ traffic citations. The data show that of the total citations issued from 2017 through 2019, six percent were issued

for criminal traffic violations. Citations are also issued for nontraffic criminal incidents such as shoplifting, vandalism, petty theft, and other minor crimes. Citations issued for non-traffic criminal incidents are not accounted for in the table.

TABLE 4-15: Traffic Citations Issued in Culver City, 2017–2019

Year	Traffic Infractions	*Criminal Traffic	Traffic Citations	% Change	Parking Citations
2017	7,693	507	8,200	--	39,492
2018	8,350	564	8,914	+9%	40,014
2019	5,800	372	6,172	-31%	38,893

Source: Culver City Police Department. * Criminal Traffic includes DUI, Unlicensed Driving or Driving on a Suspended License, and Hit and Run citations.

There is no industry standard for the number of citations expected of a patrol or traffic officer, and establishing quotas is both undesirable and unlawful. Nonetheless, as part of the overall work effort, agencies can demand that sufficient effort be directed to those areas of greatest concern to the community. Measuring performance relative to traffic enforcement, both individually and collectively, is appropriate when used as part of a broader measure of overall performance.

CPSM inquired about the 31 percent decrease in citations between 2018 and 2019. Staff indicated that the Traffic Division typically issues more citations than patrol officers, which is appropriate as traffic safety is the main focus. In 2019, staffing in Traffic decreased by half due to injuries, military deployment, and the need to fill other staffing shortages. The staffing shortages placed a demand on Traffic personnel to handle more traffic collision investigations, thus resulting in less time for proactive traffic enforcement.

In the following three tables, data are presented on traffic accidents in Culver City for the past three years.

Table 4-16 summarizes traffic collisions and types for a three-year period. From 2017 to 2019, injury collisions decreased by 16 percent. During the same period, DUI collisions decreased from 43 in 2017 to 34 in 2019, a 21 percent decrease. Data in Table 4-17, DUI Collisions by Day of the Week, reveal that 77 DUI collisions occurred during weekdays and 42 occurred during weekends. The most DUI collisions (22) occurred on Sunday.

Finally, Table 4-18, Fatal Collisions from 2017 to 2019, shows very few each year, and shows a slight decrease overall. CPSM reviewed causation for fatal traffic collisions and found of three fatal collisions in 2017, two were for DUI and one jaywalking; in 2018 one was for DUI and the other was a medical emergency; and in 2019 one was due to speed and the other was a pedestrian not yielding right of way.

TABLE 4-16: Traffic Accidents in Culver City, 2017–2019

Year	Non-Injury Info Exchange	Non-Injury Collisions	Injury Collisions	Fatal Accidents	Total Collisions
2017	1,431	142	318	3	1,894
2018	1,469	134	268	2	1,873
2019	1,550	106	263	2	1,921

Source: Culver City Police Department

TABLE 4-17: DUI Accidents by Day of Week in Culver City, 2017–2019

Year	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
2017	9	6	7	2	5	7	7	43
2018	6	4	4	4	6	11	7	42
2019	7	8	5	2	3	3	6	34

Source: Culver City Police Department

TABLE 4-18: Fatal Collisions in Culver City, 2017–2019

Year	Total	% Change
2017	3	
2018	2	-33%
2019	2	N/A

Source: Culver City Police Department

Drug Recognition Experts (DRE) are an important resource in maintaining traffic safety. Due to the prevalence of drugs in society, DUI drivers may be impaired by drugs or a combination of drugs and alcohol. CPSM learned there are three certified DRE officers in the CCPD and who routinely assist with DUI checkpoints and saturation patrols, in addition to their normal duties. CCPD is to be commended for ensuring officers with this added expertise actively engage in reducing impaired driving in Culver City.

An opportunity for improvement for the Traffic Division could be to adopt a performance management approach (using traffic data to drive deployment and enforcement decisions) toward traffic accidents and injuries. This approach could be the focus of the unit as well as migrated to the rest of Patrol. Adopting a strategic approach to traffic safety and engaging the entire department in this effort will magnify the current enforcement-centered approach and make the overall traffic safety plan of the CCPD more effective. The scope of this effort is beyond the unit itself and must be embraced by the Patrol commander. Under this approach, the Patrol commander or Traffic lieutenant would become responsible for the overall traffic safety plan of the CCPD. The Traffic Division would develop the plans necessary to focus the efforts of the rest of the department.

This approach could entail the creation of written traffic safety plans, monthly reports using traffic crash data to identify times/days/locations/causes of traffic crashes, and holding patrol shifts accountable for implementing this plan. Normally, a traffic sergeant or investigator would assist in the data analysis, plan preparation, and other administrative assignments associated with traffic safety management. At this time the Traffic sergeant has far too many primary and collateral duties to take on such a task; this may be well suited for the Traffic lieutenant with the crime analyst providing support for data analysis. CPSM recommends that the department consider a performance management approach to mitigating traffic collisions.

In an effort to enhance cost-efficient ways to maintain safety in Culver City, CPSM suggests consideration be given to training civilians to investigate traffic accidents and handle other traffic-related matters. Many police agencies have found this to be both cost-effective and as well provides opportunities for civilian personnel to professionally develop within the department. A community service officer (CSO) could handle the following functions: minor injury and non-injury traffic collisions, assist with major accident investigation, and other traffic safety-related duties. When the CSO is not working, these duties can be assigned to Patrol or the Traffic officers. CPSM recommends that consideration be given to adding one FTE CSO position in Traffic, which would allow a sworn position in the Traffic Division to be redeployed.

Animal Service Officers

CCPD is budgeted for two animal service officer (ASO) positions. The ASOs work 4/10-hour shifts but are scheduled for 11 hours, as their lunch is non-paid, as is the case for CSOs and PEOs. Currently, one ASO is off on long-term leave due to an injury. The remaining ASO works Monday through Thursday from 9:00 a.m. to 8:00 p.m.

CCPD Policy 806 on Animal Control establishes guidelines for interacting with animals and responding to animal-related calls for service. CPSM found the policy to be thorough and detailed. CCPD provides the ASO with a truck specially equipped for dealing with animals, to include animal storage compartments that are ventilated and air conditioned. There is one outdoor temporary holding kennel that is six feet by sixteen feet and has a six-foot chain link perimeter fence. The kennel also has a shelter to provide shade.

Like many Southern California cities, there has been an increase in coyote sightings in Culver City. Subsequently, CCPD established a Coyote Management Program that includes a three-pronged approach: public education, enforcement of laws and regulations prohibiting the feeding of wildlife, and ensuring public safety by implementing appropriate tiered responses to coyote and human interactions. The ASOs handle coyote-related issues and related enforcement. In the event of an attack where someone is injured by a coyote, the CCPD collaborates with the California Department of Fish and Wildlife, which leads the investigation.

When the ASO is not on duty and an animal-related call for service requires an animal to be picked up or retrieved, in the case of a dead animal, CCPD contracts with the Los Angeles County Department of Animal Care and Control (LACDACC). The following table shows the animal-related activity in Culver City from 2017 through 2019. The decrease in activity between 2018 and 2019 can be partly attributed to the staffing shortage.

TABLE 4-19: Animal-Related Activity, 2017–2019

	2017	2018	2019	% Change
Radio Calls	1,380	1,260	1,056	-16%
Investigation	64	142	191	+35%
Animal Bites	24	66	68	+3%
Phone Calls	2,237	1,943	924	-52%
Total	3,705	3,411	2,239	-34%

Source: Culver City Police Department.

The Traffic sergeant is responsible for supervising animal services. CPSM learned the position has fallen under the Traffic Division; however, supervisors have no prior experience in this area. Since many of the calls for service are related to the city's municipal codes, this area may be better aligned with the city's Code Enforcement Department. CPSM suggests consideration be given to transferring the animal services program to the city's Code Enforcement Department.

Community Service Officer–Traffic Division

Previously, the Traffic Division was assigned four community service officers; however, the department recently reassigned three CSOs from Traffic to Patrol (for front desk duty) and to Records/Property, leaving only one CSO in Traffic. The Traffic CSO's primary responsibility is handling parking meter collection. When time allows, the CSO can write parking meter citations, assist with taking police vehicles for maintenance, handle traffic control at accident scenes, and other duties as assigned. The CSO position is a regular, part-time benefited classification and

thus is able to work 20-39 hours per week. The CSO works from 5:30 a.m. to 3:30 p.m. Monday through Wednesday and 5:30 a.m. to 2:30 p.m. on Thursdays.

For nearly three decades, CCPD has handled parking meter collection. The process entails two CSOs (or other Traffic Division civilian personnel) removing from the meters the cups containing coins. One employee remains in the CSO vehicle while the other removes the cup from the meter and places it into a locked vault contained in the vehicle. There is no access to money at any point of this process. Once locked in the vault, this process is repeated numerous times until the CSO team completes their coin pick-up route for the day. The CSO team returns to CCPD where the supervisor witnesses the vault being unlocked, money fed into a machine that counts and distributes the coins into predesignated bags, which are then sealed and locked in a safe at the department.

At the end of the week, the prepared bags with deposit slips are placed in the bank bag until the money is picked up by Brinks Security. A copy of the deposit along with the daily money count is forwarded to the city's finance department for reconciliation. CPSM learned the security vendor for money pick-up has changed, and the transition has resulted in some delays in collecting deposits. Subsequently, the deposit slips sometimes need to be rewritten due to additional moneys being collected and added to the deposit.

Access to the counting room door is videotaped by the department's CCTV system; however, the camera location could be improved by repositioning or adding a camera closer to the door for the vault room. Staff indicated the CCTV system is due to be upgraded with additional cameras, and this area is one that is included in the planned upgrade.

CPSM inquired about the time required for counting and learned it was approximately 45 minutes, which works out to nearly five hours per week the supervisor must devote to overseeing the counting of money. In light of the issue with the vendor transition, this time has increased due to duplication of efforts.

There are more than 2,000 parking meters in Culver City, which pre-COVID, required two teams to handle all of the coin collection routes. Since COVID-19, a number of meters are not being accessed in the downtown area due to parking being transitioned to outside dining and because people are staying home and not using the parking meters. The temporary reduction in parking meter use has enabled the department to make do with one team: a CSO supplemented by a parking enforcement officer (PEO) for the second position.

If parking meters need minor maintenance, the CSO conducts light maintenance. Otherwise, the CSO notifies the supervisor who contacts the public works department for repair. When repairs do occur, the CSO will accompany the public works staff member.

There are two different parking meter vaults and each uses a different secure coin can and key that fits the vault to unload the coins. Due to an issue with the vendor, the cans have compatibility issues with the vaults; this ultimately causes damage to the point of failure where the can must be cut open. CPSM learned the ongoing wear and tear also contributes to the cans not working properly. Consequently, the city's public works department must purchase additional cans.

CPSM learned the meters have a built-in electronic lock that records the time the meter is accessed. There is a capability built in to run reports to check meter access, which the supervisor occasionally uses to ensure the meters are being cleared in a timely manner. The city's finance department is able to run real-time finance reports on meter usage and the amount of coins and credit card charges.

The handling of cash by police department staff presents an unnecessary risk to the city and the department. Many examples can be cited in other law enforcement agencies where easy access to cash created an opportunity for staff theft to occur. CPSM does not imply that suspicious activity has occurred at the CCPD; however, CPSM does maintain that the current system presents an unnecessary risk and should be changed. A police department's role in parking meters is parking enforcement, as is the case in Culver City. Collection of money is more appropriate and falls under the purview of the city's finance department. Rather than increase staffing to continue the collection of parking fees, the responsibilities for meter collection should be transitioned to another city department. This will also allow the supervisor more time to handle the myriad of other duties and responsibilities. CPSM recommends consideration be given to moving the responsibility of meter collection to the public works or finance department.

Parking meters, like many aspects in policing and city government, have evolved and become more technologically sound to enhance service and efficiencies. State-of-the-art systems include credit card payment and/or park smarter phone application systems that are completely digitized.

The drop in parking meter usage along with the recent coin shortage during the pandemic provides an opportunity for Culver City to re-examine the types of meters in use. Prior to the pandemic, credit card usage in meters was estimated by staff to be approximately 65 percent, and it is projected to increase to approximately 72 percent by the end of the year.

Culver City is planning to increase the number of parking meters, which presents the opportunity to address the challenges associated with the national coin shortage, coin cup functionality issues, and coin collection exposure. Providing credit card and payment through a phone app are solutions that current technology can address. This would not only provide a greater convenience to end users, but also improve efficiencies as the amount of time and resources required to maintain coin cups and account for money collected would also be reduced and improved for the respective city departments. Although parking meter selection is the responsibility of the public works department, CPSM recommends consideration be given to phasing out the current coin operated parking meters for state-of-the-art phone app meters.

Parking Enforcement Officers

Parking enforcement officers (PEOs) are responsible for citywide parking enforcement. In addition, PEOs handle abandoned vehicles, assist with traffic control at accidents and signal outages, maintain perimeters at police scenes, assist community members with minor traffic accident information exchanges, take stolen vehicle reports, and other duties as assigned. Currently, there are nine PEOs who work 4/10-hour shifts Sunday through Friday, with staggered coverage starting at 3:30 a.m. and ending at 8:30 p.m.

Of the nine PEOs, four are new and being trained by experienced PEOs and the supervisor. CPSM learned that although trainee performance reports are written quarterly per city rules, there is no formal training manual for PEOs. Staff suggested and CPSM concurs, that a more formalized training program is important to ensure PEOs are properly trained on laws, municipal codes, and legislation related to parking enforcement. CCPD uses the LEFTA training system to track training and CPSM recommends civilian positions be included in the system.

The PEOs have two mini-vans that are installed with license plate readers (LPRs) to mark times in timed parking zones. The use of this technology increases efficiencies and reduces mistakes associated with human error.

Crossing Guards

CCPD has a crossing guard program to enhance the safety of children in school zones. There are eight locations where crossing guards are deployed, and 12 crossing guards are available to staff these locations. Crossing guards work four-hour schedules that are divided into two, two-hour shifts from 7:00 a.m. to 9:00 a.m. or 7:30 a.m. to 9:30 a.m. in the morning depending on the needs of the location; and 2:00 p.m. to 4:00 p.m. in the afternoon. The crossing guard program is funded by the city through the CCPD budget, and the school district does not contribute towards funding.

The crossing guards are trained in-house by CCPD Traffic officers as well as the supervisor. CPSM reviewed the crossing guard training manual and found it to cover basic instruction on pedestrian safety, intersection control, and personal safety.

CPSM learned that communication between the supervisor and school district has lapsed occasionally regarding school schedules. Maintaining good communication with the school district is essential to ensuring the safety of the students as well as proper scheduling of crossing guards. Should the school district not notify the department about an unscheduled day off, city resources are potentially wasted when the crossing guards are not notified. Since the Traffic Division sergeant attends regular meetings with the school district, CPSM recommends the supervisor attend the meetings as well. Regular attendance at meetings will not only improve communication with the school district, but will build rapport and ultimately serve the community better.

The supervisor's duties include the following:

- Scheduling, preparing, and conducting parking citation appeals and hearings.
- Supervising CSOs, PEOs and crossing guards.
- Writing evaluations on CSOs and PEOs.
- Coordinating training needs.
- Checking uniforms and equipment.
- Approving timecards.
- Ensuring policy compliance.
- Overseeing meter collection, maintenance, and scheduling meter routes.
- Maintaining timecards for crossing guards.
- Attending various meetings such as parking garage committee, traffic and parking sub-committee, schools at the beginning of the year, etc.
- Reviewing citations.
- Conducting DMV abstracts and warrant refunds.
- Compiling monthly data reports for the department's monthly report.
- Handling complaints regarding parking tickets.

CPSM learned the supervisor is a long-time CCPD employee. She attended the civilian supervisor's course five years ago, attends the annual California Public Parking Association (CPPA) conference, and regularly attends department staff meetings. She is also a member of the CPPA's Legislative committee, which enables her to prepare for impending legislation that impacts parking enforcement in Culver City. CPSM learned that the supervisor is planning on

retiring at the end of the year. In the event the parking enforcement unit remains within the police department, the parking supervisor position would continue to oversee important community safety issues. As CCPD has few supervisory positions in the civilian promotional ladder, CPSM recommends this position be filled as soon as possible. With advance notice, the department is able to potentially cross-train the new supervisor with the outgoing parking supervisor.

Traffic Recommendations:

- Add language in the Watches, Schedules, and Rotation policy to describe the selection process to the Traffic Division. (Recommendation No. 22.)
- Immediately implement motorcycle safety and skills training at least annually. (Recommendation No. 23.)
- Create a system to track citizen complaints regarding traffic issues using the CAD/RMS system or other software and generate a monthly report for the Traffic sergeant to review and share with Traffic as well as Patrol personnel. (Recommendation No. 24.)
- Consider adding two FTE CSO positions for automated photo enforcement and redeploy the two sworn officers now assigned to automated photo enforcement to patrol duties. (Recommendation No. 25.)
- Adopt a performance management approach (using traffic data to drive deployment and enforcement decisions) toward traffic accidents and injuries. (Recommendation No. 26.)
- Consider adding one FTE CSO position in Traffic to handle traffic collision investigations, which would allow a sworn position in Traffic to be redeployed. (Recommendation No. 27.)
- Transfer the animal services program to the city's Code Enforcement Department. (Recommendation No. 28.)
- Assign parking meter collection responsibilities to the finance or public works department. (Recommendation No. 29.)
- Consider transitioning to phone app digital parking meters as meters are replaced. (Recommendation No. 30.)
- Include civilian positions in the department's LEFTA training system to track and document training. (Recommendation No. 31.)
- Include the civilian supervisor in the monthly meetings with the school district. (Recommendation No. 32.)
- Should the parking supervisor retire at the end of the year and in the event parking enforcement remains with the police department, fill the parking supervisor position as soon as possible. (Recommendation No. 33.)

JAIL SECTION

The Culver City Police Department operates a Type I Jail Facility. As defined by Title 15 of the California Code of Regulations (CCR), a Type I Jail Facility is a local detention facility used for the detention of persons for not more than 96 hours, excluding holidays, after booking. Such a Type I facility may also detain persons on court order either for their own safekeeping or who are sentenced to a city jail as an inmate worker. A Type I Jail Facility may also house inmate workers sentenced to the county jail provided such placement in the facility is made on a voluntary

basis on the part of the inmate. As of this writing, CCPD does not currently house inmates by court order or utilize inmate workers.

Prisoners booked in the facility are processed in accordance with CCPD policy. They are medically screened utilizing the Los Angeles County Unified Arrestee Medical Screening Form. Male prisoners are classified for housing according to the jail's classification plan by the on-duty jailer. They are provided the required bedding, meal, and phone calls. By the 96-hour limit, CCPD prisoners are released on citation or bail, or moved by CCPD personnel to Airport Court or the Clara Shortridge Foltz Courthouse. Also, prisoners are transported directly to Los Angeles County Sheriff Department's (LASD) Inmate Reception Center and other facilities as necessary.

If remanded, CCPD prisoners are transferred to the custody of the Los Angeles County Sheriff's Department. If a prisoner is not remanded and ordered released from custody, the LASD releases the prisoner from custody at Airport Courthouse. In the case of an order for release from the Clara Shortridge Foltz Courthouse, the CCPD jailer (or detective) who remained at the courthouse during court proceedings is required to escort the arrestee from the jail holding area to the main lobby of the court for release, unless there is an additional reason the arrestee is to remain incarcerated.

Security

CCPD's police facility was built in 1966 and underwent a partial renovation in 1999. The jail facility occupies 4,000 square feet of the police building. The jail has nine cells with a total of 30 beds configured in the following manner: three male holding cells (19 beds), two female holding cells (10 beds), one single cell (1 bed), one holding cell, one booking cell, and one sobering cell. The average inmate daily population in 2019 was 6.06 prisoners.

The jail's physical plant is relatively good for a nearly 60-year-old facility. Larger system components such as electrical, plumbing, air conditioning, and heating are dependent on the entire building and beyond the scope of this assessment. A private company completes the daily cleaning requirements of the facility. Any required maintenance or repair is completed by the Culver City Public Works Department.

During a jail tour by CPSM staff, security vulnerabilities noted below were identified and should be addressed expeditiously.

- A private cleaning vendor provides cleaning services for the police facility including the jail. The vendor is in possession of facility keys including the jail entrance door and various other doors in the station. With these keys, unescorted cleaning staff are able to enter the jail and traverse the secure area at will without CCPD supervision. This type of access unnecessarily threatens the safety of CCPD personnel through access to secure areas by unauthorized persons, the introduction of contraband such as weapons, drugs, etc., potential prisoner escape, and improper interaction between vendor staff and prisoners. Property drawers in the booking area which contain prisoner valuables (money, jewelry, etc.) are also accessible to the vendor staff.
- Jailers have a jail key block in their possession as part of their regular duties. These keys provide ingress and egress to various areas of the jail. Some keys in the jailer's possession allow exit of the jail to the station parking lot and interior station hallways. Should a prisoner overcome a jailer and obtain the jail keys, immediate escape through exterior exit doors is possible. Concerned staff should be convened to determine the best security versus workflow process to eliminate the present security issues. At a minimum, keys to exterior hard doors should be stored outside of the jail's secure area until needed. Interior doors to the other station areas could utilize a combination of access card and key code locks. The interior door to Records

should be secured and not used except in emergencies. When resolved, security procedures should be documented in jail policy.

- Solo jail staff regularly move prisoners within the jail without prior notification to CCPD staff, which creates a potential safety and security issue, especially in the more remote areas of the jail. A second staff member should be present in the police facility and made aware of the pending movement or other activity before opening the prisoner's cell door to enhance staff safety. Except in emergencies, prisoner movement should not be allowed when additional staff is not present and available in the police facility.
- Recalcitrant and/or violent prisoners held in the CCPD jail can be an increased threat to jail staff. Movement of a recalcitrant or known violent prisoner should require the presence of a supervisor and adequate staff before opening the prisoner's cell door for movement or other activity.

Staffing

Jail personnel are charged with responsibility for the safety and welfare of inmates placed in the department's custody and for ensuring the minimum jail standards established by law are provided for each inmate. The CCPD jail administrator is the chief of police, the jail manager position is a Patrol lieutenant who was appointed in July 2020, and the jail supervisor is a Patrol sergeant who was appointed in January 2020.

The current civilian jail staff consists of a senior jailer and two jailers. Prior staffing included four jailers, but one position was eliminated in the 2020–2021 fiscal year budget. CCPD staff are scheduled as delineated in the following table. The three jailers are on a 3/13 schedule with an hour non-paid lunch. Two jailers work Monday-Wednesday and one jailer works Thursday-Saturday. Each jailer works every other Sunday. Some staff overlap does occur throughout the weekly schedule. As scheduled, there are approximately 45 hours weekly without jailer staff assigned for total of approximately 180 hours per month.

TABLE 4-20: Jail Staff Shift Schedule

Week One							
Jailer	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Jailer 1	0400-1700	0400-1700	0400-1700	OFF	OFF	OFF	0500-1400*
Jailer 2	1600-0500	1600-0500	1600-0500	OFF	OFF	OFF	1700-0200*
Jailer 3	OFF	OFF	OFF	0400-1700	0400-1700	0400-1700	OFF

Week Two							
Jailer	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Jailer 1	0400-1700	0400-1700	0400-1700	OFF	OFF	OFF	OFF
Jailer 2	1600-0500	1600-0500	1600-0500	OFF	OFF	OFF	OFF
Jailer 3	OFF	OFF	OFF	0400-1700	0400-1700	0400-1700	1700-0200*

*Works every other Sunday.

California Code of Regulations (CCR) Title 15, Minimum Jail Standards, dictate standards and requirements for jail operations. Among these standards staffing and training are outlined.

Section 1020, Corrections Officer Core Course, states: "In addition to the provisions of California Penal Code Section 831.5, all custodial personnel of a Type I, II, III, or IV facility shall successfully complete the "Corrections Officer Core Course" as described in Section 179 of Title 15, CCR, within one year from the date of assignment. (b) Custodial Personnel who have successfully completed the course of instruction required by Penal Code Section 832.3 shall also successfully complete the "Corrections Officer Basic Academy Supplemental Core Course" as described in Section 180 of Title 15, CCR, within one year from the date of assignment."

Section 1027, Number of Personnel, states: "Whenever there is an inmate in custody, there shall be at least one employee on duty at all times in a local detention facility or in the building which houses a local detention facility who shall be immediately available and accessible to inmates in the event of an emergency. Such an employee shall not have any other duties which would conflict with the supervision and care of inmates in the event of an emergency. Whenever one or more female inmates are in custody, there shall be at least one female employee who shall be immediately available and accessible to such females." Even with proper training, if the designated employees' first priority in an emergency is not prisoners in-custody, they do not meet the "no other duties" criteria noted.

In addition, Section 1028, Fire and Life Safety Staff, states: "Whenever there is an inmate in custody, there shall be at least one person on duty at all times who meets the training standards established by the Board for general fire and life safety. The facility manager shall ensure that there is at least one person on duty who is trained in fire and life safety procedures that relate specifically to the jail facility."

To compensate for the jail staffing shortages, CCPD tasks available employees in the station (records clerk, desk officer, watch commander) who lack the required jail-related training to complete minimal duties of the jailer, primarily prisoner safety checks. Jailer overtime has been recently authorized to address some of the staffing shortages. In the jailer's absence, Patrol personnel book prisoners, house the arrestee, and complete required documentation.

The current staffing of the jail facility is inadequate and CCPD's efforts noted above to compensate for the staffing shortages does not bring the jail operation into compliance with state regulations. Core training requirements, staff availability during emergencies, and female staff availability were indicated as deficiencies during annual Board of State and Community Corrections staff (BSCC) inspections over the past three years. CPSM recommends these deficiencies be corrected. Correction can be achieved by the addition of three FTE jailers or by obtaining the required CCR Title 15 core training for alternate staff as documented in the 2020 BSCC inspection. CPSM recommends adding the three FTE jailers to ensure ongoing compliance with CCR regulations, as assigning trained staff and/or female staff when required would be a continuing challenge.

Proper staffing levels also enable prisoner safety checks to be conducted at least every 60 minutes for general prisoners, every 30 minutes for prisoners held in the sobering cell, and every 15 minutes for suicidal prisoners. In addition, the watch commander is responsible for periodically and no less frequently than twice during each tour of duty for walking through and inspecting the jail facility. A safety check means a direct, visual observation by jail staff performed at random intervals within timeframes prescribed in CCR regulations to provide for the health and welfare of inmates. CCPD Policy 504.3 outlines the safety check requirement and provides appropriate guidance to staff including documentation of such checks.

A major area of concern in managing a temporary holding facility is the timing of the required face-to-face safety checks. Should an incident occur which involved loss of life or serious injury to a prisoner and it is found a failure to comply with required safety checks contributed to the

incident, CCPD could face significant liability. CCPD staff must continue its diligence to maintain this compliance practice; time notations should be recorded at the actual time they occur. CCPD utilizes cameras to assist in monitoring the jail environment. The recorded video would likely be examined to verify safety checks against the written document in the event of an incident and consistency could be a factor. Any safety checks or inspections by CCPD supervision or other entities should be noted on the jail safety check log. This video of limited areas of the jail can be monitored by station staff, but no audio monitoring is available.

Prisoner Transportation

Movement of prisoners from one place to another is a necessary component of the criminal justice system. Safely and securely transporting a prisoner to the correct location, on time, ensures the system complies with the prisoner's constitutional rights and protects the community by safeguarding the prisoner in transit. Transportation of prisoners to and from secure locations is the most vulnerable part of any custody system. Impenetrable structures with multilayer security and adequate staff provide deterrent to escape or assault.

Currently, CCPD's transportation is generally handled by a single unarmed civilian jailer in a marked CCPD jail van. In the case of a recalcitrant prisoner, an officer may assist the jailer or two officers will conduct the transport. Although the transport vehicle generally provides minimal confinement barriers, there are few impediments to a failure in staff diligence or attack from an outside collaborator. Whether one prisoner is being transported or a dozen, the proper staffing, equipment, and procedure protocols must be in place. Failure to ensure each segment is in place can result in escape and/or injury to staff, prisoners, and the community.

CPSM recommends a revised transport policy that requires prisoner transport by a police officer(s) or a combination of a police officer and a civilian jailer to enhance safety and security of transports. This will bring CCPD's transportation practices more in line with other local agencies. Exploring a private prisoner transportation contract or combining resources with neighboring jurisdiction to create a regional transportation network for their collective transportation needs is also an available option.

Operation of a jail facility exposes any government entity to significant issues of potential liability. Culver City and its police department must continually monitor the environment to ensure compliance with Title 15 minimum jail standards, especially for staff and prisoner safety.

Jail Recommendations:

- Address facility security issues that include cleaning staff jail access, jail key security, and reconfiguration of interior station jail access door locks. (Recommendation No. 34.)
- Revise prisoner movement policies to require a second staff member be present in the police facility and made aware of the pending movement. (Recommendation No. 35.)
- Revise policy to require the presence of a supervisor and adequate staff before movement of a recalcitrant or known violent prisoner. (Recommendation No. 36.)
- Bring jail staffing relative to core training requirements, staff availability during emergencies and female staff availability into compliance with state regulations by adding three FTE jailers to ensure ongoing compliance with CCR regulations, as assigning other trained staff and/or female staff when required would be a continuing challenge. (Recommendation No. 37.)
- Ensure jail safety checks are random within the timeframes prescribed in CCR regulations and that time notations on the jail logs denote the actual time the prisoner is checked. (Recommendation No. 38.)

- Revise the prisoner transport policy with three options to consider: require transport by a police officer(s) or a combination of a police officer and a civilian jailer; a private prisoner transportation contract; or combine resources with neighboring cities to create a regional transportation network. (Recommendation No. 39.)

COMMUNICATIONS SECTION

The South Bay Regional Public Communications Authority's (RCC 911) computer-aided dispatch (CAD) system serves as the Public Safety Answering Point (PSAP) for all Culver City police and fire/EMS calls. RCC is regional dispatch center operated by three owner agencies (Hawthorne PD, Gardena PD, and Manhattan Beach PD) and three contract agencies (Culver City PD, Hermosa Beach PD, and El Segundo PD) through a joint-powers agreement (JPA). CCPD joined the regional dispatch center approximately three years ago in order to improve dispatch services after conducting a cost-benefit analysis and determining it was cost-prohibitive to bring the department's dispatch center up to industry standards. With the RCC, each agency has its own primary dispatch frequency to handle calls for service for the respective department.

RCC conducts executive committee meetings monthly with city manager and fire and police chief groups to handle policy and funding oversight.

The JPA conducts Police and Fire Task Force monthly meetings with the police chief or his/her designee from each member agency, which the CCPD Traffic lieutenant typically attends. The committee meets regularly to establish policy and address concerns or issues, which is a best practice to ensure continual effective and efficient service delivery.

Often the first point of contact for a citizen seeking assistance, 911 operators play a significant role in setting the tone for the community's attitude toward the agency. The efficiency with which they collect information from callers and relay that information to responding personnel significantly impacts the safety of citizens, officers, and fire/EMS personnel alike. And for crimes in progress, their work substantially affects the chances of apprehending criminals. CCPD staff indicated RCC provides professional services to the Culver City community.

High-priority Calls

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

The following table depicts the average response time to Priority E calls as well as all other calls (all other priorities). Data calculations are based on what is commonly practiced at law enforcement agencies. That is, a call taker receiving a call types the information into a call screen, electronically sends it to the dispatcher, and the call is broadcast and assigned to an officer to handle. The dispatch period is measured from the time of call receipt, ending when the dispatcher assigns an officer to that call. The travel period begins at the conclusion of the dispatch period and ends when the officer arrives at the scene of the call. The response time represents the combination of the dispatch and travel periods. This is the amount of time it takes

from the initial call to an officer arriving on scene. The table reflects average response times by priority.

TABLE 4-21: Average Dispatch, Travel, and Response Times, by Priority

Priority	Time in Minutes			Calls
	Dispatch Delay	Travel Time	Response Time	
E	2.5	4.5	7.0	191
1	2.5	6.8	9.3	3,905
2	4.1	8.5	12.6	11,943
3	7.1	12.9	20.0	4,747
4	4.5	6.0	10.5	619
5	8.1	10.5	18.6	3
Total	4.5	9.1	13.5	21,408
Injury Accident	2.0	6.2	8.2	325

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

An average response time of 7.0 minutes for Priority E calls is less than the mean of 7.8 minutes for all agencies studied by CPSM; however, it is less than optimal, which is five minutes. It is understandable that traffic congestion impacts response times; however, response time to these types of calls should consistently be in the range of five minutes or less. As was described, response times are the combination of both dispatch delay and travel time. In the case of CCPD, the travel time to Priority E calls at 4.5 minutes is a significant contributing factor to the overall response time.

A seven-minute response time to an in-progress crime will nearly always result in the perpetrator having fled from the scene prior to the officer's arrival. More importantly, in a life-safety incident such as a baby not breathing or an active shooter or other aggravated assault, serious injury or death may occur. While those possibilities exist on any call, such a lengthy delay for Priority E calls is cause for concern. Given this situation, a department analysis of issues contributing to excessive response times is warranted.

There are a number of steps that can be taken in conducting the analysis. It is understood that dispatch services are provided on a regional basis by the RCC. While this study is limited to response times for Culver City PD, addressing dispatch delays would be of interest to all participating entities. The steps for such an analysis include:

- Review the category of calls that are established as Priority E to ensure that only life-safety incidents and in-progress crimes are included. Even low-grade crimes such as theft should be included when it is an in-progress incident. Most crimes are reported after the fact, and this creates limited opportunity to make an arrest or solve the crime. Where such crimes can be solved, the investigative time and effort is often considerable. Therefore, the importance of prioritizing these in-progress incidents cannot be overstated.
- Identify reasons associated with the dispatch delay. For these high-priority calls, a protocol to expedite an officer response is imperative. The objective should be to reduce the dispatch delay to no more than one minute. It is understood that some CAD operating systems do not allow for the assignment of an officer to a call history (ending the dispatch period) until the call data is transferred from the 911 operator to the dispatcher. For high-priority calls, a protocol should be in place that allows the dispatcher to notify units of the call so that a response may be initiated pending more information. In that case, the officer would be

responding prior to the ending of the recorded dispatch period and the true dispatch delay is lessened; however, the travel time would be extended and the overall response time would be unchanged.

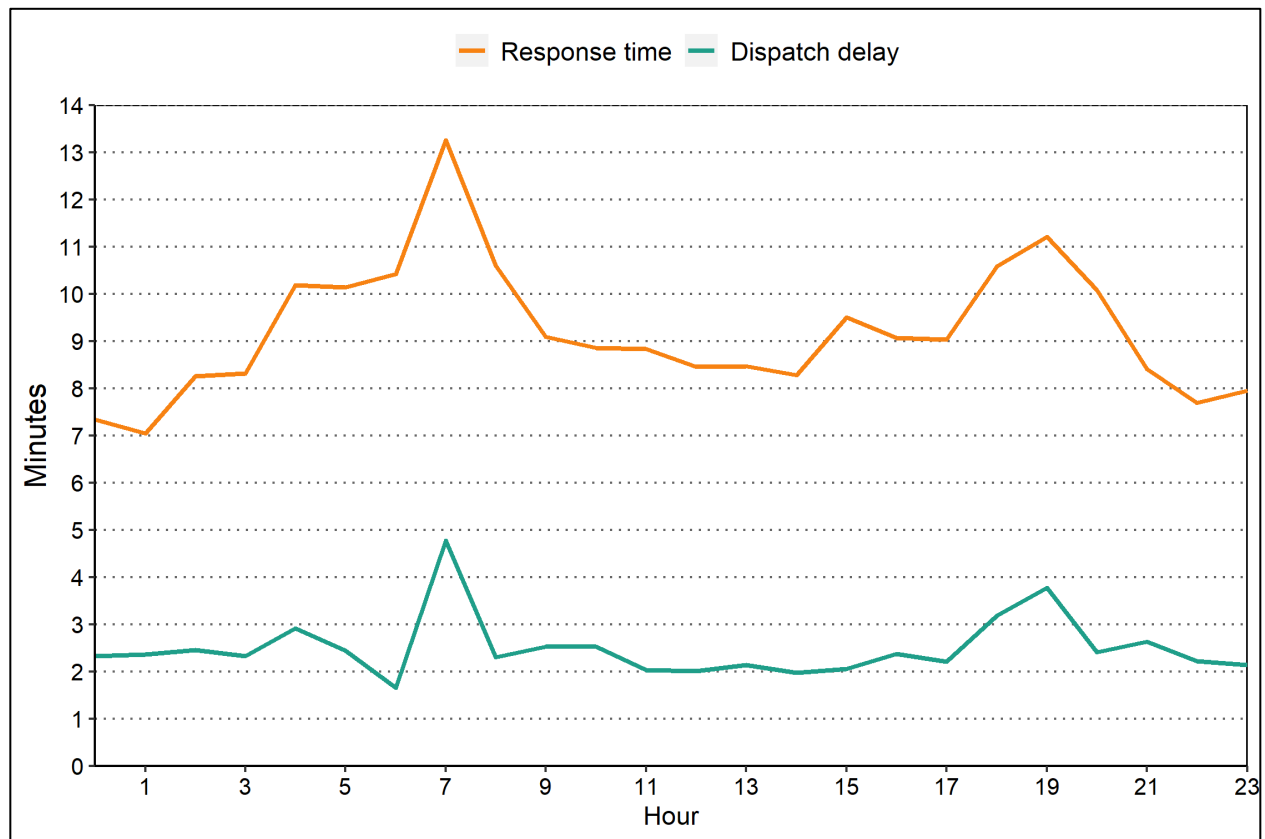
- A 4.5-minute travel period for a city of 5.14 sq. miles can be excessive. Examine deployment of patrol resources to ensure that adequate staffing is in the field to respond to high-priority calls. The absence of adequate field staffing can be attributed to insufficient overall staffing, or inefficient management of personnel. This includes out-of-service time and/or time spent in the station, which could more appropriately be spent in the field. Another common issue is the writing of police reports in the station in lieu of a patrol vehicle being strategically positioned within the city. In studies of communities similar to Culver City and which experience high response time rates, it is common for officers to return to the station to write reports. Anecdotal reports suggest that this may be the case in Culver City. The reasons vary from convenience to officer safety to limitations of in-car computers. Still, some of the patrol vehicles are equipped to allow for the reports to be written in the field, and in many cases, it is appropriate to do so.

CPSM has found the collaborative agreements in joint police dispatch/communications channels to be beneficial. Should CCPD need additional officers to handle a significant incident, nearby agencies are able to respond quickly and communicate effectively with one another. It should be noted that the bordering agencies are not part of RCC; however, they are available for mutual aid when needed. This practice is reciprocated by CCPD to nearby agencies seeking assistance. The collaboration in Los Angeles County is commendable and Culver City benefits from these efficient public safety services.

The following figure focuses on Priority E calls only, and shows average times by hour of day.

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FIGURE 4-14: Average Response Time and Dispatch Delay for High-priority Calls, by Hour



Communications Recommendation:

- Efforts should be made to identify causative factors contributing to an excessive dispatch delay of 2.5 minutes for high-priority calls for service from the community. Steps may include evaluation of the criteria for identifying a call as high-priority/Priority E, or other operational efficiencies in expediting the transfer of Priority E calls from call takers to dispatchers. (Recommendation No. 40.)

PATROL BUREAU SUMMARY

Minimum staffing as determined by the department is generally reasonable, that is, a sergeant, eight officers on weekday and mid-watches, seven on morning watch, and seven on the weekend shifts. This does not include the CSOs, when available. As previously noted, the discretion for establishing minimum staffing should remain with the police chief. Minimum standards are just that, minimums, not optimal. Minimums simply establish a reasonable number of personnel available to generally ensure citizen and officer safety and the ability to respond to emergency calls for service in a timely manner. Minimum staffing numbers do not allow for proactive policing, problem solving, and timely response to non-emergency calls.

At the time of the CPSM visit, patrol was changing from all shifts working 3/12.5-hour shifts to a hybrid patrol shift of three 4/10-hour shifts during the week and three 3/12.5-hour shifts on the

weekends. Two-officer units were split into one-officer units on day and mid-watch shifts and the additional officers were reassigned to a bike/foot beat in the downtown and Westfield Mall area. In light of the changes, morale within the department was notably positive and staff were committed to service to the community.

The impact on workload of the change to the patrol work schedule to the hybrid 4/10 weekday and 3/12.5 weekend shift is yet to be determined. To explore the impact of these schedules, further data analysis in the future would be needed once the shifts have been deployed for a significant time.

END SECTION 4

SECTION 5. INVESTIGATIONS BUREAU

The Investigations Bureau operates under the command of a captain. The Bureau consists of Investigations, a management analyst, and the collateral duty units of the Emergency Response Team and Crisis Negotiations Team. A lieutenant is charged with day-to-day operations of the Investigations Bureau, which is comprised of the Detectives Section, Forensics Unit, Crime Impact Team, and Task Forces Section. CPSM will report on each of these functions separately. The following table 5-1 summarizes the personnel assigned within the Investigations Bureau.

Table 5-1: Investigations Bureau Staffing

Position	FY 2020/2021	Vacancies (9/1/18)	Actual
Sworn Personnel			
Captain	1		1
Lieutenant	1		1
Detectives Section			
Admin. Sergeant	1		1
Crimes Against Persons Unit	3		3
Property Crimes Unit	5		5
Special Victims/Juvenile Unit	2		2
District Attorney Liaison	1		1
School Resource Officer	1		1
Crime Impact Team			
Crime Impact Sergeant	1		1
Crime Impact Detectives	5		5
Task Forces			
LA Impact Sergeant	1		1
LA Impact Detective	1		1
Electronic Crimes Detective	1		1
Sworn Total	24	0	24
Civilian Personnel			
Forensics Unit			
Senior Forensic Specialist	1		1
Forensic Specialist	2		2
Management/Crime Analyst	1		1
Civilian Total	4	0	4
Total Authorized Personnel	28	0	28

Source: Culver City Police Department.

DETECTIVES SECTION

Under the direction of a police sergeant, the Detectives Section is separated into investigative units that include Crimes Against Persons, Property Crimes, and Special Victims/Juvenile. In addition, the sergeant oversees the District Attorney Liaison detective, the school resource officer, and the Forensics Unit.

Staffing/Work Schedule

Each detective function is staffed by personnel who serve in a rotational capacity for a three-year period. The Crimes Against Persons unit is staffed by three detectives, the Property Crimes unit is staffed by five detectives, and the Special Victims/Juvenile unit is staffed by two detectives. One detective occupies the District Attorney Liaison position.

The Crimes Against Persons Unit investigates assaults, domestic violence, robbery, terrorist threats, weapons violations, missing persons, and homicide. The Property Crimes Unit investigates theft, thefts and burglaries from motor vehicles, grand theft autos, recovered stolen vehicle, burglary, fraud, identity thefts, forgery, and all property crimes including reasonable cause arrests. The Special Victims/Juvenile Unit investigates crimes involving juvenile victims, juvenile suspects, sexual assault, rape, social media threats of school violence, and elder abuse reports. Due to COVID-19 issues, the unit is currently being assisted by the school resource officer. The District Attorney Liaison detective investigates all drug-related arrests, drug paraphernalia and sales arrests, public intoxication, and other miscellaneous crimes.

Personnel generally work a 4/10 schedule, with reporting times varying from 6:00 a.m. to 10:00 a.m., Monday through Friday. This allows for coverage between the hours of 6:00 a.m. and 4:00 p.m. on Monday, and 6:00 a.m. to 8:00 p.m. Tuesday through Friday. Two detectives are on call every weekend; typically, they are called in to handle high profile crimes such as shootings, stabbings, and suspicious death investigations. Staff may adjust their work schedule as necessary to facilitate investigative needs.

Case Management

Case management is a significant factor utilized by a department in the management of its investigative function and resources. CPSM examined the case management practices of the Investigations Bureau and found it is an area of opportunity for the CCPD.

CPSM was provided the following outline of CCPD's current case management process. Staff stated initial police reports are prepared by patrol officers, approved for content by Patrol sergeants, and then forwarded to the Investigations Bureau for follow-up investigation. The assigned CCPD lieutenant and sergeant review the report queue in the Mark43 Records Management System (RMS) for new cases daily. All cases are assigned to a detective regardless of potential solvability based on case type and individual detective workload. Case closure and inactivation is determined by the handling detective, with no formal supervisory oversight. Periodically, the sergeant and lieutenant randomly review assigned cases to ensure detectives have not inactivated cases with investigative leads or kept cases which have no workable information open for extended periods. Case notes are also checked to ensure personnel are making calls to victims/witnesses and recovering surveillance footage in a timely manner. Staff indicated currently no benchmarks are in place for case status reports to supervisors.

CCPD policy 600.2.5 Case Load Management, provides the department case management expectations. The policy states in part, "Each detective is responsible for the management of his/her respective assigned cases. Detectives are required to manage their caseload so that

investigations are conducted in a timely and effective manner. Detectives should routinely evaluate the status of their active cases and consider suspending cases that lack any investigative leads. This will enable detectives to direct their time, attention, and resources to cases with more solvability factors. Investigations Bureau supervisors are tasked with actively monitoring that detectives are effectively conducting investigations, solving crimes, and are adequately managing their caseload."

The policy further states regarding supervisors, "Investigations Bureau Supervisors are responsible for actively monitoring and overseeing the effectiveness of detectives under their supervision. On a regular basis (which is determined by the needs of the specific investigative assignment), supervisors shall review appropriate reports available through RMS to determine if their respective detectives are effectively conducting investigations, solving crimes, and are adequately managing their caseload. When necessary, supervisors will provide guidance and implement appropriate corrective measures to assist detectives in meeting their caseload obligations."

The current CCPD case management process basically reflects this policy, but it is not a robust case management system that utilizes effective and efficient practices. The above policy indicating detectives to direct their time, attention, and resources to cases with more solvability factors is an indicator a supervisory case screening process is necessary. CPSM recommends a clear policy that outlines department case screening criteria and those accountable for such screening; such a policy should be developed and approved by department command staff.

Recommended revisions to case screening practices are as follows:

The detective sergeant/lieutenant should screen all cases prior to assignment for the following factors to include:

- Solvability factors – Factors may include available description of suspect, potentially identifiable loss items, physical and/or forensic evidence, etc.
- Priority of the case – Cases including homicides, suicides, fatalities, sex crimes, robbery, child abuse, missing or abducted children, family violence, and stalking are considered high-priority cases and are fully investigated.
- Availability of investigative resources (personnel).
- Notwithstanding the screening process mandates, sergeants may suspend cases without further investigation at the initial screening, or upon recommendation of the assigned detective after completion of investigative efforts if the following conditions exist:
 - No leads; or all leads and solvability factors have been exhausted.
 - Case does not warrant further investigation based upon the insufficient degree of seriousness.
 - Lack of availability of investigative personnel.
 - Actions suspending any case must be approved by a detective sergeant.

Cases closed, inactivated, or otherwise disposed of through the screening process should be accounted for and statistically tracked.

In addition, there are very few mechanisms in place beyond Policy 600.2.5 to manage investigations after they are assigned. A more rigorous case management process and oversight of the progress of investigations would create an efficient assessment and utilization of staff resources. For example, benchmarks could be set and tracked relative to investigations. Limits

could be set on the amount of time to contact the complainant, file the first follow-up report, interview victims/witnesses, close a case, etc.

With no active management in place a case can remain open for a long time after investigative leads have been exhausted. The informal process currently employed has resulted in approximately 1,655 cases remaining active as of August 2020; 1,261 of these cases are from the three years prior to 2020. Regarding 2020, 176 of 393 active cases are assigned to personnel no longer working Detectives.

Department policy 600.6 – Discontinuation of Investigations, provides general guidance regarding criteria required to discontinue an investigation. However, the decision is left to the handling detective, with random supervisory oversight. With a simple change of program settings, the Mark43 RMS can send a notice of case status change to Investigations Bureau supervisors and management when a case is closed. Case closures should be subject to supervisory review through consultation with the handling detective.

Case management also provides information that helps assess investigative staffing levels. With all reports being assigned to detectives without initial screening or the presence of a robust case management process, assessing CCPD's staffing against current staffing guidelines described here is not feasible.

There are no absolute standards to determine appropriate caseload for police investigators. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. However, the International Association of Chiefs of Police suggests that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. Other sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year. FBI UCR records indicate CCPD recorded approximately 1,948 Part I crimes in 2018 and 1,821 Part I crimes in 2019. The UCR benchmark would indicate the current eight Persons and Property investigators are more than adequate. However, CCPD case management issues described here limit the reliability of this standard.

Staffing decisions must also consider that caseload numbers do not capture the entirety of an investigator's workload. RMS systems are not generally designed to track the time that investigators spend assisting other investigators, both internally and for other agencies, work hours associated with investigations, including the most time-consuming cases, interviews, obtaining and serving search warrants, court time, travel time, etc. A calculation of the average number of new cases per detective each month assumes that typically, an officer is normally unavailable two of twelve months each year, or absent 20 percent of the time due to illness, vacation, training, court, industrial injuries, Family Medical Leave Act, administrative leave, etc. This average is based on CSPM's studies of over 130 agencies.

In order to resolve questions regarding caseload and provide CCPD a path forward to determining appropriate staffing, CSPM recommends the following. Existing case data should be reviewed, resolved, and updated to ensure it is accurate and consistent. Case information needs to be extracted and massaged into relevant and timely management reports for investigative supervisors and department managers to analyze and utilize in their daily duties. The lack of a quantitative and qualitative assessment process limits CCPD management's ability to evaluate the effectiveness of the department's investigative function and the success of its efforts to address crime in the community as a whole.

CSPM learned during the assessment process that the crime analyst has the ability to create ad hoc case management reports via the Mark43 RMS that will have great value to CCPD case

management. As the software is new and in its relatively early stages of development, the report modules are not complete, but are expected to be in the next few months. Even in ad hoc format, CCPD can use Mark43 to begin establishing case management protocols including case screening and evaluating its investigative effectiveness. Eventually, the staffing guidelines discussed above can be used to determine investigative staffing needs.

Clearance Rates

While preventing crime is crucial to law enforcement agencies, solving crimes is as important. Solving crime results in prosecution of offenders, which not only prevents future crime, it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR) program, offer a benchmark for a department's effectiveness in solving crimes.

The clearance rate is the relationship between reported crimes and persons arrested for those crimes. It is an important measure of the overall effectiveness of a police department and an important measure of the performance of an investigative unit in a police department. According to the FBI UCR program, a law enforcement agency reports that an offense is cleared by arrest or solved for crime-reporting purposes when three specific conditions have been met: 1) at least one person has been arrested, 2) the person has been charged with the commission of the offense, and 3) the person has been turned over to the court for prosecution (whether following arrest, court summons, or police notice).

In its clearance calculations, the UCR program counts the number of offenses that are cleared, not the number of persons arrested. The arrest of one person may clear several crimes, and the arrest of many persons may clear only one offense. In addition, some clearances that an agency records in a particular calendar year, such as 2019, may pertain to offenses that occurred in previous years.

In certain situations, elements beyond law enforcement's control prevent the agency from arresting and formally charging the offender. When this occurs, the agency can clear the offense exceptionally. Law enforcement agencies must meet the following four conditions in order to clear an offense by exceptional means: the agency must have identified the offender; gathered enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution; identified the offender's exact location so that the suspect could be taken into custody immediately; or encountered a circumstance outside the control of law enforcement that prohibits the agency from arresting, charging, and prosecuting the offender.

Annually, departments report clearance rates to the FBI for inclusion in the UCR, which is depicted earlier in Table 3-4 of this report.

Accurate case clearance is an important performance evaluation tool for supervisors. It is essential to track the effectiveness of individual detectives through their diligence in solving and clearing cases. Awareness of a detective's performance is critical to identifying increased oversight or training needs. The number of cases assigned per detective is important, as well as supervisor's anecdotal knowledge, but performance evaluation must also be supported by data. Clearance rates are another benchmark of a department's effectiveness in solving crime and should be part of the Investigation Bureau's evaluation process.

Discussions with CCPD staff regarding FBI UCR clearance criteria indicates additional training in this area would be beneficial. This subject and potential training needs will be discussed in more detail in the Records section of this report.

Investigations Training

The Bureau does not maintain a basic training outline or training records documenting the progress, or lack thereof, of new personnel. The Bureau does maintain an investigation-specific policy and procedure manual, known as the "Cook Book." Investigations training in the bureau is an informal process where the new investigators learn as they go, utilizing more senior personnel as a resource. Upon assignment, Crimes Against Persons personnel are required to attend a two-week homicide school and Special Victims Unit detectives are required to attend a one-week Sexual Assault course and one-week Child Abuse course. Detectives are also encouraged to attend other training courses including case law updates, interview/interrogation, and other local training seminars.

CPSM recommends the department develop a formal training plan with required benchmarks and supervisory oversight and implementation for personnel newly assigned to Investigations.

Volunteers

A significant component of the CCPD Investigations culture is that every victim is to be contacted by the assigned investigator within 24 to 48 hours. While this is an admirable goal, it may not be the most efficient use of limited resources. Detectives currently use a volunteer for miscellaneous duties. CPSM recommends that, with appropriate training, the role of volunteers could be expanded to assume the victim contact task on cases screened out of the investigative process under a new case management protocol. This would free investigators time to devote to workable investigations while maintaining the goal of victim contact. CPSM recommends the department evaluate the possibilities for an expanded role for volunteers beyond their current assignments.

Youth Diversion Program

As part of Chief Cid's "Partnership to Advance Youth" initiative, Juvenile detectives utilize a youth diversion program in conjunction with other social service options to address juvenile delinquency. The program provides youth with an alternative to prosecution.

In November 2017, the division of Youth Diversion and Development (YDD) was established within the Los Angeles County Office of Diversion and Re-entry. This division is focused on advancing youth development infrastructure in Los Angeles County and implementing an evidence-informed model of pre-booking youth diversion that empowers community-based organizations as the providers of individualized care coordination in lieu of arrest with the goal of equitably reducing young people's involvement with the justice system.

Through its affiliation with YDD, CCPD began a partnership with the New Earth organization in July 2019. The goal of the partnership is to provide eligible youth offenders an opportunity to join a diversion program in an attempt to keep them from entering the criminal justice system. New Earth provides youth with mentor-based creative arts and educational programs including poetry, music production, gardening, and fitness at its New Earth Arts & Leadership center in Culver City. Here youth receive career training, jobs, a fully-accredited high school education program, mentorship, case management, nature expeditions, arts programming, and wrap-around services that help them re-enter their communities with all the support and nurturing they need to make a successful transition.

Since the CCPD/New Earth affiliation began, approximately 40 percent of CCPD's juvenile cases (60 of 150 juvenile arrests) have taken advantage of this diversion opportunity. CCPD's goal is to

expand the program, diverting youthful offenders whenever possible. Both organizations are to be commended for their efforts in support of the youth of Culver City.

Detectives Section Recommendations:

- A clear policy outlining department case screening criteria and those accountable for such screening should be developed and approved by department command staff. (Recommendation No. 41.)
- Cases closed, inactivated, or otherwise disposed of through the screening process should be accounted for and statistically tracked. (Recommendation No. 42.)
- Rigorous case management protocols should be developed and implemented with benchmarks set and tracked relative to individual investigations. (Recommendation No. 43.)
- Case closures should be subject to supervisory review through consultation with the handling detective. (Recommendation No. 44.)
- Mark43 software program settings should be changed to provide a notice of case status change to Investigations Bureau supervisors and management when a case is closed. (Recommendation No. 45.)
- Existing case data should be reviewed, resolved, and updated to ensure it is accurate and consistent. (Recommendation No. 46.)
- Case information needs to be extracted and massaged into relevant and timely management reports utilizing Mark43 capabilities. (Recommendation No. 47.)
- CCPD should use newly established Investigations case management process to evaluate its effectiveness. (Recommendation No. 48.)
- Staffing guidelines discussed here can be applied once historical information is available under a new case management process. (Recommendation No. 49.)
- FBI UCR clearance criteria training should be coordinated for Investigations and Records staff. (See Records Section for further discussion.) (Recommendation No. 50.)
- A formal training plan with required benchmarks and supervisory oversight should be developed and implemented for personnel newly assigned to investigations. (Recommendation No. 51.)
- Train volunteers to assume the victim contact task on cases screened out of the investigative process. (Recommendation No. 52.)
- Explore the role of volunteers for expanded use in Investigations. (Recommendation No. 53.)
- Continue to seek out avenues to expand the juvenile offender diversion program. (Recommendation No. 54.)

SCHOOL RESOURCE OFFICER

In support of the Culver City schools, public and private, a school resource officer (SRO) is deployed to serve as a mentor for students and a resource for families and school staff. Overall, the program plays an invaluable role in shaping young peoples' relationships with police and in establishing and maintaining productive relationships with school officials. Under the direction of the Detectives Section sergeant, the assigned detective serves 21 schools in the city. The SRO's responsibilities focus on both program delivery and security/enforcement.

Funding for the SRO position comes from the city budget, with no supplemental funds added by the school district. SROs are selected by an application process and the position rotates every three years.

The SRO works a 4-10 schedule and reports Monday through Thursday, from 6:00 a.m. to 4:00 p.m. Due to his experience in sex crimes and child abuse investigations, the SRO is also on-call to the Detective Section's Special Victim's Unit (SVU) every third week. The SRO is assigned full-time to the SVU when schools are not in session,

School-related duties entail providing a police response to all 21 schools and participating in school-related activities. All radio calls originating from a school or involving a Culver City student (on or off campus) are dispatched to the SRO, if on duty and available. Calls generally involve a student's disruptive behavior and/or criminal activity. As Culver City has several schools that address student psychological and emotional disorders, the SRO will respond to these calls to provide assistance and, when appropriate, initiate a psychiatric evaluation hold. The SRO collects contraband such as narcotics and tobacco products and disposes according to CCPD policy.

The SRO participates in school-related activities, such as Career Day, College Night, graduation ceremonies, and sports activities. Training is provided to the school administration as well as students and can include, but not be limited to, active shooter, drug awareness, and student discipline. Younger students are engaged by the SRO through classroom interaction such as reading books and discussing law enforcement. The SRO also supports Explorer Program recruitment efforts at the local high school and participates in the Explorer training and activities.

Available data for call for service (CFS) responses to Culver City schools was examined. The data reflect that for 2017 through 2019, the SRO responded to 370 CFS or approximately 23 percent of the 1,633 school CFS for the time period. Approximately 42 percent of the total school CFS or 680 calls, occurred at the high school and middle school. In addition, reports of suspected child abuse (SCAR Reports) handled by the SRO over the last four years totaled 123 cases in 2017, 129 cases in 2018, 115 cases in 2019, and 58 cases through August 2020.

The basic activity numbers representing the SRO's workload such as calls for service and SCAR reports written were provided to CPSM. Detailed records of SRO activity are not maintained. CPSM recommends documenting the SRO's workload to include number of investigations, arrests, crime prevention and personal safety presentations, community events, and other activities and assignments performed. This will help support the justification for the SRO and identify future staffing needs in SRO staff.

Department representatives indicate the SRO position is providing excellent service to the schools and community, but believe the single position is not adequate for the assigned duties and responsibilities. CCPD believes Culver City schools would benefit by having an additional SRO, based upon a rise in area gun violence, school threats, and the growing community of students. The 2020–2021 budget included an additional SRO to CCPD staff, but the position was lost to budget cuts related to COVID-19.

SRO Recommendations:

- It is recommended that the CCPD conduct an analysis of how much time and what type of activities are performed by the SRO at each school to help determine future staffing needs. (Recommendation No. 55.)
- Consideration should be given to reassigning a second officer as an SRO. (Recommendation No. 56.)

CRIME ANALYSIS UNIT

The systematic analysis of data and information is valued by police agencies seeking to improve their effectiveness. Crime analysts review all police reports with the goal of identifying patterns as they emerge. By identifying developing problems, the crime analyst can alert command and operational staff to the activity as soon as possible and allow effective tactics and strategies to be employed to prevent and reduce crime. The crime analysis function is integral to good policing and the appropriate utilization of limited police resources.

The CCPD crime analyst is assigned to the Investigations Bureau and reports to the Bureau captain. The assigned analyst also has collateral administrative duties assigned by the Administration Bureau and which significantly impacts her workload. The incumbent civilian crime analyst has been in the position for two and one-half years and has prior crime analyst experience of four and one-half years with another agency.

The Crime Analysis Unit is responsible for disseminating data related to crime trends, crime series, the identification of suspects, and preparing various administrative reports for the department. Notifications are made in the form of crime bulletins; awareness bulletins regarding crime hot spots, missing persons, etc.; and information on persons and vehicles of interest. Distribution is both electronic and document driven. The information provided is primarily generated from crime reports and calls for service within the department. In some cases, additional information may be obtained from outside sources including various law enforcement databases, neighboring agencies, and open source platforms.

Detectives seek assistance from the analyst regarding case investigations. The analyst provides case-related information on crimes, suspects, and locations. The analyst also reviews Part I crimes and creates a matrix of information identifying suspects, locations, and other factors which would be useful to detectives attempting to link other cases. Investigations staff and the analyst should communicate regarding this matrix regularly as part of the investigative process.

The crime analyst has the ability create ad hoc case management reports via the Mark43 RMS that will have great value to the recommended CCPD case management revisions. As the software is new and in its relatively early stages of development, the report modules are not complete, but are expected to be in the next few months. Even in ad hoc format, CCPD can use Mark43 to begin establishing case management protocols including case screening, and evaluating its investigative effectiveness. Eventually, the staffing guidelines discussed above can be used to determine investigative staffing needs.

Department policy 800.4 Crime Analysis Dissemination, states in part, "For a crime analysis system to function effectively, information should be disseminated to the appropriate units or persons on a timely basis." The analyst is in place to provide such information to the concerned parties; however, there is no formal policy or practice to ensure the information is received by the appropriate persons, acted upon by such persons, or evaluated for usefulness. Current feedback to the analyst is minimal, limiting the analyst's opportunity to know if her efforts are meeting department needs. This information flow issue should be reviewed through the chain of command and a policy developed to ensure the crime analyst's contribution to department operations is effectively utilized.

The crime analyst has a number of software options available beyond the department's Mark 43 RMS to assist in performing her duties. These include Aegis and Crossroads platforms, CopLink, and CAD, among many others. The analyst also manages the department's online crime mapping function. With the current workload level, the analyst believes the hardware and

software provided by the department enables her to accomplish her assigned duties. The reports as described above generated by the unit total 460 for 2018 and 292 for 2018. The number of requests made to the unit by department members for statistics numbered in 37 in 2018 and 58 in 2019.

Crime Analysis Recommendations:

- Regular communication should be established among Investigations Bureau staff regarding the crime analyst's crime matrix. (Recommendation No. 57.)
- Utilize the crime analyst's Mark43 expertise to create ad hoc case management reports to assist in establishing case management protocols and management reporting. (Recommendation No. 58.)
- Establish policy and procedure to ensure crime analyst information is received by the appropriate persons, acted upon by such persons, and evaluated for its usefulness. (Recommendation No. 59.)

FORENSICS UNIT

Forensic investigation of a crime scene is a highly specialized function. Successful identification and collection of evidence, especially trace and biological evidence, is of paramount importance in successfully solving crimes. Investigators must have a high degree of training, experience, skill, and commitment to master this art.

CCPD maintains an in-house lab where staff examine, chemically process, and collect latent, physical, and biological samples from evidence items. Generally, the Los Angeles County Sheriff's Department Crime Lab is used to analyze biological evidence including all DNA samples. The Verdugo Regional Crime Lab is used for items requiring expedited processing, as examinations have a per sample cost.

The Forensic Unit reports to the Detectives Section sergeant. Three full-time staff, one senior forensic specialist and two forensic specialists, comprise the unit. The senior forensic specialist is an International Association for Identification (IAI)-certified crime scene analyst with 12 years of experience. The two forensic specialists are IAI-certified crime scene investigators with 15 and 3 years of experience, respectively. The current staffing level has been in place since 2017. Staff duties consist of the following:

- Crime scene investigation (non-hit officer-involved shootings, homicide, robbery, suicide, fatal traffic collision, burglary, auto theft, suspicious death, arson, forgery/fraud, sex crimes).
- Evidence collection and processing (at scene or in lab).
- DNA collection/processing (at scene or in lab).
- Latent print development, processing, collection (at scene or in lab).
- Latent print examinations and/or comparisons.
- Surveillance video collection and/or analysis.
- Photography and videography.
- Crime scene diagramming.
- Composite art (facial sketching, including interviews).

- Computer/cell phone forensic analysis.
- Courtroom testimony (Civil, Superior, and Federal levels).
- Forensic equipment maintenance.
- Ordering of lab and field supplies for forensic and patrol personnel.
- Crime lab(s) liaison (LASD and Verdugo Regional Crime Lab).
- Forensic database maintenance.
- Initial and refresher training of Patrol personnel re: latent prints and DNA collection.

One of the essential elements to the qualifications of a successful crime scene investigator is training. The qualifications of the personnel involved in the collection and preservation of physical evidence can often be central to the prosecution of high-profile cases; successful prosecution can rely heavily upon the existence of forensic evidence. As training is central to qualifications, it is vital that personnel involved in this process receive appropriate training, and that adequate records exist of training attended. The lack of training and training records can create complications for prosecutors attempting to qualify expert witnesses and thus can create challenges in prosecuting crimes.

The Forensics Unit initiates a department field training program for Forensics personnel upon hire. This program builds on the employee's training and experience brought to the position, which may be a combination equivalent to training and experience likely to provide the required knowledge, skills, and abilities for the position. The training program includes a focus on department and/or unit orders and procedures regarding collecting, processing, and preserving evidence based on guidance from CCPD Policy 802, Property and Evidence Collection. The unit maintains training and procedural manuals which enhance in detail the general provisions of Policy 802.

The CCPD training plan identifies basic and ongoing essential training provided to unit personnel. Personnel are required to complete training on crime scene investigation, chemical processing, crime scene photography, collection and preservation of physical and biological evidence, latent print comparison and identification, and MBIS submission. Personnel are required to demonstrate proficiency in all forensic disciplines (except latent print comparisons) within one year of hire. Unit employees are also required to attend off-site training when deemed appropriate and necessary for additional training in crime scene, crime scene photography, fingerprint comparison and identification, MBIS, shoe and tire track impressions, identification, collection and preservation of evidence from crime scenes, and courtroom testimony.

The Forensics Unit provided information on the calls, incidents, and activities the unit handled from 2017 to 2019; this information is summarized in the following table. The activity information is maintained in an electronic file.

Table 5-2: Crime Scene Investigations Unit Activity, 2017–2019

	2017	2018	2019
Unit Calls / Incidents	389	245	184
Call Outs	24	23	21
Fingerprint IDs	129	55	57
CODIS Hits	47	27	12

Source: Culver City Police Department.

The senior forensic specialist opined that the unit has adequate staffing for the assigned workload. The unit worked with two staff for a significant time before 2017. The addition of the third staff member in 2017 has enhanced the unit's capabilities and allows the unit to meet the required workload. The unit's equipment currently meets unit needs. Funding from the city and grants sought out by the senior forensic specialist have enabled the purchase of equipment when necessary. Additional equipment needs have been met by RAND Corporation funding made available periodically. The unit submits a personnel, equipment, and training needs request during the annual budget process. Considering the highly technical and expensive equipment needed in the unit (total estimated in the \$250,000 range), CCPD would be better served if it established a planned obsolescence budget to ensure funding is available when the need arises.

Quality control efforts by CCPD lab personnel are multilevel. All reports written by Forensics Unit personnel are administratively and technically reviewed by the senior forensic specialist. The senior forensic specialist's reports are administratively and technically reviewed by another forensic specialist. Latent print comparisons and reports are verified by a second specialist, and administratively and technically reviewed by the senior forensic specialist. The senior forensic specialist's comparisons and reports are verified by a second specialist, and administratively and technically reviewed by a third specialist.

The senior forensic specialist also observes staff court presentation and testimony, providing feedback for improvement as needed. In addition, Forensics staff meet with lab personnel and local agency forensic staff to receive feedback and discuss best practices of evidence collection and processing. CCPD detectives and City Attorney and District Attorney staff provide feedback on the unit work product and testimony. The assessment of the quality and viability of evidence collection and its evidentiary value enable the department to establish benchmarks that assist in performance measurement and identification of training needs.

IAI certifications require renewal every five years. The renewal process consists of a written and practical exam. Annual proficiency testing is also required. This testing is conducted in-house with results reviewed by a private testing firm. Forensics Unit continuing training requirements prepare staff for recertification requirements as well as keep personnel abreast of new forensic trends, technologies, and procedures. Individual certification and training records are maintained in department records. All personnel are currently in compliance with the necessary requirements.

As noted, CCPD maintains an in-house lab. Lab accreditation is becoming a sought-after designation that the industry believes will be required in the not-too-distant future. On December 7, 2015, the United States Department of Justice announced new accreditation policies to advance forensic science. These policies seek to ensure that forensic science is practiced in a reliable and scientific manner during the process of solving crimes.

Accredited agencies recognize they can better serve their constituency when they are able to demonstrate compliance with internationally accepted standards, which increases public confidence. As a result, the Culver City Police Department Forensics Section began pursuing accreditation in 2017. As a part of that process, a three-year, approximate \$126,000 contract was awarded to Ron Smith & Associates (RSA) in October 2017 to assist with preparation for accreditation. Due to COVID-19 related budget reductions, the contract with RSA was terminated in July 2020. At the time, four months and an estimated \$14,000 balance remained on the contract. The vast majority of the accreditation requirements had been completed and the accreditation assessment was scheduled for October 2020.

After achieving accreditation, one of the keys to maintaining the designation is having an experienced quality manager. A quality manager is needed to perform the duties and responsibilities that will ensure the accredited lab continues to meet established standards and training requirements. The task requires a considerable amount of resources. An existing staff member can be trained in quality management, but it can be a struggle to balance these duties with a full forensic investigation workload. The quality manager position would require an ongoing funding commitment by the city. However, the Rand Corporation has grant funding available and has recently provided 50 percent of the quality manager position cost to a California agency.

CPSM recommends monies be budgeted to complete the suspended accreditation process. If the decision is made to complete the process, CCPD should seek grant funding for the quality manager position to support the ongoing maintenance of accreditation. Department management should consult with the current Senior Forensic Specialist, representatives from Ton Smith and Associates, and the local Forensic community to determine if the Forensic Unit would be better served by an internal or external quality manager.

Forensics Unit Recommendations:

- Develop a planned obsolescence budget for funding necessary replacement of lab equipment. (Recommendation No. 60.)
- Establish funding to complete the suspended accreditation process. (Recommendation No. 61.)
- Seek grant funding for the quality manager position to support the ongoing maintenance of accreditation. CCPD should determine if the Forensic Unit would be better served by an internal or external quality manager. (Recommendation No. 62.)

CRIME IMPACT TEAM

The Crime Impact Team (CIT) is assigned to the Investigations Bureau. Day-to-day operations are managed by the team sergeant, who reports to the Bureau lieutenant. The team of five assigned detectives provide support to the Detectives Section. The majority of the team's workload (estimated as 75 percent by team sergeant) is driven by follow-up details as requested by individual detectives.

These details include, but are not limited to, completing basic work-ups on persons, residences, and vehicles utilizing available IT systems and associated programs. The team also assists with warrant preparation and execution, suspect identification through photo line-ups, and case filing. Surveillance operations and unmanned aerial vehicle (UAV) flight operations are also conducted by the team in support of detective case investigations. CCPD Policy 349, UAVs, covers deployment of UAVs in support of critical patrol incidents and searches for armed suspects.

The team also conducts self-initiated crime suppression operations in either plain clothed or uniformed capacity (estimated as 20 percent by team sergeant). Areas of concern are targeted by the team to combat a myriad of issues. Intelligence gathered by the team drives its activity whether it is street-level crime, residential or vehicle burglary sprees, a series of robberies, or other concerns identified by detectives or patrol personnel. The team also deploys "bait cars" and "bait bikes" in areas affected by this type of theft in order to arrest suspects and reduce reoccurrences.

Personnel selection is made by the chief and command staff after consideration of applicants. Team members are designated as detectives. As with personnel assigned to the Detectives Section, the position is on a rotational assignment for generally two years. Most personnel aspire to join the Detectives Section when rotating out of CIT. The team is scheduled to work from 10:00 a.m. to 8:00 p.m., from Tuesday to Friday, but has flexible hours and days off to address conditions in the various bureaus.

Based on our discussions with staff, CPSM found that the team appears to be an integral part of the enforcement platform of the CCPD and valued by management. CIT is an important asset utilized by CCPD to address crime and quality-of-life conditions in the community. However, the lack of current or historical activity tracking and management reports makes this assessment anecdotal versus quantitative. CPSM recommends the unit develop an activity tracking mechanism and at a minimum a monthly management report. This information will be valuable to supervisors in developing enforcement strategies and to managers evaluating the unit's performance under their command.

Crime Impact Team Recommendations:

- Develop a unit activity tracking system. (Recommendation No. 63.)
- Create a monthly management report. (Recommendation No. 64.)

TASK FORCE SECTION

The department participates in two regional task forces: the Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force (LA IMPACT) and the Secret Service, Los Angeles Electronic Crimes Task Force.

LA IMPACT

Culver City has two employees, one detective and one sergeant, assigned to the Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force (L.A. IMPACT). Culver City has participated with LA IMPACT since its inception in 1991. The task force is comprised of numerous federal, state, and local law enforcement agencies in Los Angeles County whose primary focus is to investigate major crimes with an emphasis on dismantling mid- to major-level drug trafficking organizations.

L.A. IMPACT's primary area of expertise is narcotics enforcement. The task force is known for its surveillance capabilities and possesses some of the most extensive surveillance resources in California. The enforcement groups have specialized proficiency in the following areas: major drug trafficking organizations, money laundering, covert operations/informant development, clandestine laboratory investigations, parcel interdiction, and gang enforcement. L.A. IMPACT is the primary clandestine laboratory response team for Los Angeles County.

Electronic Crimes Task Force

The U.S. Secret Service was mandated in 2001 to establish a nationwide network of Electronic Crimes Task Forces (ECTF). The concept of the ECTF network is to bring together not only federal, state, and local law enforcement, but also prosecutors, private industry, and academia. The common purpose is the prevention, detection, mitigation, and aggressive investigation of attacks on the nation's financial and critical infrastructures. Culver City has one detective assigned to the ECTF. The assigned detective also completes forensic examinations of

computers, cell phones, and various other types of digital media seized in investigations of other crimes, such as robberies, assaults, and homicides committed within Culver City.

The Secret Service's ECTF and Electronic Crimes Working Group initiatives have a priority of investigating cases that involve electronic crimes. These initiatives provide necessary support and resources to field investigations that meet any one of the following criteria: significant economic or community impact, participation of organized criminal groups involving multiple districts or transnational organizations, and use of schemes involving new technology.

Internet Crimes Against Children Task Force

The Internet Crimes Against Children Task Force Program (ICAC) is a national network of 61 coordinated task forces representing over 4,500 federal, state, and local law enforcement and prosecutorial agencies. These agencies are continually engaged in proactive and reactive investigations and prosecutions of persons involved in child abuse and exploitation involving the internet.

ICAC helps state and local law enforcement agencies develop an effective response to technology-facilitated child sexual exploitation and internet crimes against children. This support encompasses forensic and investigative components, training and technical assistance, victim services, prevention, and community education. The same detective assigned to ECTF plays a dual role for CCPD with an assignment to ICAC.

Task forces serve as force multipliers for law enforcement agencies by providing human resources, equipment, and expertise commonly unavailable in small- to mid-size agencies. Culver City is to be commended for its participation in these task forces. It is also commendable that the department continually reviews its participation in the task forces to ensure the city is realizing an acceptable return on investment.

No Recommendations.

EMERGENCY RESPONSE TEAM

Special Weapons and Tactics Teams (SWAT) have a history in law enforcement dating back to the late 1960s. SWAT units were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appear to be necessary.

Though the potential for violent encounters is a part of everyday law enforcement, from time to time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. Culver City Police Department has recently established an Emergency Response Team for such circumstances.

The California Attorney General's Commission on Special Weapons and Tactics Report (2002) defines SWAT teams, standards, levels of capability, and training requirements, etc. Penal Code section 13514.1 requires SWAT teams to comply with the Attorney General's report. The report identifies three levels of teams. Levels I and II are generally part-time teams staffed by personnel from various assignments and who serve on such teams as a collateral duty to their regular assignment. Such teams, though highly skilled, are often not trained or equipped for the most complex of situations. Guidelines call for Level I and II teams to train approximately 5 percent of

their available time. Level III teams are full-time teams, generally only found in the largest of agencies, and require substantially more training than that of Level I and II teams. Such teams are to train approximately 25 percent of their available time.

CCPD established its Emergency Response Team (ERT) in June 2019; however, the team has not deployed to any incidents as of the development of this report. Following the testing and selection process, the team began training, which was modeled after the Los Angeles County Sheriff's Department's Special Enforcement Bureau (SEB). Training was interrupted by the impact of COVID-19 and recent civil unrest. Training resumed in August 2020 with the goal of full deployment capability by January 2021.

At full capacity, CCPD's ERT will consist of 20 members of the department. Currently, one captain, one lieutenant, two sergeants, and 12 officers make up the team, with four more officers yet to be added. Future plans include adding a K9 component to the team. As is common with all but the largest jurisdictions, members of teams serve on the ERT in a collateral role to their primary duty assignment, be that Patrol, Traffic, Detectives, etc. The team has experienced difficulty in obtaining specialized equipment due to budget and policy issues. Requests for robotics, tactical weapons, and armored vehicles are pending. Training has also been hampered by budget issues, such as a shortage of training ammunition.

Currently, CCPD relies upon the Los Angeles County Sheriff's Department to handle significant tactical operations incidents. However, when training is up to industry standards and the team is fully operational, ERT deployments will include barricaded subject operation, sniper operation, high-risk security operation, terrorism response operation, high-risk apprehension, and high-risk warrant service. Any incidents involving hostages will be handled by SEB.

Selection

Interested personnel submit a department memo to their bureau commander through the chain of command. Those qualifying applicants will then be invited to participate in the testing process which consists of an oral interview board, physical agility test, ERT firearm qualification, and team evaluation. A list of successful applicants shall be submitted to the chief of police by the ERT commander for final selection.

Requirements

In order to meet the requirements to become an ERT member, officers must meet the following minimum criteria as set forth in the CCPD manual:

- Must have achieved permanent employment status.
- Recognized competence and ability as evidenced by performance.
- Demonstrated good judgment and understanding of the critical role of an ERT member.
- Special skills, training, or appropriate education as it pertains to this assignment.
- Display commitment to the unit.
- Physical agility.

CCPD policy 439, Emergency Response Unit, provides for selection and testing procedures, physical requirements, and weapons qualifications.

Training

With the resumption of training, the ERT's goal is to train twice a month for a total of 16 hours. California Association of Tactical Officers (CATO) and the National Tactical Officers Association

(NTOA standards guide the team's training. ERT also consults with and trains with local agency teams to enhance team performance. CPSM recommends the ERT follow CATO and NTOA standards to ensure best practice operation. Team training records should be maintained with department training records. CPSM recommends the newly revised ERT Manual be reviewed at appropriate intervals and updated as necessary to meet best practices.

The National Tactical Officers Association and the California Association of Tactical Officers are dedicated to improving tactics and safety through education, peer contacts, and the sharing of tactical information. Both also provide training for members through an annual conference and ongoing tactical training classes such as the following:

- Chemical agent instructor course.
- SWAT team leader course.
- SWAT commander basic and advanced.
- CATO Training Conference.
- SKIDDS School (SWAT/ K9 integration).
- Ballistic Shield Operator Course.
- Long rifle basic, intermediate, and advanced courses.
- Breaching School.
- Noise Flash Diversionary Device Instructor course.
- Less lethal Instructor course.
- Low-light instructor course.
- Armored vehicle operator's course.

As the CCPD evolves its ERT to an operational status, CPSM recommends team members consider membership in these organizations.

Regionalization

Though CCPD has explored ERT regionalization in the recent past without success, many agencies the size of CCPD and smaller have moved to this approach, with three to five agencies working together to field an ERT team. This can reduce the financial burden of operating the team, and it also alleviates the issue of having to backfill positions. If CCPD were to consolidate its ERT team with several other agencies, it could significantly reduce the number of officers required to staff a team.

In the case of CCPD, one day a month, a total of 20 officers participate in the monthly ERT training. In agencies the size of CCPD, most likely a majority of those officers who are in patrol assignments must be replaced to meet minimum staffing in their assignments. This can be a huge burden for the agency; it has to compensate officers with overtime to replace those ERT members, and filling their patrol slots can be difficult if the agency is already staffed at minimums. Moreover, should an incident require ERT response in the future, the team's deployment would create staffing issues during an incident which could be protracted depending on the severity. Although it may not be a popular decision among officers, a regional approach must be given some consideration in today's reality.

Emergency Response Team Recommendations:

- As the department has made the decision to field an ERT, CPSM recommends a full commitment to the team in terms of personnel, equipment, training, and support. (Recommendation No. 65.)
- Regularly train with other ERT/SWAT teams in the region to include LASD/SEB and LAPD/Metro. (Recommendation No. 66.)
- Follow CATO and NTOA standards to ensure a best practice operation. (Recommendation No. 67.)
- Move all SERT training records to the department's Training unit. (Recommendation No. 68.)
- Review the newly revised ERT Manual at appropriate intervals and update as necessary. (Recommendation No. 69.)
- Establish membership in CATO and NTOA for all team members. (Recommendation No. 70.)
- Reconsideration should be given to using a regionalized approach for ERT. (Recommendation No. 71.)

Crisis Negotiations Team

The Crisis Negotiations Team (CNT) was established in August 2019. The CNT's mission is to be a tactical resource which utilizes trained negotiators in situations where dialogue might avert a violent confrontation that could result in death or serious bodily injury. The Crisis Negotiations Team was established to provide skilled verbal communicators who may be utilized to attempt to de-escalate and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or have suicidal tendencies. Since its inception the CNT has responded to at least five incidents involving "crisis negotiation." The majority of responses dealt with suicidal persons.

The team is made up of with seven members; two sergeants and five officers. There is currently one vacancy. Personnel are selected based on recognized competence and ability as evidenced by performance, demonstrated good judgment and understanding of the critical role of negotiator and negotiation process, effective communication skills to ensure success as a negotiator, special skills, training, or appropriate education as it pertains to the assignment and commitment to the unit. The team is in the process of obtaining approvals for necessary equipment for communication and transportation.

Those officers selected as members of the CNT attend the Basic Negotiators Course as approved by the Commission on Peace Officer Standards and Training (P.O.S.T.) prior to primary use in an actual crisis situation. Untrained officers may be used in a support or training capacity. Additional training will be coordinated by the team supervisor. A minimum of one training day per quarter will be required to provide the opportunity for role playing and situational training necessary to maintain proper skills. Training scenarios will be coordinated by members and/or supervisors within the Emergency Response Unit. It will be important to train regularly with ERT. Training was suspended due to the impacts of COVID and is scheduled to resume September 30, 2020. The training will consist of presentations regarding potential response scenarios and outside agency critical incident de-briefs. The California Association for Hostage Negotiator also provides relevant training at their annual conference.

Crisis Negotiations Team Recommendations:

- Due to the team's limited deployments, training opportunities should be sought out to maintain this perishable skill. (Recommendation No. 72.)
- Implement scenario-based training with CNT and ERT on at least a quarterly basis. (Recommendation No. 73.)
- Join the California Association for Hostage Negotiators and attend the annual training conference. (Recommendation No. 74.)

END SECTION 5

SECTION 6. ADMINISTRATION BUREAU

Under the leadership of the assistant chief, the Administration Bureau is responsible for key functions to support the organization. The Administration Bureau is comprised of Systems Support, the Administrative Section, Budget and Grants, and the Professional Standards Unit. CPSM will report on each of these functions separately.

TABLE 6-1: Administration Bureau Staffing

Position	FY 2020/2021	Vacancies (9/1/18)	Actual
Sworn Personnel			
Chief of Police	1		1**
Chief's Executive Officer - Lieutenant	1		1
Administration Bureau			
Assistant Chief	1		1**
Administrative Lieutenant	1		1
Administrative Sergeant	1		1
Community Relations Officer	1		1
Technical Support Sergeant	1		1
Personnel and Training Sergeant	1		1
Personnel and Training Officer	1		1
Range Master	1		1
Professional Standards Unit			
Professional Standards Lieutenant	1		1
Professional Standards Sergeant	2		2
Sworn Total	13		13
Civilian Personnel			
Administrative Assistant	1	1	1*
Senior Budget Analyst	1		1
Records/Property & Evidence Supervisor	1	1	1*
Records Technicians	6		5
Property & Evidence Technicians	2		1
Community Service Officers	2		2*
Custodian	1		1
Civilian Total	14	2	12
Total Authorized Personnel	27	2	25

Source: Culver City Police Department. *Records Technician currently filling Records/Property & Evidence Supervisor; Property and Evidence Technician currently filling Administrative Assistant vacancy; CSOs are currently serving as acting Record Technician and Property & Evidence Technician.

CHIEF'S OFFICE

The chief's office is staffed with an administrative assistant who works directly for the chief and also serves the command staff. The assistant chief, second in command, oversees daily operations of the police department, serves as the public information officer, works with the captains, and handles personnel issues. He also oversees the Administration Bureau. The assistant chief's role is to create a working environment that allows the police chief to work with city officials and the community.

The chief's adjutant, a lieutenant, works closely with the chief. The adjutant works on the budget with command staff, the rewriting of the three-year strategic plan, prepares staff reports for City Council, set up the city's Emergency Operations Center in response to the COVID-19 outbreak, follows up on the human resources performance evaluation software system (NEOGOV) to ensure timely completion of evaluations, assists with press releases, and handles additional tasks as assigned.

Succession Planning

The department recently replaced its upper management staff and has a significant number of new officers and sergeants. This highlights the imperative to consider a structured succession plan, including mentoring of the next generation department leaders for positions of greater responsibility. For effective leadership in the CCPD the role of sergeant is critical. Exposure of all potential future leaders to a variety of administrative assignments and tasks is essential in preparing them for future responsibilities.

CPSM recommends that the department focus its leadership development efforts on the sergeant rank. The chief should review all performance evaluations for the rank of sergeant for the past three years, work with the department's management staff (lieutenant and above) to discuss performance observations of sergeants in an effort to identify deficiencies, and interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers for applicable training and to determine the cost of needed training. Assignments of administrative tasks, such as participating in an audits and inspections committee, and to specialized units, should be made with consideration as to how such assignments will best serve the individual sergeant and department's future leadership needs.

Civilian Career Ladder

An opportunity to consider is creating a civilian career ladder in the CCPD. Several positions and duties currently held by sworn staff would be well suited for professional staff, and could possibly be changed through attrition. These include both discrete functions and at least two full-time positions. The two full-time positions are the Training officer and Community Relations officer. Collateral and/or primary duties assigned to the Technical Services, Personnel and Training, and the Administrative sergeant could be reassigned to civilians.

For example, one of the Technical Services sergeant's responsibilities is payroll. His primary duties are already burdensome; reviewing body-worn camera and mobile audio video, which are essential and which can take up the majority of one's workload. Handling payroll is an inefficient use of the sergeant's experience and training. For decades, mid-sized and larger police departments delegated this function to a finance section. Another example is pre-employment background investigations the Technical Services sergeant sometimes performs. These and other suggestions are discussed in their respective sections.

Several positions, such as the Training and Community Relations officers, still require sworn staff for oversight and participation. Additionally, implementing a civilian career ladder takes time for civilians to gain experience so they can apply knowledge and skills in new assignments. Some professional staff have already been immersed in several operational and administrative assignments. If community service officers (CSOs), perhaps best suited for lateral movement, broaden their understanding of department operations they will be more valuable employees, able to offer insight and observations. Creation of a civilian (professional) staff career ladder benefits the police department several ways. Such a career ladder will:

- Increase opportunities for professional staff.
- Reduce staffing costs.
- Enhance professional staff's organizational value by exposure to a broader array of assignments.
- Eliminate inefficient use of sworn rank resources by using professional staff for duties appropriate to their rank.

The creation of a professional staff career ladder and transfer of collateral duties from sworn to professional staff must be planned carefully. The transition can occur through attrition, creation of an FTE position, or its elimination. If the CCPD chooses to explore this possibility, CPSM recommends forming a committee to examine where and how this approach would be feasible. Police departments that have increased civilian positions throughout their organization would serve as valuable resources.

Finally, perhaps the most remarkable aspect of this study for CPSM was the observation of the high morale within the CCPD. It is extraordinary, given the antipathy police are facing across the country. For now, CCPD's morale bodes well for the future of the department. Its members are adaptable to change and willing to work together to best serve Culver City's community. The most common complaint CPSM hears during police focus group sessions across the country is poor communication from the chief through line supervision. The contrary appears to be true at CCPD; in both large groups and individual meetings, CPSM heard repeatedly about good and open communication from the top down. The entire CCPD should be acknowledged for these achievements.

Chief's Office Recommendations:

- Create a succession training plan to develop future leaders of the department. The focus should be on mid-managers and first-line supervisors, both sworn and professional staff. Assignment of administrative tasks and specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities for completion on the shoulders of first-line supervisors and mid-level management staff. (Recommendation No. 75.)
- Evaluate the feasibility of creating a civilian career ladder that allows lateral transfers to varied assignments for line staff and upward mobility for supervisors. (Recommendation No. 76.)
- If a civilian career ladder is pursued, the department should form a committee to explore the how and where the transition should occur and make recommendations. (Recommendation No. 77.)

SYSTEMS SUPPORT

Systems Support is CCPD's computer systems unit (CSU). It provides the department technical support and guidance, and assists with procurement of information technology products and services.

The CSU staff is funded by the city, not the police department, and they report to the Information Technology department. CSU staff split their time answering requests for city hall and the PD, with offices in both locations. Staffing consists of a Systems Support manager, who reports to the Chief Information Officer but provides direct support to the Assistant Chief, and two IT analyst positions. One IT analyst position is currently vacant. CPSM recommends that the vacant IT (city) position be filled as soon as possible.

The systems support manager works Monday through Thursday; the IT Analyst works a 9-80 schedule. The systems support manager reports directly to the assistant police chief.

The five major areas of support that the CSU provides the department include:

- Network infrastructure.
- Mobile data computers, in-car video systems (MAV), and body-worn cameras (BWCs).
- Network security.
- Backup and recovery.
- Service desk.

The CSU supports 49 software systems in the department. A notable exception is the police radio communication system (police and 911 dispatch), which is contracted through and handled by the South Bay Regional Communications Center.

The CCPD uses an extensive array of technologies that often dwarf those of other local government agency systems and needs; the 24/7 operation of public safety requires immediate and direct access to IT staff. A failure of any one of these systems can severely impact and/or cripple access to emergency fire, medical, and law enforcement services. Case management systems in use by detectives, internal affairs, traffic investigators, etc., are also vitally important.

CSU and some CCPD staff assert that the unit is understaffed and that their workload is always backlogged. Off-duty calls from the police department occur often. The CSU staff fixes some problems off-site; others require in-person responses. Instead of being proactive in planning for future IT needs, the role of the CSU is largely reactive. CPSM asked for the number of service requests CSU handles monthly and learned that they do not track their workload. CPSM recommends that this data be collected as it may be helpful in determining future staffing needs.

CPSM recommends that the department create a technology working group to address current and future IT needs and issues. This group can identify needs and system redundancies among other issues, and provide valuable input toward resolutions most workable for the end-users. While police departments often have IT groups, end users are frequently underrepresented in the groups. It is imperative that end users have a strong voice in meeting the department's technology needs and challenges.

Systems Support Recommendations:

- Fill the vacant CSU IT position. (Recommendation No. 78.)

- Evaluate CSU staffing needs by tracking service requests to measure workload. (Recommendation No. 79.)
- Establish a technology working group with ample representation from “end users” to address current and future IT needs and issues within CCPD, including elimination of any work product redundancies. (Recommendation No. 80.)

ADMINISTRATIVE SECTION

The Administrative Section serves under the direction of the Administrative lieutenant and reports to the assistant chief. Administrative Section services includes Personnel and Recruitment, Training, and Range. We will address each in separate reporting.

An examination of the Administrative Section revealed some excellent work as well as some opportunities to improve operations, most notably, the need for better data collection.

The Administrative lieutenant oversees five units:

- Personnel and Training.
- Technical Support.
- Administrative sergeant (Community Relations).
- Property and Evidence.
- Records.

In addition, the Administrative lieutenant serves as the custodian of records for the following:

- Public records requests (PRAs).
- Civil subpoenas.
- U-Visa requests.
- Discovery requests.
- Clearance letters.
- Record sealing.

All CCPD staff tasked with responding to PRAs carry a heavy workload, as does the Administrative lieutenant. The Administrative lieutenant assigns two-thirds of PRAs to the Records-Property supervisor and Technical Support, and responds to the remaining ones himself. He estimates that his responses to PRAs take half his workday. State law requires a PRA response in 10 days, but allows a 14-day extension. According to the Administrative lieutenant, the most time-consuming time in providing PRAs is redacting faces from videos.

Personnel

Personnel and Training is staffed with one sergeant and two police officers. One of the officers handles personnel and training duties and the other is the range master. The sergeant and police officer work interchangeably at times while the range master is largely devoted to firearms and use of force training.

The CCPD has 113 sworn officers and 37 professional staff. The most recent staffing cuts occurred in FY 2020/2021 when three community service officer positions, a parking officer, and a jailer were cut. One captain was reclassified to a lieutenant.

While Personnel is responsible for a variety of personnel-related duties and serves as the primary contact point for the city's Human Resources Department, its primary mission involves recruitment and hiring. Personnel works with Human Resources to fill all vacant positions and ensure that the positions are posted. Processing a police officer position encumbers the most time and effort. The steps are as follows:

- Human Resources gets approval to post the police officer position.
- Recruitment begins by posting the position on the city website, while the PD sometimes participates in job fairs to attract applicants, posts on social media, and spread the job opening by word of mouth.
- Applications are accepted within a specified time.
- The written exam is given.
- An eligibility list is established.
- Personnel schedules and plans further testing procedures.
- Complete background investigations.
- Complete internal training/orientation for all new employees.
- Prepare police recruits for the police academy.

The California Commission on Peace Officer Standards and Training (P.O.S.T.) establishes both hiring and training standards for peace officers. For peace officers, these standards include a written exam, a physical agility test, a polygraph exam, an oral interview, a background investigation, a medical exam, and a psychological evaluation. Many of these procedures may be, or at least some can be, outsourced.

For instance, P.O.S.T. allows for certified parties to conduct what is referred to as a P.O.S.T. Entry Level Law Enforcement Test Battery (PELLETB). Once certified as a "Proctor" to offer exams, interested candidates may be referred to a Proctor to complete their written and physical agility exams. Some California community colleges have become certified to offer these exams and police departments have taken advantage of this opportunity. Prior to submitting their employment application with a city, candidates must complete their P.O.S.T.-mandated written and physical agility exams at the "Proctor" locale. HR staff verify certification prior to allowing the candidate to begin the employment process. CPSM recommends that this option be explored to determine if it is feasible and whether there are cost savings.

Few, if any, police recruits who complete the field training cycle leave the CCPD after a few years. This is a credit to the CCPD. Often, departments incur considerable expense to recruit, hire, and train new officers, only to lose them to other agencies shortly after they complete training.

Personnel Recommendations:

- Explore whether use of proctors to administer police officer testing is performed locally and if it is cost-effective. (Recommendation No. 81.)

Recruitment

Recruitment falls under the responsibility of Personnel. Policy 1000, Recruitment and Selection, describes guidelines for employee recruiting and identifying job-related standards for the selection process. At the time of the CPSM site visit, three police officer positions were open (one was filled with a police academy trainee, leaving two remaining positions to be filled), and testing was in process for one administrative assistant and the Records/Property Room supervisor.

Over the past three years, 34 police recruits were hired to start the police academy. Twenty-eight of them graduated, an 82 percent success rate. Staff reports that police officer candidates are recruited by word of mouth, job fairs, social media, CCPD website, and from among current PD volunteers and staff, such as Explorers, CSOs, and parking officers. HR also recruits for police officer candidates through law enforcement organizations, publications, websites, colleges and other governmental agencies. CPSM recommends the department correct the disparity on its website between staffing levels under Recruitment and “About Us.”

It is important for a police department to reflect the diversity of the community it serves. In examining the demographics of the city and members of the CCPD, it is apparent that the CCPD has done a good job recruiting for positions to reflect the community it serves. CCPD recruitment strategies include recruiting at local academies, schools, community events, and posting notices on the department website. The only exception is for women in sworn positions. The CCPD has 111 sworn officers. One-hundred three (103) are male, or 93 percent, and 8 are female, or 7 percent. On average, in local police departments, about 1 in 8 full-time sworn officers, and about 1 in 10 first-line supervisors, are female. From 1997 to 2016, the proportion of female officers rose from 10 percent to 12 percent nationally.³ CPSM recommends that the department emphasize recruitment of women as police officers and create recruitment materials to help meet this goal.

The next steps in the process are an internal oral interview, candidates are ranked, and the top candidates move forward in the process. At that point they are required to submit a detailed personnel history statement for review by Personnel. Acceptable candidates are then sent to a polygraph examiner (outsourced) and a pre-employment investigation is initiated.

Pre-Employment Investigations

The pre-employment background investigation is one of the most important investigations a law enforcement agency will ever conduct. The investigations must be comprehensive if they are to lead to informed hiring decisions. They must assure compliance with all applicable minimum standards for appointment and screen out candidates who are found unsuitable for the position, based on relevant information and their past history. Background investigations are also among the most challenging investigations to conduct. The manner in which background investigations are conducted, from areas investigated to the evaluation of resulting information, must be treated consistently for all candidates.

The department usually assigns background investigations to sworn staff, including the officer and sergeant assigned to Personnel and Training, and the Technical Services sergeant. While it may be appropriate for the police officer to handle some background investigations, sergeants should not be tasked with this responsibility. The current practice in some police agencies is to use police officers or hire private background investigators. This relieves supervisors from

3. 2016 Bureau of Justice Statistics, Local Police Departments, 2016: Personnel, NCJ 252835, October 2019, Demographics of officers.

performing time-consuming investigations and does not overburden the sole police officer. The department might consider a cost-efficient alternative to its current practice.

The CCPD could use salary savings from vacant positions to pay for a temporary/no benefits part-time background investigator. Once the position is filled the investigator's work is done and he/she is released from service. Other police departments employ this strategy, often using their own retired police background investigators. This helps to ensure that the investigators have insight into the kind of candidate the agency is seeking. An expedited investigation would take about six weeks. An average industry cost for a background investigation ranges from \$1,200 to \$1,800. CPSM recommends that the department consider using salary savings to fund hiring temporary background investigators.

Recruitment Recommendations:

- Correct the disparity on the PD website between staffing levels under Recruitment and "About Us". (Recommendation No. 82.)
- The Department's recruitment strategy should emphasize recruitment materials that attract underrepresented populations, such as women, for police officer positions. (Recommendation No. 83.)
- Consider using salary savings from vacant positions to fund hiring temporary part-time background investigators. (Recommendation No. 84.)

Performance Evaluations

In many police departments yearly performance evaluations are completed late. It is common for supervisors to overrate their employees, often because they want to avoid confrontation over unsatisfactory performance. The Culver City HR department uses an employee performance evaluation software program, called NEOGOV, to prevent these issues. NEOGOV sends alerts to supervisors in advance of a subordinate's evaluation due date. While the software system is a good tool, some performance evaluations are still not done on time. CPSM recommends that the department ensure that all employee performance evaluations are done on time by creating a tracking system.

Performance Evaluations Recommendation:

- Ensure that personnel performance evaluations are done on time by creating a tracking system and reflect the status in NEOGOV. (Recommendation No. 85.)

Promotions

Human Resources has a well-crafted and consistent system for promotions. CPSM examined several promotional exam fliers for the ranks of sergeant through assistant police chief. The process involves instructions for interview raters, including a promotability rating sheet, written rating sheet, oral raters guide, and more, to assure consistency. This portion of the process is sound, and exists for professional staff as well.

As part of succession planning, the chief of police might consider helping staff prepare for promotional exams, particularly at the sergeant through captain level. In some agencies the chief presents informal sessions for employees intending to compete for promotions. These sessions consist of the chief's vision and what he/she is seeking from supervisors through captains. Though promotional bulletins describe job duties, the "Culver City Way" and examples of the difference between what supervisors and managers can do vs. what they should do are not

included. CPSM suggests that the chief consider creating a training session, starting with aspiring sergeants and including his observations and insight.

Promotions Recommendation:

- As part of succession planning the Chief should consider presenting one or two promotional preparedness training sessions, starting with aspiring sergeants. (Recommendation No. 86.)

Training

Policy 208.1 defines the purpose and scope of the Training Policy. The objectives are:

- Enhance the level of law enforcement service to the public.
- Increase the technical expertise and effectiveness of personnel.
- Provide for continued professional development of department personnel.

The Personnel and Training sergeant, one police officer, and the range master constitute the Training Unit. Until recently, a second police officer was assigned to Personnel and Training and worked at the Sheriff's Academy teaching learning domains. That officer was returned to patrol to augment staffing shortages.

The Training lieutenant is tasked with developing, maintaining, reviewing, and updating the department training plan on an annual basis. The plan is based on a training needs assessment of the department. CPSM examined the plan, the Training Development Guide, which was updated in March 2020. The excellent guide serves as a reference source for the Training Unit, supervisors, and managers to use in assessing the training needs of department employees. The guide contains core training classes for every sworn and professional member of the CCPD.

Each core training course in the Training Development Guide is prioritized in the following way:

- Mandated – Training required by State law, P.O.S.T. or by the department.
- Essential – Training that is needed for the effective performance of an employee in his/her assignment.
- Desirable – Training in areas of interest for individual career enhancement that will benefit the department's mission.
- Area of Expertise – Specialized training in areas that have been identified by staff as necessary or important for the department to carry out its mission.

The CCPD is fortunate to have 27 internal trainers to cover tactical and safety topics. Without internal trainers, the department would have to send police officers to off-site training, incurring additional costs for time and travel. The instruction areas covered by internal trainers and the number of trainers include:

- Defensive tactics / arrest and control instructors: 7.
- Shooting range instructors: 8.
- TASER instructors: 3.
- First aid and CPR instructors: 3.
- Chemical agent instructors: 5.
- Explosive entry instructors: 1.

All requests to attend training are submitted on a Training Request Form to the employee's supervisor and through the chain of command to the Division and Bureau commander for approval. The training request goes to the Training Unit for processing as approved or denied. Employees requesting training must designate if the training being sought is mandated, essential, desirable, or area of expertise.

The identification of predetermined training courses for specific assignments and ongoing training is essential. Another tool to analyze training needs is available. The Training sergeant should work with Professional Standards to use the Early Intervention Program module in IA Pro to identify trends that may require departmental action, specifically training, to mitigate potential liability to employees, the department, and the city.

The Training officer processes approved training requests. She tracks training requirements by checking the P.O.S.T. training database and arranges for officers' perishable skills training through Rio Hondo College. Training staff is responsible for identifying training needs and meeting them on an ongoing basis. For instance, a recent audit revealed that officers needed tactical communication training, which was subsequently scheduled. CPSM recommends that a checkbox be added to the Training Request Form that states whether the training being sought is mandated, essential, desirable, or area of expertise. This will assist with supervisors' decisions to approve the request, and also helps the training officer prioritize scheduling the course.

In addition to processing training requests, the Training officer tracks in-service training, both in-house and outsourced, and produces and distributes training bulletins. The Training Unit is also responsible for supervising the department's Honor Guard, the arrest-control-tactics training team, and the TASER instructors.

Patrol training presented during roll call briefing is documented and preserved electronically in the watch commanders' email logs by year. The Training sergeant retrieved roll call training records from an Excel spreadsheet for CPSM. The examples included the patrol briefing topic, policy number, if applicable, instructor, duration, supervisor hosting briefing, etc. At least one critical policy is reviewed monthly. This level of record keeping is critical, and in CPSM's experience, is rarely seen in departments.

CPSM asked for complete training records on random employees; again, the Training sergeant retrieved data immediately. A sample employee file contained a thorough list of completed training courses, dates, times, instructors, course outline, etc. In addition to electronic files, the Training Unit maintains hard copies of employees' training files of courses for which certificates were issued. Rarely has CPSM seen such meticulous training records. This is of critical importance not only to assure that employees have met their training needs, but also for risk management in the event of litigation. CCPD is to be commended for attention to detail in the manner in which training records are kept and maintained.

A shortcoming CPSM identified was in a review of P.O.S.T. Electronic Data Interchange (EDI) records for sworn employees. P.O.S.T. establishes training cycles in which peace officers must complete Continuing Professional Training (CPT) or Perishable Skills Training within a two-year cycle. The courses include new and updated training.

The current training cycle ends December 31, 2020. As of September 17, 2020, 37 sworn officers still needed to complete training, primarily CPT, by the December deadline. Other employees lacked Perishable Skills Training, and two had not yet attended a supervisory course despite having been promoted over a year ago. While three months remain in 2020, it is unlikely that all 37 employees will meet their mandated training requirements by the deadline.

Staffing shortage is the most common reason given for not meeting training requirements. Unless another employee is available to cover a shift for a colleague attending training, patrol does not want to fall below minimum staffing levels. This may be the reason for some of the backlog. CPSM recommends that Training ensure that all employees, particularly supervisors, complete their mandated training within the P.O.S.T.-established guidelines.

Police Academy

Once a police trainee candidate has successfully completed the hiring process, the Training Unit helps prepare them for attending one of three academies the CCPD uses:

- The Los Angeles Sheriff's Academy.
- Rio Hondo College.
- Orange County Sheriff's Academy.

The CCPD uses these academies based on availability. The preferred academy, the Los Angeles County Sheriff's Academy, is most often used, followed by the Orange County Sheriff's Academy, and then the Rio Hondo Academy in Whittier. As mentioned earlier, until recently a Training Unit officer was formerly assigned as an instructor at the Los Angeles Sheriff's Academy.

Police recruits attend a six-month academy. The course outline is extensive. Upon graduation, police recruits attend a two-week orientation course at CCPD to familiarize them with equipment, procedures, and processes unique to the department. CPSM has no recommendations for the academy training.

Firing Range

The CCPD is fortunate to have an indoor firing range. This reduces costs associated with off-site travel to meet shooting requirements. The range is located in the basement of the CCPD. A separate entry room is equipped with a cleaning bench and serves as an armory. The firing range has three lanes for shooters and sufficient room to configure tactical shooting scenarios.

CCPD's range master is a full-time sworn officer assigned to operate the range with the assistance of six department firearms instructors, including one sergeant. The range master is responsible for the armory (gun maintenance) and ordering equipment such as bullet proof vests, handguns, duty belt, handguns, etc. The Training Unit works with the range master to develop training courses.

The range master and firearms instructors provide training in the following areas:

- De-escalation.
- 40 mm (less lethal launcher).
- Active shooter.
- Firearms familiarization briefing.

Officers train with their duty and off-duty handguns, shotgun, and the M4 carbine patrol rifle. The handgun ammunition used for target practice is frangible, or non-lead based, which is safer for shooters and instructors. The exceptions are for shotgun qualification, which requires lead ammunition, and the once a year "live" fire shoot for sworn officers when they fire their old lead duty ammunition and receive replacement ammunition. Officers train by shooting their

handguns and shotguns twice a year. The 40-mm and the M4 carbine rifle training are scheduled once a year for sworn staff.

CPSM learned that the firearms staff is not tested annually for lead contamination in their blood. Indoor ranges have lead evacuation systems rendering them safe for infrequent use; some agencies have found that firearms staff regularly exposed to firearms training have elevated lead levels in blood samples. The testing of the range master and firearms staff is of critical importance. The city's risk manager may help to define this need and an appropriate schedule for testing.

The indoor range facility and armory were clean, and safety practices appeared to be in place.

The range master works with the firearms instructors to design training classes, incorporating policy, tactics, and the law.

CPSM learned that the range master is retiring in December 2020. This affords the CCPD another opportunity to consider replacing the range master from a sworn position to that of a professional staff position. Many police department use civilian range masters who do an excellent job of devising firearms and less lethal weapons training. Civilian range masters are common throughout Los Angeles County police departments. This would reduce staffing costs while ensuring continuing high-quality firearms training. CPSM recommends that the department consider transitioning the sworn range master position to a professional staff FTE.

Training Recommendations:

- Use the Early Intervention Program module in IA Pro to identify trends that may require departmental action relative to training to mitigate potential liability to employees, the department, and the city. (Recommendation No. 87.)
- Amend the Training Request Form to include a check-off box to designate if the requested training is included in the employee's assignment-specific training courses within the department's Training Plan. (Recommendation No. 88.)
- Ensure that all employees meet their P.O.S.T.-mandated training requirements by established deadlines, particularly supervisors. (Recommendation No. 89.)
- The department should conduct annual blood testing to determine lead levels in employees routinely assigned to work inside of the department's firing range. (Recommendation No. 90.)
- Consider transitioning the range master position from sworn to a civilian FTE position through attrition. (Recommendation No. 91.)

TECHNICAL SUPPORT

The Technical Support sergeant staffs this function with no additional personnel resources. Responsibilities include oversight for the following:

- Panasonic Arbitrator 360 – This is the video system that includes cameras in police vehicles. Duties include auditing, duplicating, and reviewing videos.
- ExecuTime payroll software.
- Desk Officer Report System (DORS).
- Fleet.

- Reserve Officers.
- Alarm Ordinance.
- Facilities.
- Film permits/farmers market.

The Technical Support sergeant's workload is excessive. He does not have staff in which to delegate duties. Several of his responsibilities should be transferred to professional staff, most notably payroll, permits, fleet, and facilities. The reasons for transferring these duties include:

- Payroll, fleet, facilities, and filming and other permits, are commonly performed by professional staff in many police departments as they are an administrative function.
- Performing these duties at the rank of sergeant is an inefficient use of resources.
- Transitioning the duties to professional staff provides more opportunities to gain broader insight into department operations, rendering them more valuable employees.
- Freeing the Technical sergeant of excessive collateral duties, including background investigations, will give him sufficient time to review body-worn camera and mobile audio video for every case associated with a personnel investigations or public records requests.

CCPD has indicated the payroll duties will be assumed by the administrative assistant as soon as the position is filled, which the department was in the process of testing for during CPSM's site visit.

Reserve Unit

CCPD has a Reserve Unit to supplement and assist regular sworn police officers and professional staff in their duties. The unit is comprised of professional, sworn, volunteer reserve police officers who assist with patrol and other police services in the community. The Reserve Unit is supervised by a Patrol sergeant and overseen by a Patrol lieutenant as a collateral duty. There are currently 10 reserve police officers in the program. Prior to appointment, the Reserve officer candidate must have completed a P.O.S.T.-approved basic or extended basic police academy.

Though the Level I reserve officers are legally permitted to drive a patrol car solo, the department pairs a full-time officer with a reserve officer. Reserve officers' hours are flexible as to when they can choose to ride with patrol officers, although day watch is their preference. One Reserve officer is an emergency room physician who is assisting the department in establishing an emergency response team strictly for CCPD officers serving high-risk warrants, barricaded suspects, and other critical incidents.

CCPD Policy 327 describes the Reserve Program to include selection and appointment, reserve officer levels (I, II, and III), duties, training, and supervision. Though Level III Reserve officers are permitted to do prisoner transportation, they do not do so at CCPD. When department staff wants to use Reserve officers for a detail, they email a request to the Technical Support sergeant.

Level III Reserve officers are limited to specific support duties unlikely to result in physical arrests. They are to be supervised by a Level I Reserve officer or a full-time regular officer. Their duties may include office work, staffing public events, or prisoner transportation, the latter not requiring supervision.

Level II Reserve officers perform general law enforcement assignments while under the supervision of a police officer who has completed a Regular Basic Course (police academy).

Level I Reserve officers have graduated from a police academy and meet statutory training requirements. They may work alone and perform the same duties as full-time officers.

The Reserve officers meet monthly on the third Wednesday from 6:00 p.m. to 9:00 p.m. The Technical Support sergeant attends the meetings and provides department updates, case law, policy, etc. The training is documented and retained in the Training Unit. All Reserve officers have CCW permits and qualify twice a year, the same as full-time officers. The Technical Support sergeant completes performance evaluations on each Reserve officer. According to the sergeant, eight of the ten Level I and II reserve officers' evaluations are current.

Reserve officers perform a valuable service for the CCPD. It has become more challenging for departments to hire Reserve officers due to the lengthy training requirements. The department should try to recruit more Reserve officers to augment Patrol, Traffic, and Community Relations.

Drone Program

Unmanned Aerial Vehicle (UAV) Operations are described in Policy 349.1, which establishes guidelines for usage, storage, retrieval, and dissemination of images and data captured by the UAV. The UAV is used to accomplish the following:

- Record incidents for criminal and civil investigations, for investigation of personnel complaints, for audit review, and officer training.
- Vividly replay those incidents for prosecutors and courts, thereby increasing rates of convictions for violations of the law.
- Improve department accountability, transparency, and preserve public trust.

The Technical Support sergeant oversees the drone program. Three sergeants and twelve police officers are assigned to the drone program as a collateral assignment. The sergeants and pilot officers undergo FAA required training and certification before being allowed to participate in the program. Officers are trained monthly during their assignment to the program.

When a drone is deployed officers file a supplemental report of drone use and a sergeant verifies that procedures were correct. The use of UAVs is an 18-month pilot program that ends in 2021.

The UAV may be deployed when an aerial view would assist officers or incident commanders during the following types of occurrences:

- Barricaded suspects.
- Active shooters/mass casualty incidents.
- Hostage situations.
- Crime scene investigations.
- Critical missing persons investigations.
- Search and rescue operations.
- Fires.
- Disaster management.

- Chemical, biological, radiological, nuclear, and explosive incidents.
- Supporting search and arrest warrant operations.
- Perimeter searches for armed felony suspects.
- Routine training.

Each deployment is tracked with personnel involved, time deployed, and any maintenance. There is no charge for a local agency to use the UAV, though it has rarely been done. The deployments are reported in the department's Monthly Recap Reports. CPSM reviewed the UAV deployments and found them to be in accordance with policy and appropriate. For example, in August 2020 the UAV was deployed twice, once to assist on a search warrant, and the other to search for an armed felony suspect.

Body-Worn Cameras (BWC)/Mobile Audio Video (MAV)

Policy 436.4 through 436.18 addresses the Mobile and Body Audio Video System, also known as body-worn cameras (BWC) and as mobile audio video (MAV). The 10-page policy details how and when the BWC and MAV are to be used by uniformed officers.

BWCs are emerging technology in law enforcement. There is tremendous value in recording contacts between police and the public and many departments have adopted the technology. However, the greatest impact of BWC and MAV is meeting demands for release of images captured, usually for personnel investigations and by attorneys. Many times, requests are denied due to on-going investigations. The workload is a significant issue. In several areas of this report CPSM makes recommendations for transferring duties or positions of sworn officers to civilian. BWC and MAV reviews, though taxing, are generally inappropriate for civilian review. Experienced sworn supervisors are trained to recognize legal and policy violations that professional staff are likely to overlook.

CCPD faces this challenge as well with public records and discovery requests, which are taxing staff. The Technical Support sergeant monitors discovery requests for court purposes. The videos assigned depend on the nature of the event. For example, if a request involves an incident in which ten officers were present, the Technical Support sergeant must watch each BWC and MAV video separately in his review. This average number of requests take 10 to 15 hours of viewing time weekly.

By far, review of BWC and MAV consume the majority of the Technical Support sergeant's time. During the week of the CPSM visit BWC review took 100 percent of the Technical Support sergeant's workload. This is a valuable, but labor-intensive program.

Facilities

The Culver City Police Department facility expanded in 1999. The facility consists of a main building with a basement, a garage for coins collected from city parking meters, and an adjacent gym. A parking lot for employees is on the side, and another parking lot is available below city hall.

The front of the police building has two separate public lobbies. The main lobby opens to a glass counter staffed by community service officers. Records staffs the second, smaller lobby. Both lobbies have doors into the police department but require a key or use of a keypad to enter. One janitor maintains the facility.

The firing range is in the basement. Though officers shoot mostly frangible, or lead-free ammunition, once a year they shoot their (lead) duty ammunition and fire shotguns, which only fire lead rounds. The range requires cleaning.

CPSM recommends that the department consider installing emergency alarm buttons in the main and Records lobbies. The last renovation occurred before the terrorist attacks of September 11, 2011, which had an impact on police department facility design. Police department lobbies occasionally have attracted violent people. If this were to happen at either front desk, assistance should be readily available. Since police officers no longer work as desk officers, professional staff are sometimes left without a police officer in proximity. Violent encounters have occurred in police department lobbies in several Los Angeles County municipal departments.

Permits

Many police departments have permit offices to process activities ranging from filming to farmers markets. Civilians commonly perform this duty in police agencies. Depending on the nature of the filming, police officers may be needed for security or traffic control. Since the advent of COVID-19, indoor filming has been postponed in Culver City, but outside shoots are still permitted. CPSM recommends that permit processing be delegated to professional staff.

Alarms

Culver City's alarm ordinance, Municipal Code Section 2016-008, Chapter 11.04, describes regulation, permitting, and false alarms. The city contracts with Alarm Program System, LLC, to track responses to false alarms and handles billing and payment. If an alarm permit holder wishes to dispute a fine or billing, the Technical Support sergeant serves as the mediator. This occurs infrequently and minimally impacts the sergeant's workload.

Payroll

Payroll for the entire department is a complex and time-consuming function. This duty is solely delegated to the Technical Support sergeant. ExecuTime is the software payroll management system used. The CCPD is on a two-week payroll system and the software is designed for an 8:00 a.m. to 5:00 p.m., Monday to Friday, work schedule. Every Monday at the end of payroll period the sergeant is on the system 60 percent of his time. He has to ensure correct leave accruals, such as sick, vacation, and military time is accurate, and has to review every employee's submitted timesheet to verify it is correct.

This is an inefficient use of resources. CPSM recommends that the CCPD consider relieving the Technical Support sergeant of this task. Reassigning payroll from the sergeant to professional staff should be prioritized. CPSM learned the department plans to reassign this responsibility to the administrative assistant once that person selected.

Desk Officer Report System (DORS)

As of August 28, 2020, the CCPD went operational with its new online reporting system, DORS. The Technical Support sergeant and two lieutenants are becoming familiar with the system to help with its transition. DORS allows the public to make the following reports online:

- Lost property.
- Hit and run traffic collisions.

- Annoying phone calls.
- Malicious mischief.
- Identity theft.
- Petty theft.

It is too soon to evaluate the impact of DORS. It will be helpful to have two lieutenants and a sergeant become familiar with its operation so it does not fall entirely on the Technical Support sergeant. As was recommended earlier in this report in the section on call mitigation, CCPD should reassess the category of crimes for online reporting once the system has been in place.

Fleet

The Technical Support sergeant handles fleet duties as one of his collateral duties. The department replaces vehicles according to mileage and condition. The city Transportation Department orders vehicles. The Technical Support sergeant spends about three to four hours weekly on fleet duties. He coordinates with the Regional Communications Center for new police radio installations in patrol vehicles, handles the inventory, and tracks vehicles and their servicing and repairs. The city yard crew does routine maintenance on police vehicles.

The CCPD has 113 vehicles. This does not include five new patrol vehicles yet to go in service as of CPSM's site visit. Traffic has eight motorcycles. CPSM found the police units to be clean, well-equipped, and well-designed for ease of use by officers.

The following table details the fleet assignments.

TABLE 6-2: Culver City Police Department Fleet Inventory, September 2020

Patrol	26
Traffic	30
Detectives	30
Administration	11
Miscellaneous	11
New vehicles	5
Total	113

Policy 703.1 through 703.7, Vehicle Use, establishes a system of accountability to ensure department vehicles are used appropriately. Fleet is a duty that can and should be handled by professional staff. CPSM recommends that when feasible, reassign fleet to a professional staff member.

Technical Support Recommendations:

- Install emergency alarm buttons in the main and Records lobbies. (Recommendation No. 92.)
- Reassign event permit processing such as filming and farmers markets to professional staff. (Recommendation No. 93.)
- Reassign the ExecuTime payroll task to a civilian staff member to allow more time for the sergeant to handle BWC/MAV reviews and (Recommendation No. 94.)
- Reassign fleet duties to a professional staff member. (Recommendation No. 95.)

COMMUNITY RELATIONS

The Culver City Police Department is committed to maintaining the quality of life for all residents and visitors. Community Relations, with other department employees, strives to establish close ties with all segments of the population. The current Community Relations officer appears to excel in this area, organizing meetings and events involving seniors, the business district, residents, and schools. According to the officer, virtually every community request is met.

The sergeant was newly assigned to Community Relations the week CPSM did its site visit. It was clear that the unit has been active and productive in building relationships. The array of programs and services is comprehensive. Although staff is doing an excellent job, it may be appropriate to embrace a more robust crime prevention strategy.

It was noted that the approach to crime prevention is somewhat reactive, e.g., Neighborhood and Business Watch meetings are scheduled as requested. Community Relations should take a more proactive role in crime prevention and use resources such as the crime analyst, volunteers, and the Partnership in Policing team to augment crime prevention duties. This would require a reprioritization of duties, which is discussed in further detail below.

Community Relations is staffed with the Administrative sergeant and a police officer. The Volunteers in Patrol and the Partnership in Policing officers both assist with CR's community events when available. The Administrative sergeant handles and supervises the following:

- Community Relations.
- Partnership in Policing (PIP).
- Volunteers in Patrol (VIP).
- Neighborhood Watch.
- Citizen's Police Academy.
- Media relations.
- Department website.
- Community events.
- Oversight of NEOGOV, the employee performance evaluation system.
- Administrative support in budget, annual work plan, three-year strategic plan.
- Social media.
- Speaker or participant in civic club meetings.

The Administrative sergeant works closely with the Community Relations officer in shared responsibility for community-based events, while maintaining sole responsibility for budget, annual work plan, strategic plan, and oversight of NEOGOV, the employee performance evaluation software system.

The Community Relations police officer assists with several of the supervisor duties. In addition to the programs listed below, she handles the following:

- Attends service group luncheons (Rotary, Exchange, Kiwanis, etc.).
- Organizes food and toy drives.

- Coordinates officers' appearances at various events.
- Participates in "Pink Patch" and "Movember," fundraisers for breast cancer and men's health, respectively.
- Curbside coffee at schools where parents meet with police officers.
- Reading to kids at school.
- Participating in school events.
- Career day.
- Assists Chief and command staff with special campaigns to connect more officers with the community.

The Community Relations officer is currently a sworn position; however, this position can be well-served in a civilian capacity, common in many police departments. CPSM recommends consideration be given to transitioning the Community Relations officer to a civilian CSO position in the future.

Community Relations Recommendations:

- Community Relations staff should reconsider attending every request to attend public events and meetings and assess focusing on those that create the greatest public value. (Recommendation No. 96.)
- Take a proactive approach to crime prevention by working with the crime analyst to identify trends associated with demographics or other variables. Engage the assistance of volunteers and the Partnership in Policing (PIP) team to address crime proactively. This should include targeting the highest volume crime locations. (Recommendation No. 97.)
- Consider adding one FTE CSO to transition the police officer position in Community Relations to a civilian position in the future. (Recommendation No. 98.)

Neighborhood Watch

Neighborhood Watch is a crime prevention program involving neighbors trained to deter crime and report suspicious activity to police. Neighborhood Watch groups are usually formed after a resident garners interest from neighbors interested in a safer neighborhood. A police officer presents crime prevention and safety information. In addition to educating neighbors, they become better acquainted, exchange contact information, and help build a more cohesive neighborhood. One community member volunteers to be the Neighborhood Watch captain and is responsible for coordinating the group and maintaining communication.

Community Relations staff report nine active Neighborhood Watch groups and other associations such as the senior center and downtown business center to whom the PD provides updates on crime statistics, addresses community issues, homelessness, traffic issues, etc. The Community Relations staff regularly meets with most of the groups, attending nearly all meetings. An officer from Partnership in Policing (PIP) is often in attendance. If the community issue is traffic-related, a motor officer or the traffic sergeant will attend.

Partnership in Policing (PIP)

The PIP team was created in 2017 and consists of five police officers who submit letters of interest for the position as a collateral duty to their primary assignment as patrol officers. The chief of police selects the officers. The PIP team serves as a community outreach team designed to

enhance the quality of life by responding to community-initiated complaints of public nuisances and other concerns, attending Neighborhood Watch meetings, community events, and working with the Community Relations staff. Community members may contact PIP by email or phone.

PIP officers are to address complaints during their free time on patrol and respond to dispatched PIP problem calls. Each PIP officer is assigned to one of the five policing districts to handle problems. The sergeant is working on tracking data and ensuring better communication and accountability with team members. Recently, the chief's adjutant lieutenant directed PIP team members to document ten contacts weekly. This, along with tracking data for cases the PIP team handles, will help showcase their productivity. As the PIP program is enhanced, it may be prudent to expand it to meet the increased population demands when mixed residential and commercial buildings are completed.

PIP officers also handle any traffic complaints in their respective districts. CPSM learned there is no data collection sharing point for traffic complaints. As a result, the Traffic Section may not be aware of a traffic complaint that members of PIP are addressing. CPSM recommends a system be developed to operate as a clearinghouse for traffic complaints in the city so each month, complaints can be tracked with the type of complaint, complainant, response efforts, and outcome. This information may be useful to share with the city's traffic engineering department as well as patrol officers.

The PIP team is ideally suited to be the face of crime prevention for the CCPD, particularly if it expands. The PIP team is already engaged in crime prevention activities such as responding to quality of life issues, participating in Neighborhood Watch, and when school resumes, participating in limited school activities.

Partnership in Policing Recommendation:

- Create a clearinghouse for information received on traffic complaints to be shared with the Traffic Section and Patrol Bureau for tracking and follow-up. (Recommendation No. 99.)

Volunteers in Patrol

The title of the program may be a misnomer. The 19 volunteers, mostly seniors, do not work in patrol; they help the CCPD by performing essential duties. Volunteers are allowed to choose their own assignments based on their capabilities. They are not used in Investigations, which may be an opportunity for volunteers to assist. Examples of their duties include:

- Staff the front desk of PD.
- Distribute mail throughout the PD.
- Answer phones.
- File.
- Make Traffic filing packets.
- Assist in community events.
- Assist with traffic court citations.

CPSM recommends that the department track volunteer hours to highlight the benefit that volunteers provide. This information should be publicized and the department might consider showcasing volunteer efforts at an awards ceremony.

Citizens' Police Academy (CPA)

The Citizens' Police Academy is designed to acquaint community members with an overview of the CCPD, including operations, investigations, and administration. The purpose is for the community to gain a deeper understanding of the job knowledge, skills, and abilities of today's police officer. It also helps dispel misconceptions about police. The CCPD covers the following areas in the academy:

- Patrol ride along.
- Criminal justice system.
- Development of a police officer.
- Tactical options.
- Traffic enforcement.
- Youth services.
- Prevention and assistance.
- Special responses.
- Investigations.
- Community preparedness.

The 10-week long CPA is offered twice a year; however, since the advent of the COVID-19 pandemic, it has been on hold. An average of 22 participants graduate. Several CPA graduates typically ask about volunteering and are placed in limited roles.

Some departments use CPA graduates extensively in detective sections, particularly those citizens with a banking or law enforcement background. These volunteers have been invaluable in preliminary identity theft investigations, calling crime victims on behalf of detectives to provide case numbers and the identity of the handling detective. Another task is calling families of missing persons or runaway juveniles to check on their status. Each specialized unit might identify tasks that do not require a sworn officer to perform. CPA graduates with experience in retail may be suited to assist in Business Watch or other crime prevention presentations. Police departments that have been recognized for outstanding volunteer programs may be a helpful resource. CPSM recommends that the CCPD identify additional opportunities for volunteer assistance for suitable CPA graduates.

Volunteers in Patrol Recommendations:

- Identify additional needs for volunteers to assist units throughout the department. (Recommendation No. 100.)
- Track volunteer hours to highlight the benefit that volunteers provide. (Recommendation No. 101.)
- Consider requiring Citizens' Police Academy (CPA) graduation as a future requirement for CCPD volunteer service. (Recommendation No. 102.)
- Encourage Citizens' Police Academy graduates to volunteer their time to the department. (Recommendation No. 103.)

Social Media

The Community Relations officer is responsible for social media. She ensures the CCPD has a full presence on Twitter, NextDoor, Instagram, Facebook, and the CCPD website.

Crime Prevention

Community Relations provides a variety of crime and safety information. This includes the Neighborhood Watch and Business Watch programs, school and business safety, senior safety, etc. The police chief recently deployed bicycle officers downtown and will expand their presence in the Westfield Mall when it reopens, an effective strategy to deter crime.

In adhering to the CCPD's philosophy of trying to address every request for service, Community Relations staff is fully consumed with meeting these needs, often well past normal business hours. Nevertheless, an on-going examination of crime and crime trends in Culver City is essential to analyze crime prevention needs. Community Relations does a sound job of providing basic safety tips about locking cars, homes, personal safety, etc.

A more focused look at crime prevention should involve working with the crime analyst to identify where the most serious crimes occur, whether a trend or pattern exists, and how Community Relations staff might respond through education or intervention. To date, this has involved education and public bulletins or notices, which need to continue.

Culver City is experiencing rapid downtown growth, particularly high-rise mixed-use buildings. The Community Relations sergeant and/or officer should attend the well-recognized Crime Prevention Through Environmental Design (CPTED) training. The course is P.O.S.T.-certified and describes best practices in designing landscapes, parking lots, lighting, entrances, and exits of residential and business buildings and entertainment complexes to encourage safety and prevent crime. This is a timely opportunity to work with builders to enhance safety for Culver City's expansion.

Crime Prevention Recommendation:

- Send the Community Relations sergeant and officer to the Crime Prevention through Environmental Design class to assist with safety recommendations for city-wide construction of newer mixed-use complexes. This is based on a crime prevention strategy that proper design and effective use of the built environment can lead to reduction in fear of crime and improvement in the quality of life. (Recommendation No. 104.)

Police Explorer Program

Police Exploring is a program for youth ages 14 to 19 who have an interest in law enforcement or a career in criminal justice. The program offers youth an awareness of the criminal justice system through training, practical experiences, competition, and other activities. The program also promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism. The Explorer program teaches mentorship and leadership, and offers the opportunity to learn about law enforcement and public service. This is an excellent opportunity and has been an effective tool in many departments for nurturing and developing future police officers and civilian police employees.

CCPD Police Explorers participate in community programs such as National Night Out, the annual car show, 5K runs, and the CCPD's open house, and they train and participate in Explorer competitions against other police departments.

CCPD has seven Explorers. The teens are recruited through local high schools, social media, and word of mouth. Seven officers serve as advisors, an ancillary duty. They consist of two female officers, and five male officers, including one lieutenant, and the remainder officers and detectives. The female community relations officer is an advisor. Explorers meet every Wednesday from 6:30 to 8:30 p.m., or occasionally Tuesday evenings. One youth was in the Explorer Academy when COVID-19 occurred; the academy closed and since March 2020 the Explorer program has been on hold.

The department should find ways to increase the number of Explorers. They have already shown an interest in law enforcement and have most likely given the department an opportunity to assess their work. Explorers may be more likely not to have issues with completing a background investigation because they already must be drug and crime free to be an Explorer. This is an opportunity the CCPD should pursue, as positively influencing youth by exposing them to the nobility and complexity of police work is of vital concern during these tumultuous times.

Policy 347.6, Community and Youth Activities and Programs, describes duties of the Community Relations lieutenant, stating the responsibility to organize or assist with programs and activities that create opportunities for department members and community members to interact in a positive setting. In the policy the Culver City Police Explorers program is cited as the first of four examples of such programs. There is no other reference to the Explorer Program in the CCPD policy manual. CPSM recommends that the department create an Explorer policy and mandate youth protection training for Explorer advisors.

Police Explorer programs bring risks. Some police department Explorer programs have received publicity in the media due to sexual misconduct between police employees and Explorer youth. In one case, an agency identified deficiencies in training for assigned officers and how they were to interact with minors, making it difficult to hold officers accountable if a problem arose. Explorer program manuals are available with guidelines and restrictions targeted at eliminating future misconduct with youth.

The CCPD is to be commended for its commitment to youth. It is imperative that random checks of Explorer activities occur and CPSM recommends that the program be included in the department audits and inspections.

Police Explorer Program Recommendations:

- Actively recruit more youth to participate in the Explorer Post. (Recommendation No. 105.)
- Create an Explorer Program policy and ensure that advisors receive training on youth protection protocol. (Recommendation No. 106.)
- Document random audits and inspections of Explorer activities. (Recommendation No. 107.)

PROPERTY AND EVIDENCE

Property and Evidence is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics and dangerous drugs, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives, though they were not

suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The daily operation of Property and Evidence (PE) is staffed with an acting Records/Property supervisor, and two full-time property technicians. One of the PE technician positions is temporarily vacant and filled by a community service officer because the PE technician is temporarily acting in another capacity. A COPS grant funds one of the two PE technician positions. PE is open to the public Monday through Friday. One PE technician works Monday through Thursday from 6:00 a.m. to 5:00 p.m. The other technician works Tuesday through Friday, 8:00 a.m. to 5:00 p.m.

CPSM's assessment of the role of a blended supervisor for Records and Property and Evidence is that it is overwhelming. Effectively managing a records section requires intricate knowledge and compliance with dozens of laws and ensuring that all legal requirements are met. As evidenced by the audit results described in the Records Unit, this is challenging. When the responsibility for supervising a property and evidence section, a high-risk operation, is added, the role is extremely challenging. This dual-duty position should be monitored carefully, as the acting Records and PE supervisor is responsible for inputting RIPA data, something that could eventually consume her entire workday.

Two professional associations prominently serve the PE field; the California Association for Property and Evidence (CAPE) and the International Association of Property and Evidence (IAPE). Both provide valuable training and technical support. One PE technician has completed IAPE training; the acting supervisor has not, as she was only recently assigned in that capacity. The other acting PE technician, a community service officer, is also temporary until the vacant PE technician position is filled.

Policy 802.1 through 802.8, Property and Evidence, guides the department's intake, processing, storage, and disposition of evidence and property coming into the department's possession. The policy, nine pages in length, was reviewed and found to be comprehensive and in keeping with best practices.

Intake

The intake process is as follows: Officers must use their passcode on the key panel of the entrance to the booking room adjacent to the PE facility to book their seized property and/or evidence. Officers use the Mark43 RMS to enter the evidence into the tracking system using the incident case number. This creates a case number so officers can enter each property or evidence item. Each item is assigned an article number. Upon submission of the property form officers can print out the property barcode to attach to the item. PE staff later use a barcode reader for inventory and audits.

Officers then place the tagged property into one of 23 one-way property lockers and shut it. Once closed, the lockers are secure and officers cannot open them again. Only PE staff can open the lockers from the other side, which is inside their secured facility. PE staff remove the items and assign them to a storage location, using a barcode reader for tracking until further action is needed.

A DNA evidence refrigerator is adjacent to the regular booking lockers and equipped with several one-way lockers. A second DNA evidence refrigerator is inside the PE facility with a freezer compartment used for urine and sexual assault kits. The third DNA refrigerator is also used to store blood samples.

Property and Evidence Facilities

The Property and Evidence facility is located in the basement level of the PD. Entrance into the room requires a keypad entry. A camera is mounted overhead. The main room consists of a workstation on one side of the room adjacent to four tall shelves that extend to the end of the large room. Various items, some grouped by item type, such as CDs, line the shelves. The floor was clean and uncluttered. CPSM examined each row of shelving and found every aisle and shelf to be neat and orderly. There was room for additional storage in each shelf.

A security storage room at the back of the property room houses narcotics, cash, and firearms. The door takes a special key to which only limited staff have access. The rear exit door opens to a secured rear lot with large outside lockers and a separate overflow container to store large items. Bicycles are stored outside across from the large lockers. An exterior camera is mounted high to capture anyone entering or exiting the rear PE door.

The facilities lack adequate safety measures. Video cameras should be mounted at the entrances and exits (exterior and interiors) of both doors to PE, the main workstation, a view of the storage shelves, and the entrance and interior of the room where narcotics, cash, and firearms are stored. For every door into PE, access should be recorded by date and time.

Inventory Control

Inventory control is facilitated by a computer software program referred to as Mark43, the CCPD's records management system. CPSM asked for the following data:

- Inventory of items stored in Property and Evidence.
- Number of items awaiting disposition.
- Number of items disposed of in calendar years 2017–2019

PE staff reported that the Mark43 RMS does not allow a retrievable number of items in inventory. The last inventory was in 2018, when 14,343 items were in storage. Mark43 does not have the capability to search for the number of items awaiting disposition. That number is unknown, but estimated to be about 200. The number of items PE disposed of in calendar years 2017 to 2019 was also not retrievable.

CPSM suggests that the CCPD work with the Mark43 RMS vendor to determine if these data could be retrievable. These figures are essential to measuring output and storage capacity.

The RMS allows PE staff to track disposition and statute of limitation for stored evidence. PE is currently using an RMS feature that allows them to monitor items taken out of evidence for court. Ensuring that chain of custody is properly updated and monitored is one of the greatest challenges in PE. This important feature is a worthy addition for an audits and inspection review.

Audits

Policy 802.8, Inspections of the Evidence Room, describes four types of audits and inspections for the Property Room. They are:

- On a monthly basis, the Property supervisor of the evidence custodian shall make an inspection of the evidence storage facilities and practices to ensure adherence to appropriate policies and procedures.
- Unannounced inspections of evidence storage areas shall be conducted annually as directed by the chief of police.

- An annual audit of evidence held by the department shall be conducted by a Bureau commander (as appointed by the chief of police) not routinely or directly connected with evidence control.
- Whenever a change is made in personnel who have access to the evidence room, an inventory of all evidence/property should be made by an individual not associated with the property room or function to ensure that records are correct and all evidence property is accounted for.

During CPSM's visit, the only audit that appeared to have been done was the monthly audit by the acting Records/Property supervisor. She showed me the RMS Mark43 application on her cell phone and randomly selected a property item to examine. She retrieved it from the shelf and examined it, confirming the item type, date, time, case number, and barcode. The "audit" is automatically documented and retained in Mark43. The Administrative lieutenant also has access to the system.

While auditing of this function is extremely important, the schedule called for in Policy 802.8 may be too daunting, and appears to have proven to be too cumbersome for the department to meet. CPSM suggests that a more structured/defined process, but one that is less rigorous would serve the department well. The internal monthly audits are appropriate, and it is essential that a supervisor outside Records/PE perform both announced and unannounced audits and inspections.

Property and Evidence Recommendations:

- Install cameras and security devices consistent with IAPE recommendations at all entrances, interior working space, and entry to storage of high-risk items such as narcotics, cash, and weapons. Video feed should be digitally motion-activated to minimize storage needs; video records should be retained for retrieval for at least one year if needed in a personnel investigation. (Recommendation No. 108.)
- Take affirmative steps to dispose of unnecessary property and evidence. (Recommendation No. 109.)
- Establish a practical schedule for Property and Evidence function audits, ensuring that staff not associated with Property and Evidence conduct the audits in addition to the PE supervisor. (Recommendation No. 110.)
- Ensure that audits conducted of the Property and Evidence function include reports on total inventory on hand to include the numbers of items received and disposed of during the time period of the audit. (Recommendation No. 111.)
- Work with the software vendor to develop inventory-related data queries in RMS. (Recommendation No. 112.)
- Review Policy 802.8, Audits and Inspections, to determine if the department is able to meet the audit requirements, or whether it needs to be revised for a more realistic approach. (Recommendation No. 113.)

RECORDS

A common perception is that police records units simply file reports and provide copies as needed. In fact, an exhaustive list of duties performed daily include, but is not limited to:

- Reviewing and processing citations and incident reports.
- Conducting criminal history checks.
- Answering telephone calls related to the records operation.
- Handling walk-in customers at the front desk.
- Organizing and maintaining reports in various databases.
- Uploading and maintaining digital photographs.
- Maintaining records on incarcerated individuals.
- Responding to Public Records Act requests from the public and law enforcement agencies for documents, video, and/or photographic images.
- Distributing reports for prosecutors and others.
- Preparing criminal case files for detectives.
- Maintaining information on local wanted/missing persons and property in local, state, and federal databases.
- Accepting and processing various civil papers for service.
- Conducting background checks for employment and preparing clearance letters.
- Receiving and distributing incoming and outgoing mail.
- Purging records as directed by the Culver City records retention schedule.
- Ordering and maintaining department supplies for records-related duties.
- Preparing statistical reports including those for the State of California and the FBI.

The Culver City Police Department policies reference the functions and responsibilities of the Records Unit. Policy 803, Records Section, describes guidelines for the operation of the Records Section, specifically focusing on department file access, internal requests for case reports, and determination of factual innocence, and confidentiality. Policy 804, Records Maintenance and Release, provides guidance on maintenance and release of department records, and establishes the custodian of records responsibilities. Policy 805, Protected Information, describes guidelines for protecting confidential information and the appointment of an overseer of the security of protected information. Policy 805.7.3 establishes the Records manager as the department's official custodian of criminal records.

Records Management System

Records uses Mark43 as its records management system (RMS), which is a cloud-based system. Two older systems, Vision and New World, hold older records. Records staff report no interface issues among the various department functions utilizing Mark43 and the current functionality meets Records needs.

Records Staffing and Workload

The Administrative lieutenant oversees Records, but day-to-day Records management is the responsibility of the Records/Property supervisor.

The following table shows current staffing assigned to Records. It depicts authorized positions, actual staffing, and vacancies at present. A CSO is temporarily assigned to Records to fill a records technician vacancy that occurred when a records technician was reassigned as the acting Records/Property supervisor. Testing for the Records/Property supervisor position was ongoing during the CPSM site visit.

Records has its own entrance and lobby for the public. Since the COVID-19 lockdown, the Records front counter has been closed.

TABLE 6-3: Records Unit Personnel

Rank	Authorized	Actual	Acting	Vacant
Records/Property Supervisor	1	0	1	1
Records Technician*	6	5	0	
Total	7	5	1	1

*One CSO is temporarily serving as a records technician.

Workload Demand

In the introduction to the Records Unit, above, some of the myriad responsibilities of a law enforcement agency records unit were described. A great majority of these functions are performed by CCPD Records.

In 2019, Records processed the following:

- Police reports: 6,305.
- Citations: 5,638.
- Arrests: 2,312.

Records staff does not capture the number of front desk visitors that staff assists, but the acting supervisor estimated an average of 10 to 15 people daily, or about 3,720 in 2019.

The department is in the process of transitioning to online reporting for minor crimes and court orders. The service is scheduled for implementation in September 2020 and will enable the public to report custody order violations, harassing phone calls, hit and run collisions, identity thefts, lost property, vehicle accidents, vandalism, and more. This should result in a more streamlined process for Records.

According to Records staff, their three most time-consuming and tedious duties, in order, are as follows:

- Preparing criminal case files for detectives.
- Data entry into California Law Enforcement Telecommunications System (CLETS).
- Entering citations into database.

The greatest impact on Records in the past year has been an increase in Public Records Act requests. Another time-consuming duty that is emerging is compliance with the Racial and Identity Profiling Act (RIPA), AB 953, which requires peace officers to collect data from each

person stopped and for department to submit that data to the California Department of Justice. The CCPD planned to implement RIPA sooner than the statute requires. During CPSM's site visit officers had just begun RIPA data collection, filling out the two-page form by hand.

The acting Records supervisor reported that she had 60 RIPA forms on her desk awaiting entry. According to her, it takes an average of five minutes for her to enter the data from each RIPA form. Processing 60 RIPA forms at five minutes each equates to five hours of workload. The department projects that the number of RIPA forms generated will increase as officers become more familiar with them. To meet this increased workload demand, the CCPD is seeking a technology solution that will enable officers to complete RIPA forms online in the field and for Records to seamlessly transfer data to DOJ. CPSM recommends that if this solution is not forthcoming soon, the department should consider hiring temporary part-time staff to enter the RIPA data. Without added staff support, the Records supervisor's workload will be consumed with RIPA data entry, preventing her from fulfilling her supervisory duties in Records and Property/Evidence.

For the most part, the Records Unit has been able to keep up with its workload demands. The acting Records supervisor reports that they are up-to-date on all records purging.

Work Schedules/Public Access Hours

The public counter is open Monday through Friday from 8:00 a.m. to 5:00 p.m. Records staff work three shifts 24 hours a day, seven days a week. The shifts are:

- 6:00 a.m. – 7:00 p.m.
- 12:00 p.m. – 1:00 a.m.
- 6:00 p.m. – 7:00 a.m.

While many police departments have transitioned to closing their public records counters after hours as CCPD does, unlike other departments, CCPD must provide 24-hour staffing for essential data entry. In departments with their own police dispatch/911 communications centers, dispatchers regularly input records data such as stolen and recovered vehicles, emergency protective orders, missing persons, etc. when Records staff is off duty. These entries are time sensitive and must be promptly input. The dispatchers at the Regional Communications Center (RCC) where CCPD contracts for dispatching services, do not perform data input, making it essential for CCPD to have Records staff on duty 24 hours a day to handle the data.

FBI UCR Reporting

Annually, departments report crime data and clearance rates to the FBI for inclusion in the Uniform Crime Report (UCR) as was addressed in reporting in the Investigations section. In the CCPD, this reporting is done by the Records Unit based upon report data entered into the records management system.

CPSM learned that the Records supervisor did not understand the FBI criteria for Part 1 felony case clearance, which results in artificially high case clearance rates. The three-pronged requirement for the FBI's case clearance is as follows:

- The crime resulted in an arrest.
- Criminal charges were filed against the defendant.
- The defendant appeared in court on the charges.

In CPSM's experience, this misunderstanding occurs in nearly all police departments. Most departments use arrests alone to report case clearances instead of ensuring that all three FBI guidelines were met.

CPSM recommends frequent training be provided to appropriate Records staff and detectives to ensure the correct criteria is used to report case clearances. Based upon the complexity of coding criteria, coding should be the responsibility of a limited number of staff, not to exceed two.

In 2016, the FBI director approved a recommendation to transition all federal, state, county, local, and tribal law enforcement agencies from the Uniform Crime Reporting Program (UCR) to participating in the National Incident-Based Reporting System (NIBRS).

NIBRS is a more robust system. It will improve the quality of crime data by capturing incident-level crime details, including multiple offenses arising from the same incident. In the current Summary Reporting System (SRS) of the UCR system, multiple offenses are counted as one felony crime. The conversion to NIBRS has the potential to slightly increase crime rates from 2021 forward. For example, under the current SRS system, an event involving two suspects who commit a home invasion robbery, severely beat multiple victims, and set the house on fire, the crime is counted as a single felony, a robbery. Under NIBRS, the same the event will result in every crime committed by each suspect as a separate crime; therefore, increasing the crime from one felony under the present crime data system to as many as eight felonies under NIBRS.

In addition, NIBRS will also track relationships between victim and offenders, arrestees, and property involved in crime. The transition to NIBRS for all law enforcement agencies must be operational by January 1, 2021. The CCPD is still working on the transition. CPSM recommends that Records complete the transition by January 1, 2021 or be subject to working with the FBI to develop a plan and timeline for conversion.

Payment Options

One concern noted was Records staff handling cash at the front counter. Depending upon the service sought, whether for the collection of fees, vehicle release payments, purchase of report copies, etc., the public may pay with money orders, checks, credit cards, debit cards, or cash. The public may also pay fees online. If fee payers cannot pay online, Records sets up meetings to collect cash fees.

Staff places cash into an envelope and stores it in the Records safe. The Records and Property/Evidence supervisor later compares the safe's cash deposits with the action report to ensure accuracy. The public transactions are conducted by the Records staff at the CCPD Records window. Records staff normally takes the cash deposits to the Finance Department in city hall weekly; however, since the COVID-19 pandemic, this has been reduced to once monthly.

Cash transactions present an unnecessary risk to the city and the department. A few years ago, a records manager at a municipal police department in suburban Los Angeles pled guilty to grand theft after stealing money she collected in the course of her duties over many years. Though she agreed to reimburse the city \$140,000, department estimates placed the loss at more than \$340,000. These were cash transactions for those of the same nature that take place in Culver City.

Cash deposits in Records are not audited. CPSM examined a police receipts report dated January 1 to September 20, 2020. The report showed that Records accepted \$7,184 in cash for

fees and services. A projected yearly cash revenue based on these numbers approximates \$10,000.

CPSM is not suggesting that suspicious activity has occurred at the Records Section; however, CPSM maintains that the present system presents an unnecessary risk to the city, CCPD, and its staff, and should be revised to eliminate the acceptance of cash.

Audits

CPSM examined the most recent Records audit dated November 27, 2018, from the California Department of Justice. The audit included database usage and adherence to the FBI Criminal Justice Information System (CJIS) Security Policy, the National Crime Information Center (NCIC) Operating Manual, and the CJIS Manual. The audit found the CCPD to be out of compliance with CJIS/NCIC requirements. Violations included incomplete records, invalid records, inaccurate records, and undocumented records. These violations occurred under a previous Records manager and were addressed and corrected in a letter to DOJ from the former police chief.

The findings, although from two years ago, underscore the importance of ongoing audits and inspections in Records and throughout the department. The audits would serve as a foundation for an audits and inspections committee to periodically spot check for timeliness and compliance. This helps ensure compliance with policy and legal requirements so that any corrective action can be taken before the next DOJ audit. CPSM recommends that the department perform periodic audits in Records and document the findings.

Records Recommendations:

- If a technological solution for entering RIPA forms into the state database is significantly delayed, consider hiring temporary part-time staff to handle increased data input. (Recommendation No. 114.)
- Provide frequent retraining to appropriate Records staff to ensure the correct UCR criteria is adhered to in reporting of crime and clearances. (Recommendation No. 115.)
- Complete migration to the FBI's National Incident Based Reporting System by January 2021. (Recommendation No. 116.)
- Eliminate the acceptance of cash at its public window as a payment option for permits and fees. If the decision is made to continue to accept cash transactions at the public window, comprehensive and regular audits should be implemented. (Recommendation No. 117.)
- Audit the Records Section as appropriate and document the findings. (Recommendation No. 118.)

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BUDGET & GRANTS

The Culver City Police Department's budget for FY 2020/21 was \$44.7 million. One senior budget analyst is assigned to plan, organize, and monitor the department's budget. She manages all financial and procurement tasks. A partial list of her duties follows:

- Budget
 - Plan, organize, prepare, and monitor the department's budget (revenues, expenditures, and grant funds).
 - Provide budget analysis and forecasts for the department's budget.
 - Analyze fiscal impact for programs and issues, requirements, and requests for services.
- Grants
 - Research and prepare successful grant applications and grant reports.
 - Manage grant awards and grant audits.
- Procurement
 - Execute and manage all department expenditures (bids, Request for Proposals, Quotes, Purchase Orders).
- Contracts
 - Prepare professional services contracts and monitor the consultant's work to ensure the project objectives, budgets, and schedules are consistent and conform to city policies.
- City Council Agenda
 - Coordinate the City Council agenda management process and review all staff reports.
 - Liaison with other city departments.
- Risk management.

A number of grants fund FTE positions and equipment for the CCPD. The current grants include:

- U.S. Department of Justice – Office of Justice Programs for Bulletproof Vest Partnership.
- California Office of Traffic Safety – Selective Traffic Enforcement Program (STEP).
- California Office of Traffic Safety – Traffic Records Improvement Program (TRIP).
- U.S. Department of Justice – Bureau of Justice Assistance – COVID Emergency Supplemental Funding Program.
- Board of State and Community Corrections.
- California State Controller – Supplemental Law Enforcement Services Fund (SLESF).

No recommendations.

PROFESSIONAL STANDARDS

The Professional Standards Unit is staffed by one full-time police lieutenant and two sergeants. The unit's primary purpose is focused on the investigation of formal internal affairs complaints. The week after CPSM did its site visit the second sergeant's position was added. The majority of the lieutenant's time and the entirety of the one sergeant's time is spent handling personnel investigations. The intent of transferring the second sergeant to Professional Standards was to help handle the large caseload of internal investigations. According to the lieutenant, after the death of George Floyd while in the custody of Minneapolis police, personnel complaint rates soared.

The lieutenant's duties in this area are:

- Investigate personnel complaints.
- Manage assigned personnel investigations.
- Handle IA-Pro and Blue Team (field supervisor oversight and documentation).
- Manage Lexipol (policy manual and training component).
- Trainer in Peace Officers Bill of Rights, administrative investigations, and use of force.
- Custodian of Pitchess records.

Though the references that follow are to Professional Standards, this strategy emanates from the office of the chief of police. While the department has responded to allegations of misconduct as they occur, this approach is largely reactive. The department should consider a shift in its approach to include a more proactive strategy towards internal affairs and department operations overall. Professional Standards and the Administrative lieutenant should implement random audits and inspections of all department units, equipment, incident/offense reports, attendance records, property receipts, rejected criminal investigations, training records, and other documentation for quality assurance, safety, and compliance with policies. This could involve selecting random police reports, checking property and evidence, accuracy of traffic citations, etc.

This is an excellent management training tool for sergeants to work with the Professional Standards sergeant or captain in reviewing various units in the department. Some departments implement audits and inspections of every unit by posting schedules so inspection dates are known; other agencies choose to perform random unannounced checks. The decision is up to the chief of police.

Personnel Complaints

Public trust is vital to the law enforcement mission. This trust rests on departmental responsiveness to community needs and expectations. The Professional Standards Section receives complaints and gives appropriate supervisory and management attention to the allegations of misconduct. This is intended to foster public confidence and promote constructive communication. The complaint process is posted on the CCPD website with the complaint form.

During CPSM's recent visit, complaint forms were not available in the public lobby. This may be due to the lobby closure since the onset of the COVID-19. When the lobby reopens, the department should ensure complaint forms are available in the lobby so complainants do not have to ask staff for the forms. Furthermore, the department website states that individuals may make complaints in any form, including in writing, by email, in person, or by telephone. Though

this is stated in policy, the PD website does not state that anonymous complaints will be accepted. CPSM recommends this language be added to the website.

Personnel complaints consist of any allegation of misconduct or improper job performance against any department employee that, if true, would constitute a violation of department policy, or federal, state, or local law. Such complaints originate from either a community or internal source.

The CCPD protocol for reporting and investigating allegations of employee misconduct is established in Policy 1008 – 1008.4 Personnel Complaints. This is a comprehensive 11-page policy that provides a step-by-step process for the receipt, investigation, and disposition of such complaints. Upon receipt of a complaint, and after preliminary supervisory review, the matter is classified and defined by policy as follows:

Informal – *“A matter in which the Watch Commander is satisfied that appropriate action has been taken by a supervisor of rank greater than the accused member.”*

Generally, these are complaints that are resolved through discussion between sergeants and/or lieutenants and the complaining party. If the complainant is reasonably satisfied following this process, the complaint is considered resolved; however, the complaint information is documented and preserved in IA-Pro. If dissatisfied with this process, the citizen may complete a written complaint resulting in the complaint being classified as Formal, described below.

Many complaints and/or allegations of misconduct can and are handled informally. The practice of resolving complaints from the public in this manner is appropriate. It is beneficial for police supervisors to personally meet with complainants both to be more informed about facts surrounding an incident and to explain an officer's conduct where appropriate. Often complainants are satisfied and choose not to submit a written or formal complaint. Sometimes supervisors may elicit more information that may be omitted from a complaint form, and thus form the basis for a more thorough investigation. In either case, both the citizen and department may benefit from this interaction.

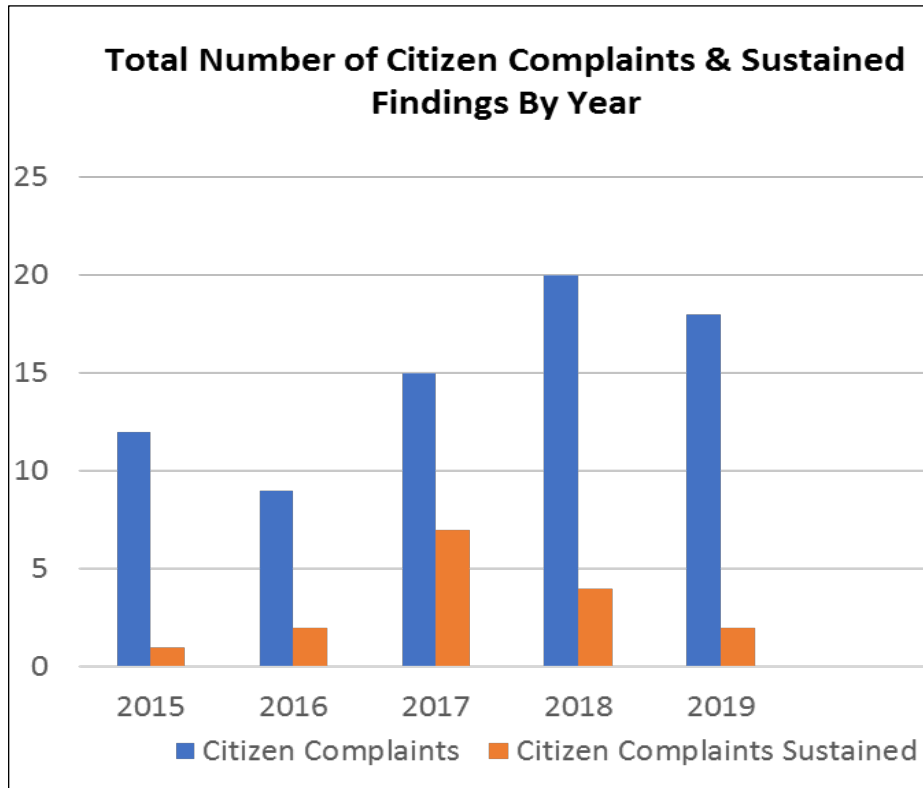
Formal – *“A matter in which a supervisor determines that further investigative action is warranted. Such complaints may be investigated by a supervisor of rank greater than the accused member or referred to the Professional Standards Unit, depending on the seriousness and complexity of the investigation.”*

In accordance with Policy 1008.6.1, Supervisor Responsibilities, immediate supervisors are responsible for investigating allegations of misconduct. Formal complaints are investigated by the Professional Standards Unit. Depending on circumstances, Professional Standards may refer complaints to the employee's sergeant for investigation. This is generally considered undesirable as it places a time-consuming burden on the sergeant whose primary duty is to supervise. Handling a personnel investigation takes time to gather evidence, interview witnesses, and write the investigation. Other examples of formal investigations may include internally generated complaints, and tort claims filed against the city/police department.

Incomplete – *“A matter in which the complaining party either refuses to cooperate or becomes unavailable after diligent follow-up investigation. At the discretion of the assigned supervisor or the Professional Standards Unit, such matters may be further investigated depending upon the seriousness of the complaint and the availability of sufficient information.”*

CPSM examined the type of personnel data being collected and input into IA-Pro. At this point limited data are available. The following figure offers an overview provides a breakdown of the total citizen complaints and sustained findings for 2015–2019.

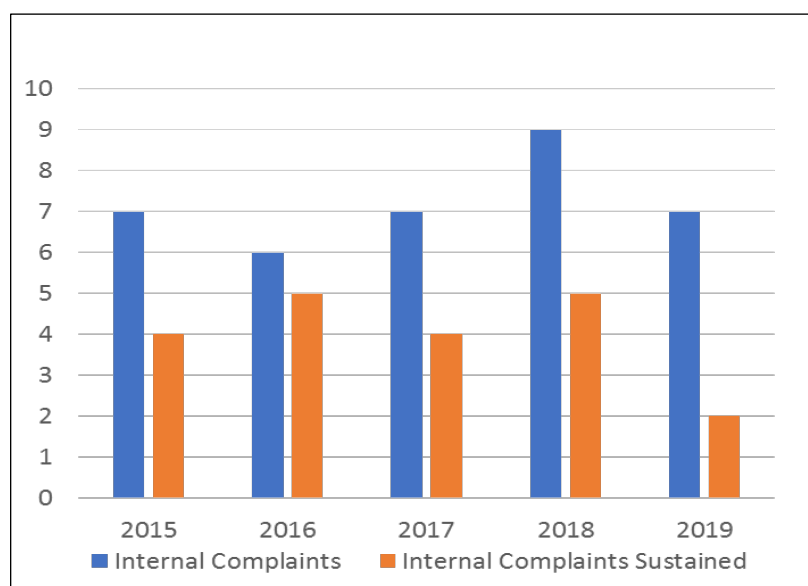
FIGURE 6-1: Total Citizen Complaints and Sustained Findings, 2015–2019



The figure shows disparate complaint disposition findings when compared to the next figure on internally generated complaints. The rate of sustained citizen complaints is lower than that of internally-generated complaints. This is similar to outcomes in many police departments. This is often due to the misunderstanding the public has of police procedures, which often lead to outcomes of “Unfounded,” “Not Sustained,” or “Exonerated.” The higher rate of sustained internally-initiated complaints, usually from supervisors, reflects their experience and recognition of law and policy violations.

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FIGURE 6-2: Total of Internally-Generated Investigations & Sustained Findings by Year, 2015–2019



The department recently acquired a police personnel management software program referred to as IA Pro. IA Pro has modules to track complaint and performance information, including personnel complaints, use of force incidents, and personnel commendations. It also includes an early intervention module that allows for notification when a defined number of system entries are attributed to an individual employee. For example, a pattern of an officer involved in a traffic collision, pursuits, excessive force complaint, etc. in a short time period would cause the system to send an alert.

The Blue Team component is designed for sergeants to document use of force incidents and complaints.

IA Pro and Blue Team users at CCPD are still becoming acquainted with available capabilities. The week CPSM visited, several supervisors and a lieutenant attended an IA Pro workshop that provided training on more extensive features and tracking capabilities. The system was gradually implemented at CCPD in 2019, and as it becomes fully operational, more complete officer performance data will be captured and analyzed.

Upon completion of the investigation, a conclusion of fact is determined. Possible findings upon conclusion of an investigation are defined by policy as:

Unfounded – When the investigation discloses that the alleged acts did not occur or did not involve department members. Complaints that are determined to be frivolous will fall within the classification of unfounded (Penal Code § 832.8).

Exonerated – When the investigation discloses that the alleged act occurred but that the act was justified, lawful, and/or proper.

Not Sustained – When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the member.

Sustained – A final determination by an investigating agency, commission, board, hearing officer, or arbitrator, as applicable, following an investigation and opportunity for an

administrative appeal pursuant to Government Code § 3304 and Government Code § 3304.5 that the actions of an officer were found to violate law or department policy (Penal Code § 832.8).

These findings are commonly used in many law enforcement agencies and are appropriate.

Cases in which the allegations are sustained are addressed through a notice of discipline. The severity of discipline is determined by the nature of the allegation that has been sustained along with the disciplinary history of the involved employee. The following are the disciplinary options:

- Counseling.
- Written Reprimand.
- Suspension.
- Demotion.
- Termination.

The department does not presently categorize complaints by nature of the complaint (e.g., discourtesy, excessive force, improper police procedure, criminal conduct, etc.). CPSM suggests that there is value in doing so. The department can review patterns of complaints to determine if training or review of organizational practices may help to reduce the number of complaints of high incident patterns. Professional Standards should collect and publish the type of complaints regardless of the outcome and the discipline imposed. As mentioned earlier, these data are appropriate for publishing in the Monthly Recap Report and internally. This specificity, absent employee identity, is important.

Professional Standards should also consider tracking the time it takes to complete personnel investigations and notify complainants of the disposition. This is a measure of competency and service to the public that should be reported and included in audits and inspections. CPSM recommends that these two actions be tracked and added to the Monthly Recap Report.

Ensuring thorough and timely investigations is a critical function of police administrations. To aid in ensuring that investigations are thorough and timely, CPSM recommends that the management staff review the status of all open and recently closed investigations on a monthly basis. The Professional Standards lieutenant maintains adequate records to allow for such a presentation appropriate for a closed session of the regular command staff meetings.

Professional Standards Recommendations:

- Create a policy that establishes an audits and inspections committee. The committee should review policies and procedures in every section of the department and report on findings. This should be used as a development tool for supervisors and managers. (Recommendation No. 119.)
- Make personnel complaint/commendation forms available in the department lobby. (Recommendation No. 120.)
- Add instructions to the CCPD website that personnel complaints may be submitted anonymously. (Recommendation No. 121.)
- After the conclusion of any internal affairs investigation a summary of the violation, findings of the investigation as either sustained, not sustained, exonerated, etc., and any disciplinary action imposed, be published internally to serve as a training tool to promote high ethical standards. Additionally, this data should be added to the CCPD's Monthly Recap report

available on the CCPD website. Both actions will promote transparency and trust. (Recommendation No. 122.)

- Consider tracking and reporting the time to completion of personnel investigations and notification of complaints of disposition. These data should be included in the Monthly Recap Report. (Recommendation No. 123.)
- Conduct management staff review of the status of all open and recently closed formal complaints to ensure thoroughness and timeliness of investigations. (Recommendation No. 124.)

USE OF FORCE

The necessary and appropriate use of force in carrying out a police officer's duties up to and including the taking of a human life is among the most complex and critiqued actions of law enforcement. At no time in the past has police use of force been looked at, examined, and judged as it is today. It has become commonplace for people to record officers in the performance of their duties, including their use of force. It is critical that the department have and follow a comprehensive policy on the use of force. Providing relevant training for the use of force is essential. The purpose of comprehensive training in the use of force is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance.

The use of force is governed by Policy 300 – Use of Force. The policy is eight pages in length, and comprehensive in its description of appropriate uses of force, reporting, duty to intercede, and supervisory responsibilities. Policy 300.2.1, Duty to Intercede, reads as follows:

“Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force. An officer who observes another employee use force that exceeds the degree of force permitted by law **should** promptly report these observations to a supervisor.”

Policy 300.6 requires officers using force to document it promptly, accurately, and completely in a report. Policy 300.6.1 requires supervisory notification as soon as practicable following the application of force. Policy 300.2.1 should be reevaluated, as it states that an officer witnessing what he or she believes to be excessive force, **shall** intervene, but policy does not require the officer to report the perceived excessive force to a supervisor. The policy states that the officer **should** promptly report these observations to a supervisor.

Clearly, if the circumstances surrounding the perceived excessive force are volatile, e.g., a hostile crowd or other precarious circumstances exist, the officer may need to delay reporting his or her observations. CPSM recommends that Policy 300.2.1 be reexamined to consider if it should remain as written.

In practice, officers utilizing force include information on the use of force in their police report. Supervisors, upon notification of a use of force, investigate the use of force. Information from the investigation is assigned a file number and uploaded into a Use of Force Module in IA Pro, and returned to the officer's supervisor for review, and forwarded from the lieutenant to the Bureau commander. If new policy violations are identified, they can be referred back to Professional Standards for investigation.

Another source of use of force data is contained in the department's Police Monthly Recap Report, available on the CCPD website. As mentioned in the Professional Standards Section, the CCPD has only begun using IA Pro and Blue Team since 2019, gradually implementing each module. The data shown in the following tables were presented in the August 2020 Police Monthly Recap Report:

TABLE 6-4: Culver City Police Monthly Recap Report, August 2020

Use of Force Total	Calls for Service Total	Use of Force %
6	3,514	0.17

Source: Culver City Police Department. *YTD as of August 2020.

TABLE 6-5: Annual Use of Force Per CFS, 2019–2020 YTD

Year	Use of Force Total	Calls for Service Total	Use of Force %
2019	139	55,017	0.25%
2020 YTD*	73	28,917	0.25%

Source: Culver City Police Department. *YTD as of August 2020.

TABLE 6-6: Annual Use of Force Against Racial Group, 2019–2020 YTD

Year	Asian	Black	Hispanic	White	Other	Total
2019	3	44	30	35	27	139
2020 YTD*	2	24	28	18	1	73

Source: Culver City Police Department. *YTD as of August 2020.

In 2019, the CCPD responded to 41,090 calls for service, resulting in 139 reportable use of force incidents. This equates to the CCPD using force at a rate of 0.34%, or one third of one percent of the reported service contacts.

Professional Standards IA Pro software tracks use of force incidents, providing supervisors and managers the ability to extract data for analyzing trends. As mentioned earlier, the IA Pro system is relatively new to the CCPD and has yet to be fully implemented. Though the CCPD produces and publishes use of force data in the monthly police report, it does not include a trend analysis.

Some police department policy manuals contain a use of force policy titled "Use of Force Analysis." A sample of such policy reads as follows:

Use of Force Analysis addresses the analysis in trends in the use of force that may have aided in answering the question relative to the increased number of incidents. It calls for the evaluation of four items: (1) trends in the use of force; (2) training needs; (3) equipment needs; and (4) policy revision recommendations.

It is vitally important for the CCPD to consider adding a similar policy to analyze force trends and take appropriate action, at least quarterly. Again, the data needed for trend analysis will be trackable in IA Pro as more events are added. Policy 301, Use of Force Review, establishes a process to review use of force and deadly force by employees. The Professional Standards lieutenant and the Training sergeant should be on the use of force review.

Policy 301.4 calls for the employee's immediate supervisor to investigate and document the use of force and submit it through the chain of command to the respective bureau commander for review. The commander's review may include discussion with department command staff, city

leadership (city council members, city manager) and the city attorney's office. This timely review to ensure appropriate use of force is appropriate. The use of force review committee should further examine these findings.

CPSM recommends that the CCPD consider adding use of force analysis to Policy 301, Use of Force Review. The CCPD should consider creating a Use of Force Review Committee made up of the Administrative lieutenant, Professional Standards sergeant, Training sergeant, and a subject matter expert in use of force. The committee should be tasked with the analysis of Use of Force incidents. Due to the number of incidents a threshold may need to be established for those incidents subject to review (e.g., Taser deployment, baton strikes, OC/pepper spray application, injuries sustained, etc.). The committee would need to be provided with relevant and concise information to enable for the review.

Use of Force Recommendations:

- Review Policy 300.2.1, Duty to Intervene, to consider whether an officer who witnesses excessive force should be required to report his observation to a supervisor. (Recommendation No. 125.)
- Establish an internal Use of Force Committee to examine use of force incidents in an effort to identify training, supervision, policy, and/or equipment needs with the objective of minimizing use of force incidents. This will necessarily impact reporting protocols, potentially through the utilization of a Use of Force report, to allow for such an evaluation. (Recommendation No. 126.)
- Review Use of Force Policy 300 to ensure that the department's practices and policy are consistent with regard to analysis of use of force trends. (Recommendation No. 127.)

WORKERS' COMPENSATION

Injuries and exposure to health hazards resulting in workers' compensation claims are inherent in policing. While workplace safety training is necessary and helpful for many circumstances, the unpredictable and volatile nature of policing make it impossible to prevent injuries/claims. The CCPD is not alone in coping with this disruptive and costly reality. The state of the law in California as it relates to occupational injuries can result in significant cost exposure.

When a worker is injured, California law establishes a timetable for reporting of injuries. CCPD addresses this requirement in Policy 1020 – Occupational Disease and Work-Related Injury Reporting. CPSM reviewed the policy. In our review, we identified a practice that was atypical of other organizations we had reviewed. While the policy called for the department to comply with applicable state requirements, some of the policy addressed informal practices vs. standard reporting practices. For instance, Section 1020.4 – Other Disease or Injury, addresses “diseases and injuries occurring on-duty that do not qualify for workers' compensation reporting.” CPSM does not provide legal opinions, but found this to be an unusual classification of injury. We would urge the department to work with the Human Resources Department and legal counsel to ensure that the department's practices serve the best interests of the city.

Once reported, and in cases where medical treatment is required, the employee may be treated at Concentra Clinic in El Segundo, Monday through Friday, during business hours. After hours employees seek treatment at Concentra Urgent Care in Los Angeles. If the employee has predesignated a treating physician, the employee is entitled to see the physician of his or her choice in lieu of receiving treatment at the city-contracted facilities.

Upon completion of a formal injury report, the paperwork is forwarded to the HR department. The HR department is the city's recordkeeper for injury reports for all departments. These reports are logged and tracked by HR. Culver City, like many agencies, contracts with a third-party administrator (TPA) to manage the handling of claims. California Claims Management Services Inc. (CCMS) is the contracted TPA.

CPSM requested three years of records for workers, compensation claims. The following table shows all claims, time lost, and associated costs for that time period. In our examination, we looked at actual costs to include disability pay, supplemental pay, medical costs, and legal fees. Future anticipated costs for which funds are set aside as reserve are not included in this data as they are yet to be expended. Claims submitted where no lost time, medical treatment, or other non-administrative costs were incurred are not included in the number of claims.

TABLE 6-7: Workers' Compensation Claim Data (2017-2019)

	2017	2018	2019
Days IOD/TD Paid	1,375	816	1,949
Total Disability Amount Paid	\$503,390.75	\$336,787.99	\$906,264.82
Total Number of Claims	15	13	21

Overall, the total number of formal claims appears consistent with rates of claims for similarly sized agencies. Costs reflected do not include any overtime compensation associated with backfill of a vacant position resulting from a lost time claim. The Total Claims number does not include "informal claims."

Culver City departments receive a quarterly injury report from Risk Management to assist with identifying trends, training, and equipment needs. CPSM recommends that the Training sergeant work with Risk Management to examine the nature of activity employees were engaged in at the time of injury. This will help determine if there is a pattern of injuries that require specific training or policy revisions to reduce the incidence of occurrence. Tracking and reviewing this information on at least an annual basis will enable the department to address training and policy needs as they become apparent.

Workers' Compensation Recommendations:

- Review Policy 1020 with the Human Resources Department and legal counsel to ensure that the department's practices serve the best interests of the city. (Recommendation No. 128.)
- Track and review the nature of activity employees were engaged in at the time of injury to determine patterns of injuries that may require specific training and/or policy revisions to reduce the incidence of occurrence. (Recommendation No. 129.)

END SECTION 6

SECTION 7. DATA ANALYSIS

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

All information in this report was developed using the data provided by the South Bay Regional Public Communications Authority's (RCC 911) computer-aided dispatch (CAD) system.

CPSM collected data for a one-year period from January 1, 2019, through December 31, 2019. The majority of the first section of the report, concluding with Table 7-9, uses call data for the one-year period. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 28, 2019, or summer.

WORKLOAD ANALYSIS

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

We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.

At this point, we have a series of records that we call "events." We identify these events in three ways:

- We distinguish between patrol and nonpatrol units.
- We assign a category to each event based upon its description.
- We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.

At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

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

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

- 1,391 events (about 3 percent) involved patrol units spending zero time on scene.
- 24 calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.

- The computer-aided dispatch (CAD) system used approximately 160 different event descriptions, which we condensed into 17 categories for our tables and 11 categories for our figures (shown in Chart 7-1). Table 7-20 in the appendix shows how each call description was categorized.

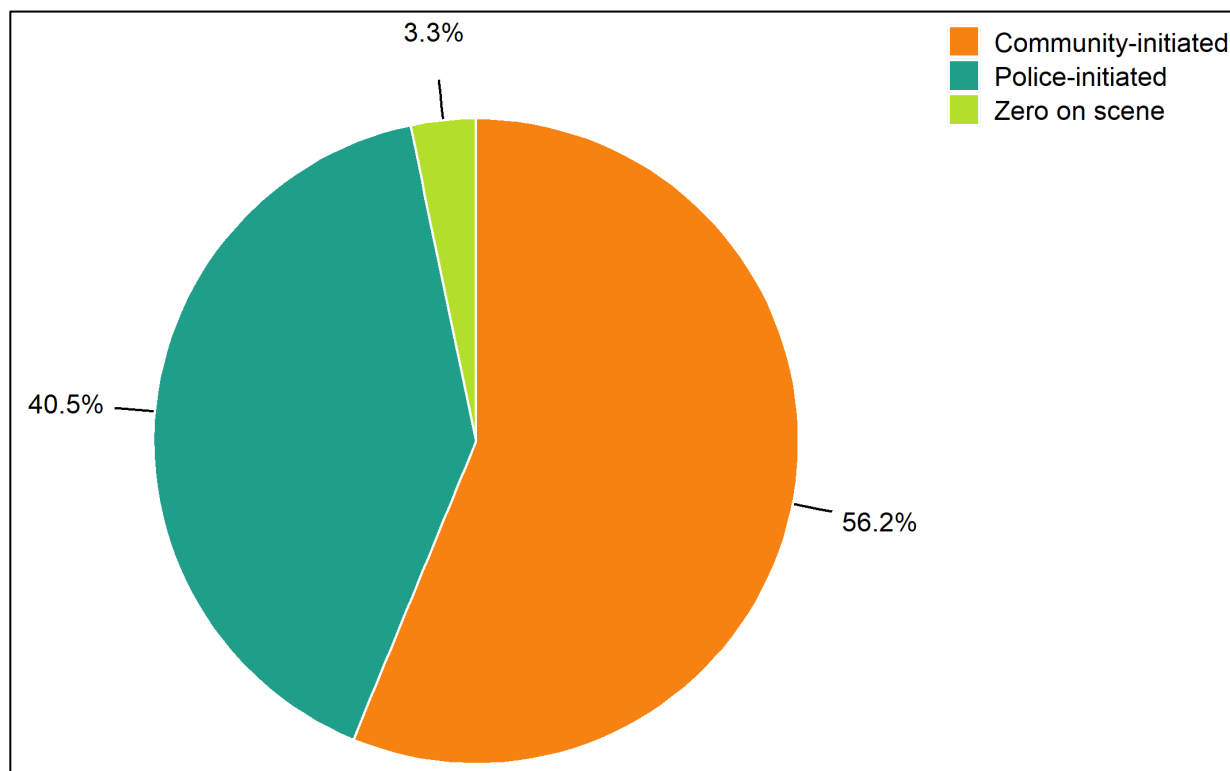
Between January 1, 2019, and December 31, 2019, the communications center recorded approximately 54,989 calls that were assigned call numbers. When we reviewed the unit records, we found that CCPD units were only dispatched to 43,551 calls, leaving 11,438 without a dispatched unit (Appendix B). Of those 43,551 records, 42,481 events included an adequate record of a responding CCPD patrol unit as either the primary or secondary unit. When measured daily, the department was dispatched to an average of 116 patrol-related events per day, approximately 3 percent of which (3.8 per day) had fewer than 30 seconds spent on the call.

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

CHART 7-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Check-area	Check
Pedestrian contacts	
Crime-person	Crime
Crime-property	
Crime-substance	
Disturbance	Disturbance
Investigation	Investigation
Mental health	Mental health
Miscellaneous	Miscellaneous
Prisoner/warrant	Prisoner/warrant
Suspicious incident	Suspicious
Unknown trouble	
Accident	Traffic
Parking/traffic related	
Traffic enforcement	

FIGURE 7-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 42,481 events.

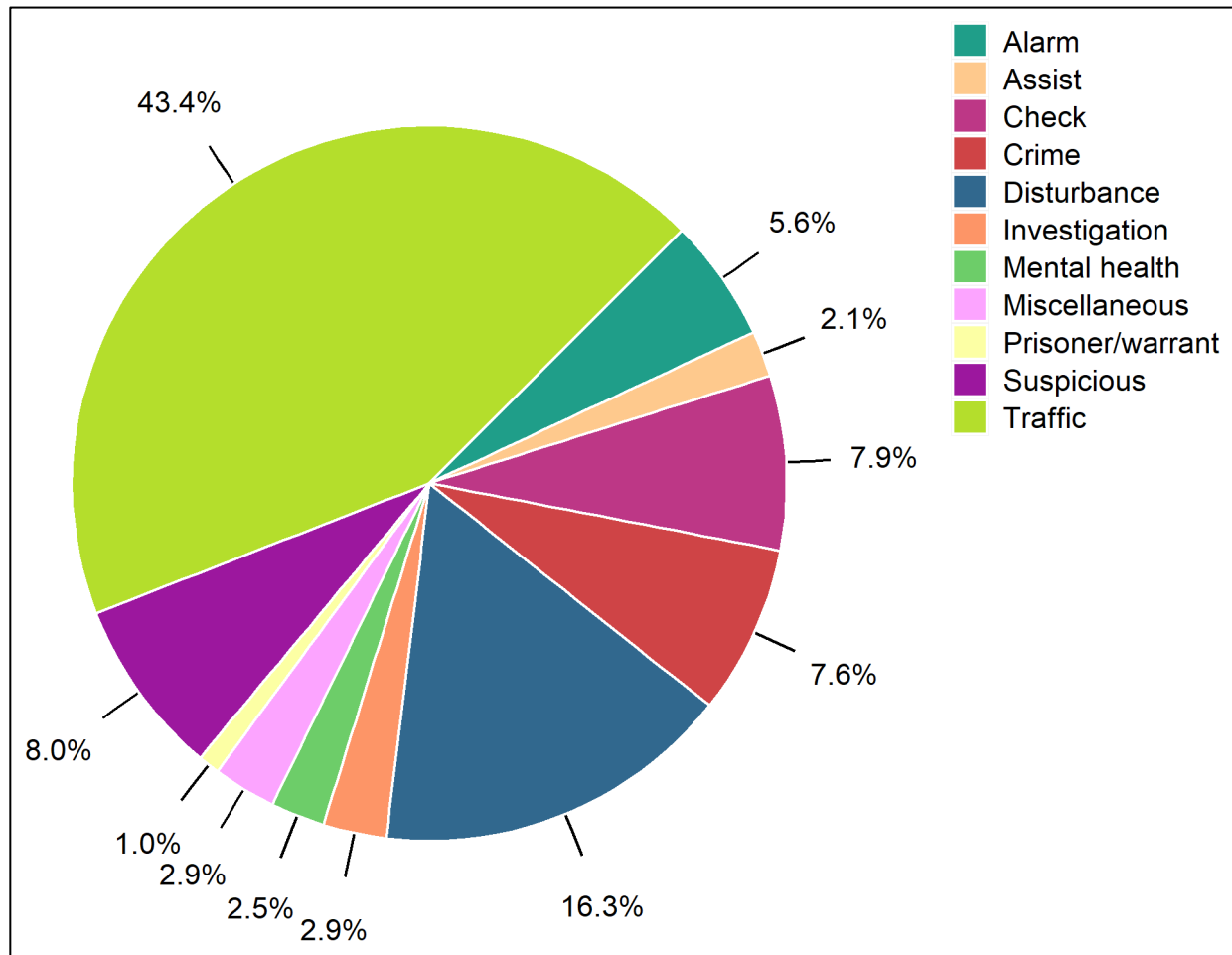
TABLE 7-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	23,881	65.4
Police-initiated	17,209	47.1
Zero on scene	1,391	3.8
Total	42,481	116.4

Observations:

- 56 percent of all events were community-initiated.
- 41 percent of all events were police-initiated.
- 3 percent of the events had zero time on scene.
- On average, there were 116 events per day, or 4.8 per hour.

FIGURE 7-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-2: Events per Day, by Category

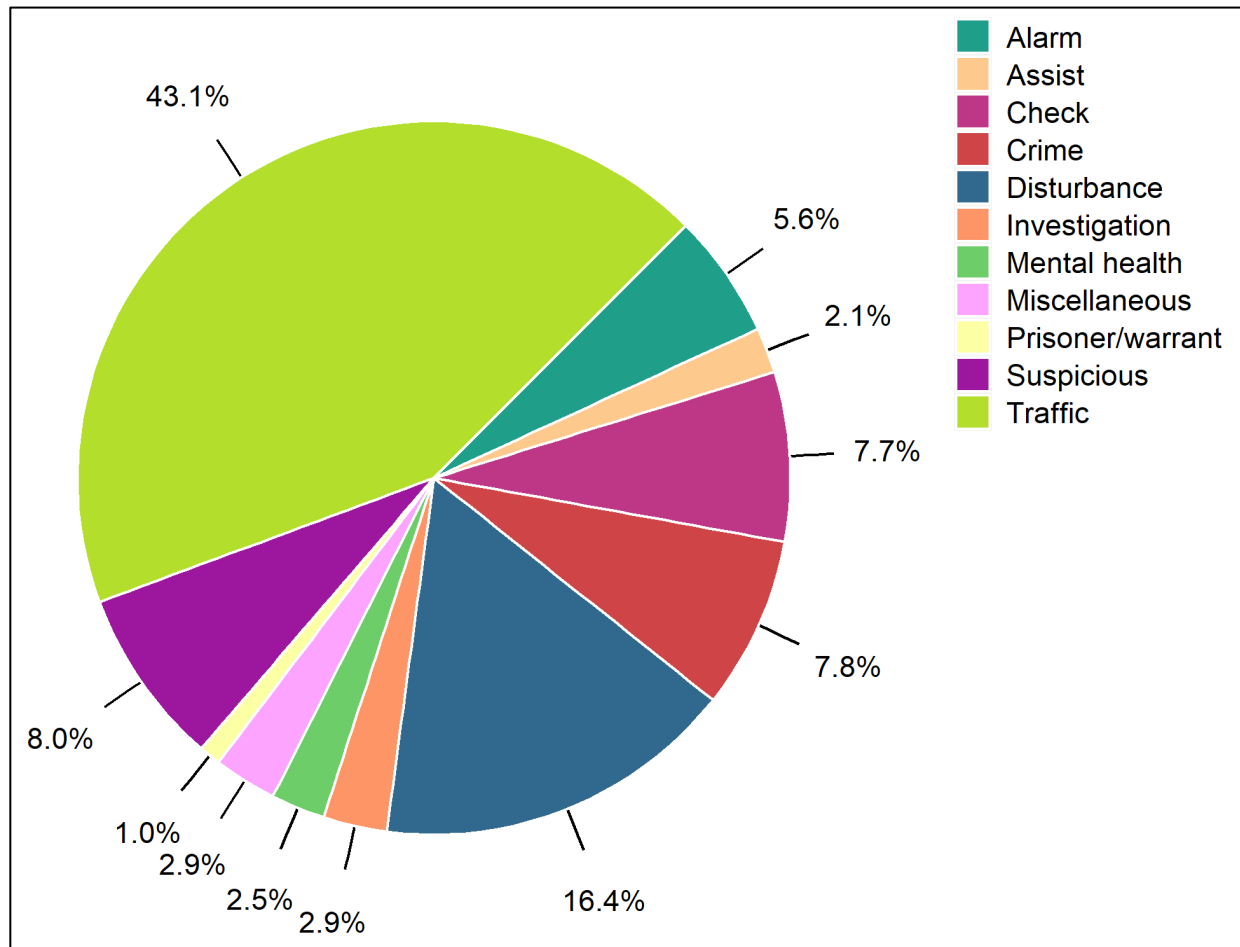
Category	No. of Events	Events per Day
Accident	1,839	5.0
Alarm	2,360	6.5
Assist other agency	880	2.4
Check-area	402	1.1
Crime-person	832	2.3
Crime-property	2,257	6.2
Crime-substance	160	0.4
Disturbance	6,906	18.9
Investigation	1,217	3.3
Mental health	1,042	2.9
Miscellaneous	1,217	3.3
Parking/traffic related	4,950	13.6
Pedestrian contacts	2,947	8.1
Prisoner/warrant	414	1.1
Suspicious incident	2,317	6.3
Traffic enforcement	11,654	31.9
Unknown trouble	1,087	3.0
Total	42,481	116.4

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

Observations:

- The top five categories accounted for 83 percent of events:
 - 43 percent of events were traffic activities.
 - 16 percent of events were disturbances.
 - 8 percent of events were suspicious activities.
 - 8 percent of events were checks.
 - 8 percent of events were crimes.

FIGURE 7-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,811	5.0
Alarm	2,317	6.3
Assist other agency	843	2.3
Check-area	288	0.8
Crime-person	825	2.3
Crime-property	2,230	6.1
Crime-substance	157	0.4
Disturbance	6,751	18.5
Investigation	1,188	3.3
Mental health	1,011	2.8
Miscellaneous	1,177	3.2
Parking/traffic related	4,579	12.5
Pedestrian contacts	2,864	7.8
Prisoner/warrant	406	1.1
Suspicious incident	2,248	6.2
Traffic enforcement	11,340	31.1
Unknown trouble	1,055	2.9
Total	41,090	112.6

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

Observations:

- On average, there were 112.6 calls per day, or 4.7 per hour.
- The top five categories accounted for 83 percent of calls:
 - 43 percent of calls were traffic activities.
 - 16 percent of calls were disturbances.
 - 8 percent of calls were suspicious activities.
 - 8 percent of calls were crimes.
 - 8 percent of calls were checks.

FIGURE 7-4: Calls per Day, by Initiator and Month

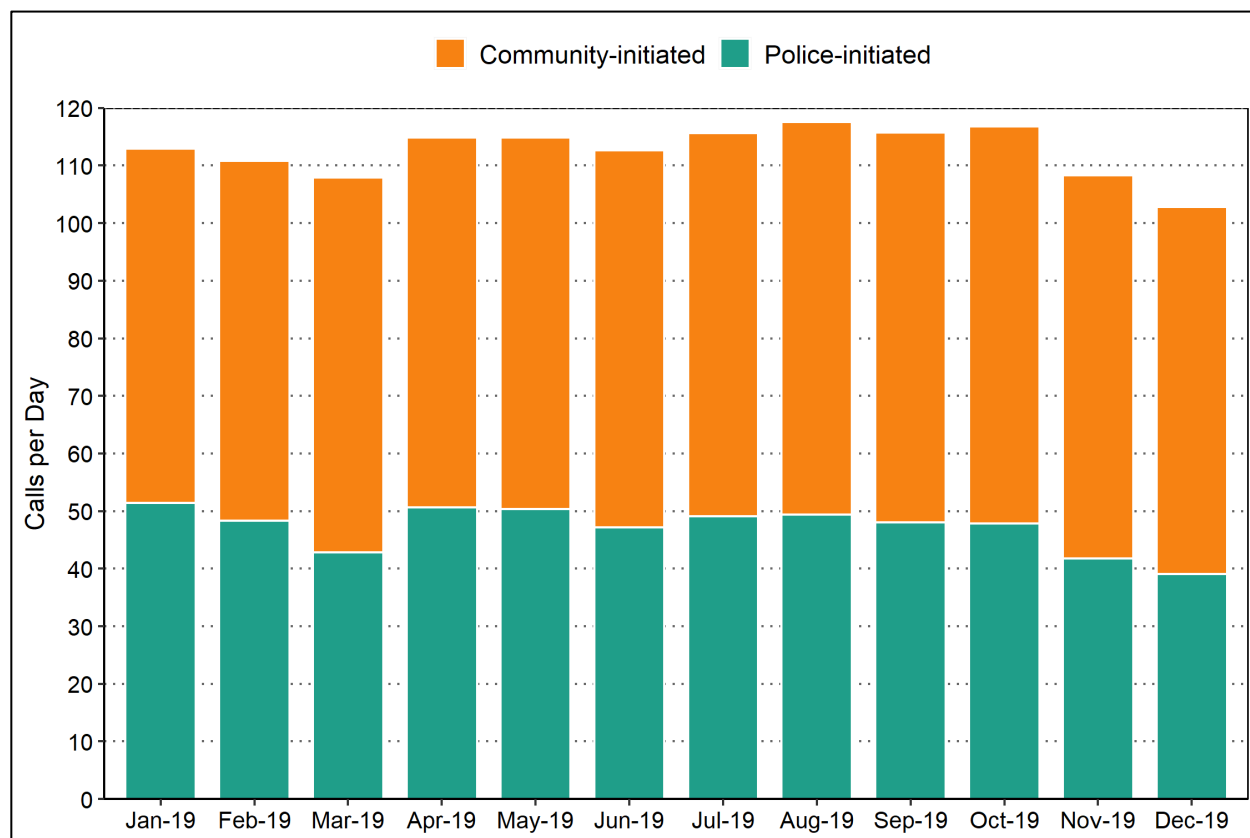


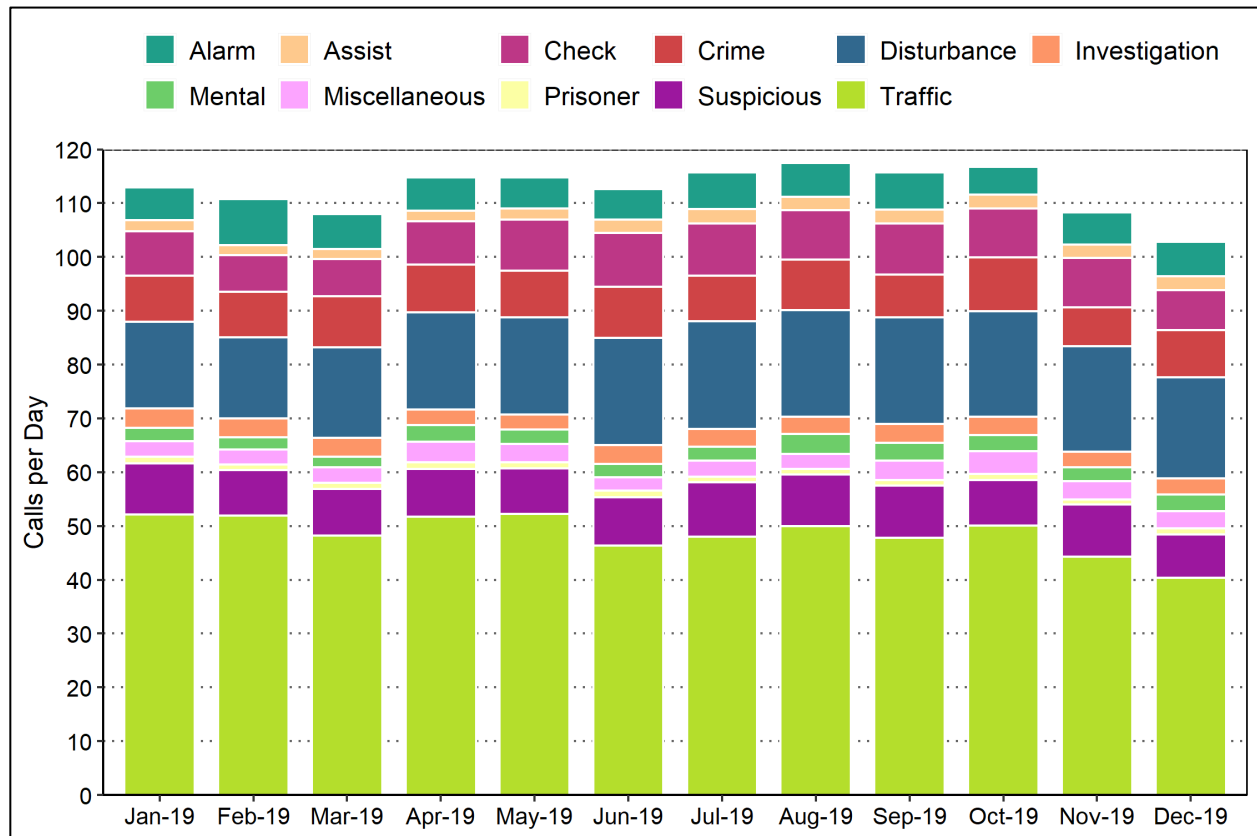
TABLE 7-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	61.5	62.5	65.1	64.2	64.5	65.4	66.6	68.1	67.7	69.0	66.5	63.7
Police	51.4	48.3	42.8	50.6	50.3	47.2	49.1	49.4	48.1	47.8	41.8	39.1
Total	112.9	110.8	107.9	114.8	114.8	112.6	115.7	117.5	115.8	116.8	108.3	102.8

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in August and October.
- The months with the most calls had 14 percent more calls than the months with the fewest calls.
- October had the most community-initiated calls, with 12 percent more than January, which had the fewest.
- January had the most police-initiated calls, with 32 percent more than December, which had the fewest.

FIGURE 7-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-5: Calls per Day, by Category and Month

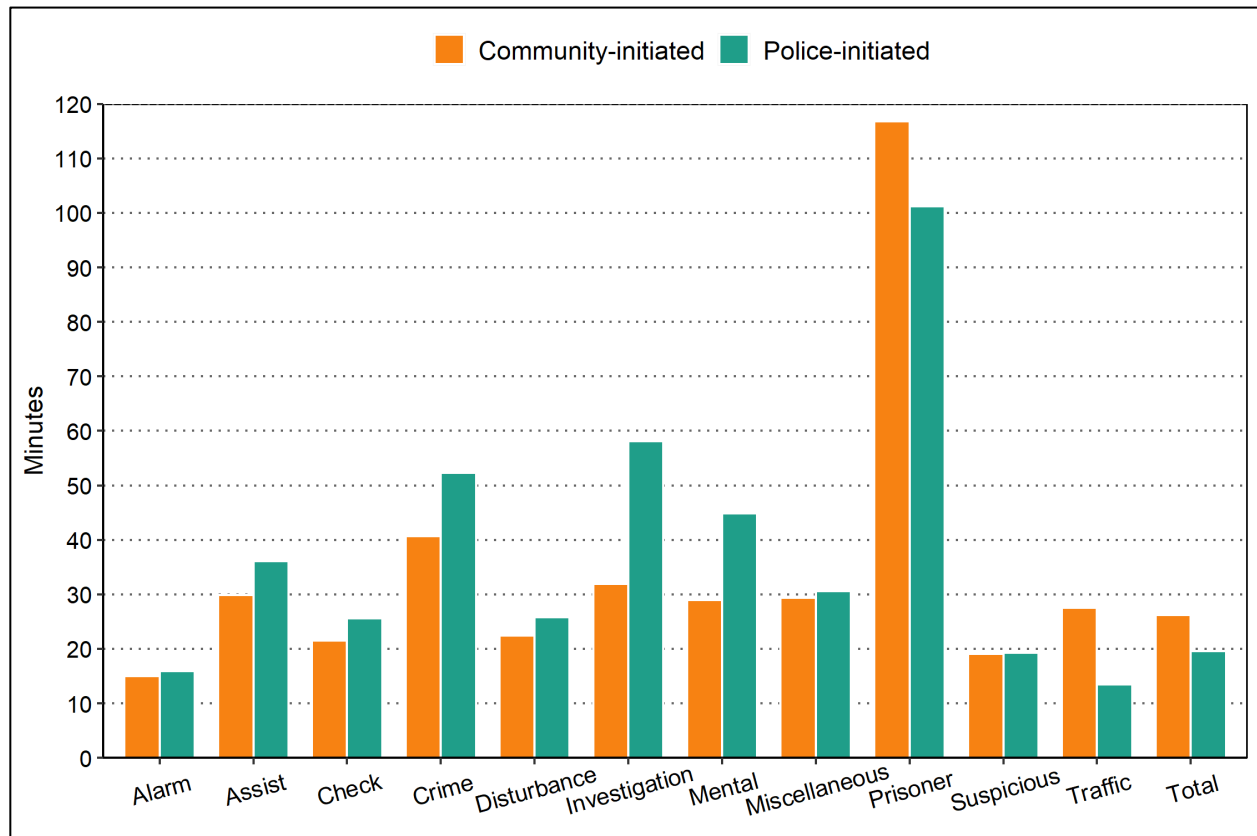
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	4.4	4.7	5.8	4.4	4.8	4.5	4.5	5.1	5.0	5.5	5.5	5.3
Alarm	6.1	8.5	6.4	6.2	5.9	5.7	6.7	6.4	6.9	5.2	6.0	6.4
Assist other agency	2.1	1.9	1.9	2.0	2.0	2.5	2.7	2.4	2.6	2.5	2.4	2.6
Check-area	1.3	0.6	0.8	0.2	1.0	0.4	1.2	0.8	0.5	1.0	1.0	0.7
Crime-person	1.7	2.1	2.5	2.0	2.2	2.4	2.5	2.8	2.7	2.6	1.6	2.1
Crime-property	6.5	6.1	6.6	6.5	6.1	6.6	5.5	6.2	4.7	6.6	5.4	6.4
Crime-substance	0.3	0.3	0.3	0.4	0.4	0.5	0.4	0.4	0.7	0.7	0.3	0.4
Disturbance	16.2	15.0	16.8	18.1	18.1	20.0	20.1	19.8	19.8	19.5	19.6	18.8
Investigation	3.6	3.5	3.6	2.8	2.8	3.5	3.3	3.2	3.5	3.4	2.9	3.0
Mental health	2.5	2.3	2.0	3.1	2.7	2.4	2.6	3.6	3.3	3.1	2.5	3.1
Miscellaneous	2.9	2.8	2.8	3.8	3.4	2.5	3.0	2.8	3.7	4.2	3.4	3.2
Parking/traffic related	12.2	13.1	12.9	12.9	14.4	12.0	11.5	12.4	12.8	13.7	12.4	10.3
Pedestrian contacts	7.0	6.2	6.0	7.9	8.5	9.5	8.5	8.4	8.9	8.2	8.1	6.7
Prisoner/warrant	1.2	1.1	1.2	1.2	1.1	1.3	1.0	1.0	1.0	1.2	1.0	1.2
Suspicious incident	6.0	5.2	5.8	6.2	5.8	6.8	7.7	6.0	7.0	6.2	5.9	5.2
Traffic enforcement	35.6	34.1	29.5	34.4	33.1	29.9	32.0	32.5	30.0	30.9	26.3	24.8
Unknown trouble	3.5	3.2	2.9	2.7	2.6	2.2	2.3	3.6	2.7	2.3	3.8	2.9
Total	112.9	110.8	107.9	114.8	114.8	112.6	115.7	117.5	115.8	116.8	108.3	102.8

Note: Calculations were limited to calls rather than events.

Observations:

- The top five categories averaged between 81 and 84 percent of calls throughout the year:
 - Traffic calls averaged between 40.4 and 52.3 calls per day throughout the year.
 - Disturbances averaged between 15.0 and 20.1 calls per day throughout the year.
 - Suspicious activity calls averaged between 8.0 and 10.1 calls per day throughout the year.
 - Crimes averaged between 7.3 and 10.0 calls per day throughout the year.
 - Check calls averaged between 6.7 and 8.8 calls per day throughout the year.
- Crimes accounted for 7 to 9 percent of total calls.

FIGURE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1. For this graph and the following Table 7-6, we removed 24 calls with inaccurate busy times.

TABLE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator

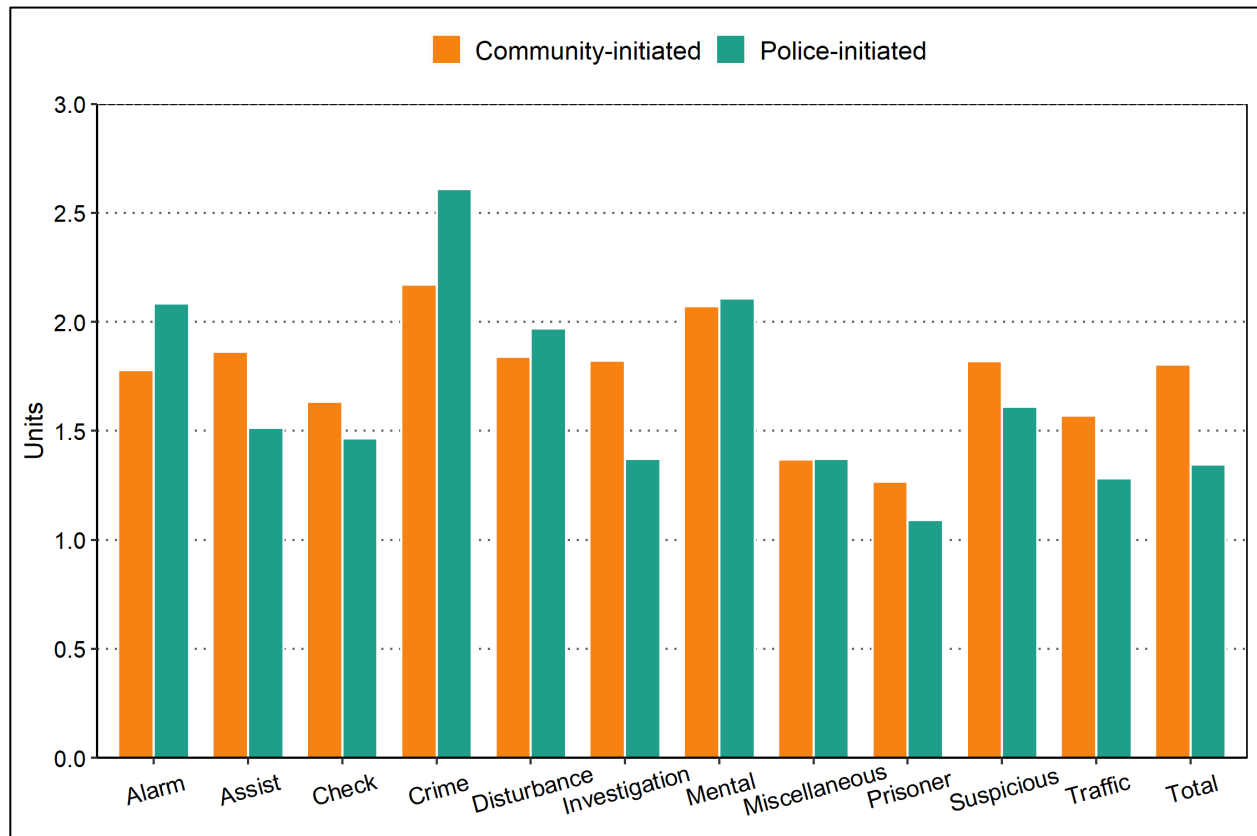
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	40.2	1,642	35.1	169
Alarm	15.0	2,305	16.0	12
Assist other agency	29.9	806	36.1	37
Check-area	21.5	52	14.0	236
Crime-person	40.6	808	44.5	17
Crime-property	42.2	2,137	54.2	93
Crime-substance	20.3	154	37.1	3
Disturbance	22.4	6,578	25.8	173
Investigation	32.0	784	58.1	391
Mental health	28.9	964	44.9	47
Miscellaneous	29.3	712	30.6	463
Parking/traffic related	22.5	4,128	29.7	451
Pedestrian contacts	NA	0	26.6	2,862
Prisoner/warrant	116.8	56	101.2	345
Suspicious incident	21.9	1,703	19.0	545
Traffic enforcement	NA	0	12.5	11,338
Unknown trouble	14.5	1,052	73.6	3
Weighted Average/Total Calls	26.2	23,881	19.6	17,185

Note: The information in Figure 7-6 and Table 7-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 13 to 117 minutes overall.
- The longest average times were for community-initiated prisoner/warrant calls.
- The average time spent on crime calls was 41 minutes for community-initiated calls and 52 minutes for police-initiated calls.

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



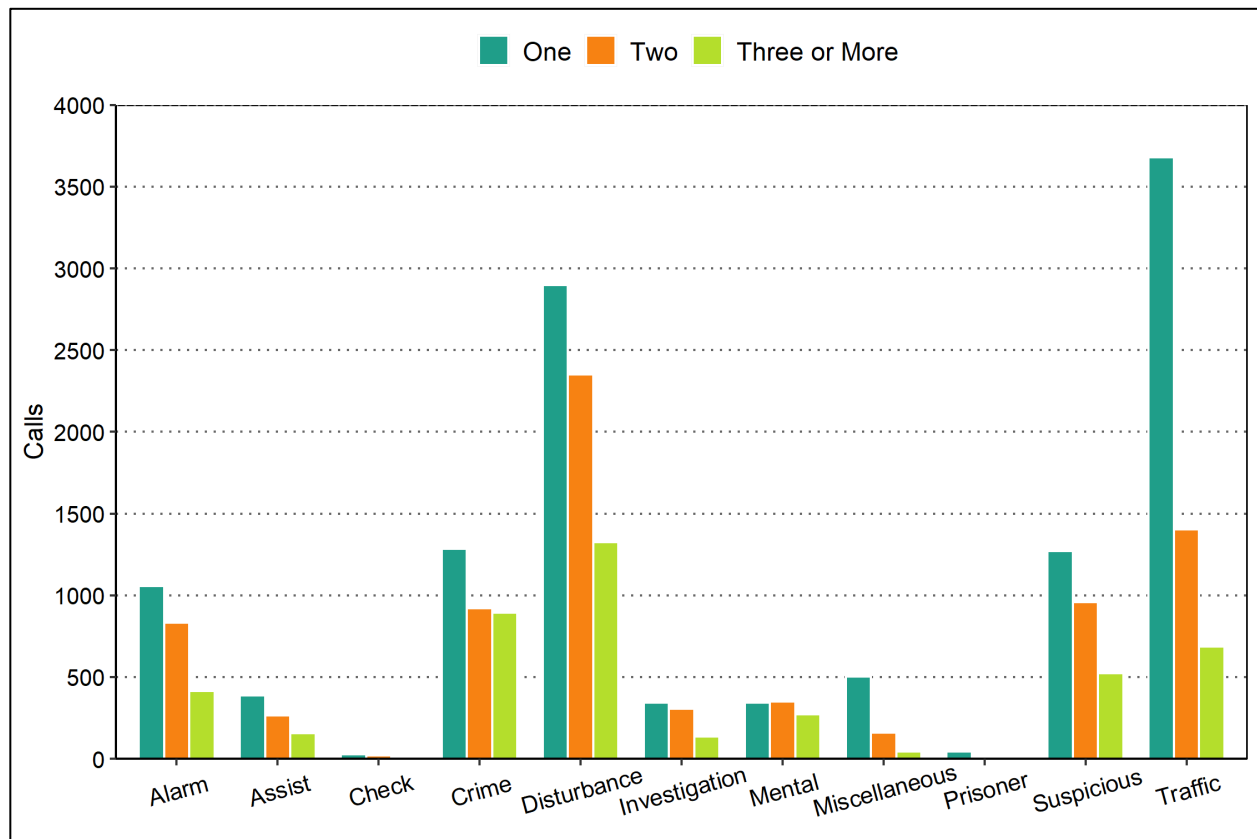
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

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

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	2.2	1,642	2.1	169
Alarm	1.8	2,305	2.1	12
Assist other agency	1.9	806	1.5	37
Check-area	1.6	52	1.2	236
Crime-person	2.7	808	2.5	17
Crime-property	2.0	2,137	2.6	93
Crime-substance	1.8	154	2.7	3
Disturbance	1.8	6,578	2.0	173
Investigation	1.8	784	1.4	404
Mental health	2.1	964	2.1	47
Miscellaneous	1.4	712	1.4	465
Parking/traffic related	1.3	4,128	1.2	451
Pedestrian contacts	NA	0	1.5	2,864
Prisoner/warrant	1.3	56	1.1	350
Suspicious incident	1.9	1,703	1.6	545
Traffic enforcement	NA	0	1.3	11,340
Unknown trouble	1.8	1,052	3.3	3
Weighted Average/Total Calls	1.8	23,881	1.3	17,209

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

FIGURE 7-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

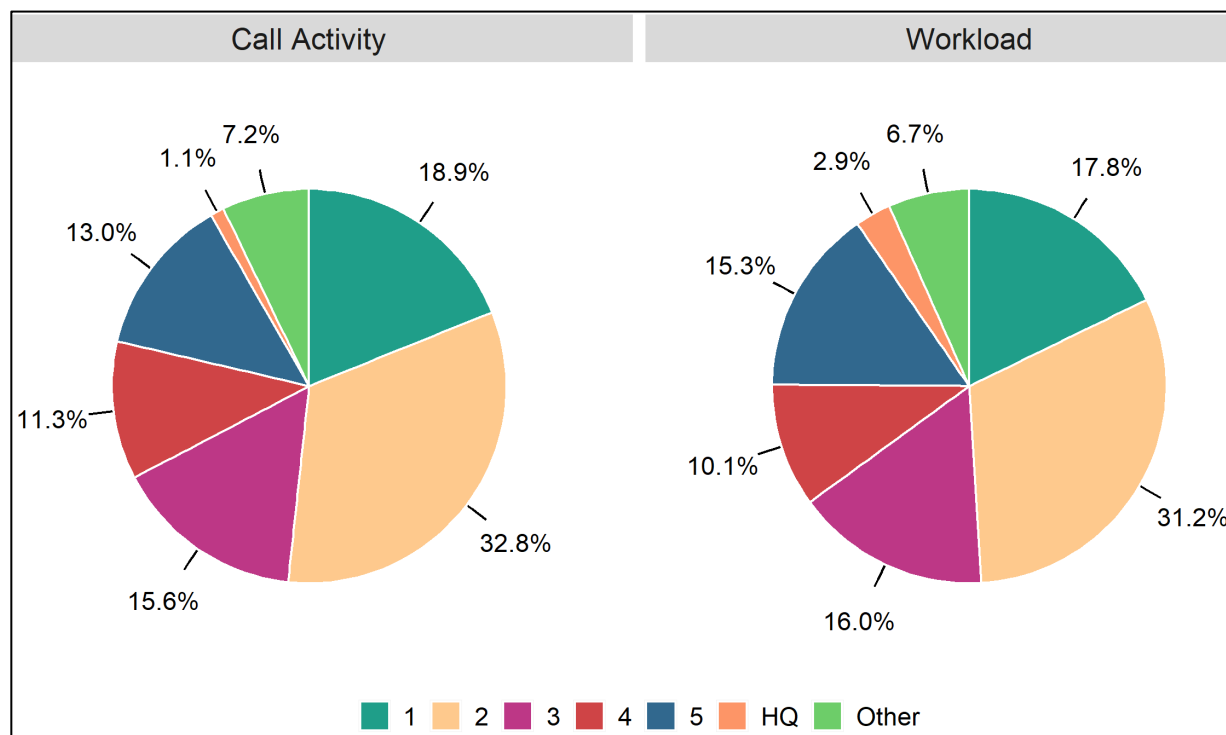
TABLE 7-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	581	546	515
Alarm	1,056	834	415
Assist other agency	384	266	156
Check-area	26	21	5
Crime-person	230	223	355
Crime-property	986	643	508
Crime-substance	68	54	32
Disturbance	2,899	2,352	1,327
Investigation	342	305	137
Mental health	342	349	273
Miscellaneous	507	159	46
Parking/traffic related	3,097	858	173
Prisoner/warrant	46	9	1
Suspicious incident	767	583	353
Unknown trouble	503	377	172
Total	11,834	7,579	4,468

Observations:

- The overall mean number of responding units was 1.8 for community-initiated calls and 1.3 for police-initiated calls.
- The mean number of responding units was as high as 2.6 for crime calls that were police-initiated.
- 50 percent of community-initiated calls involved one responding unit.
- 32 percent of community-initiated calls involved two responding units.
- 19 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

FIGURE 7-9: Percentage Calls and Work Hours, by District



Note: The "other" category includes 2,957 calls not mapped to a district. The call's city field identified 285 calls within Culver City, 2,295 calls in Los Angeles, 139 calls within Los Angeles County, 210 calls lacking city information, and 28 calls associated with miscellaneous cities.

TABLE 7-9: Calls and Work Hours by District, per Day

District	Per Day		Area (Sq. Miles)	Population (2020 Est.)
	Calls	Work Hours		
1	21.3	11.5	1.19	5,492
2	36.9	20.1	1.73	16,648
3	17.6	10.3	0.67	6,123
4	12.7	6.5	0.94	6,015
5	14.7	9.9	0.60	5,278
Headquarters	1.3	1.9	NA	NA
Other	8.1	4.3	NA	NA
Total	112.5	64.5	5.14	39,185

Observations:

- District 2 had the most calls and workload, and it accounted for 33 percent of total calls and 31 percent of the total workload.
- Excluding calls located at Headquarters or with an undefined district, an even distribution would allot 20.6 calls and 11.7 work hours per district.

FIGURE 7-10: Percentage Calls and Work Hours, by Category, Winter 2019

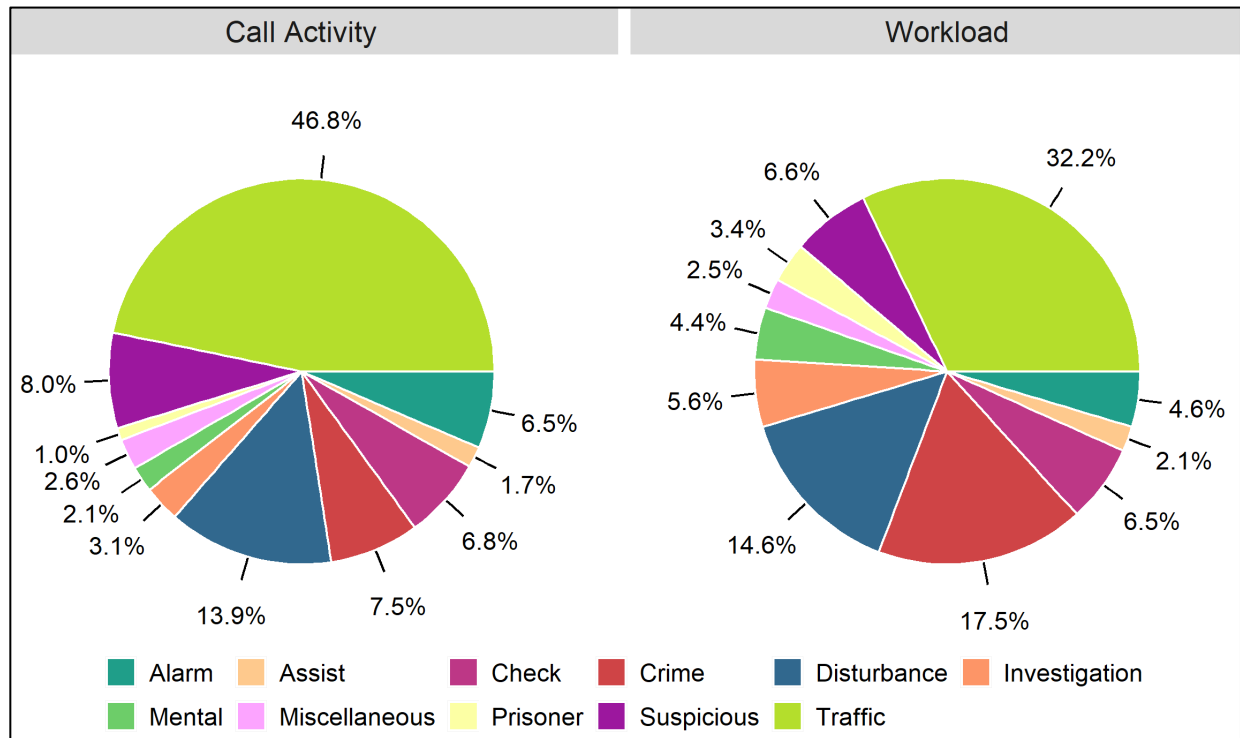


TABLE 7-10: Average Calls and Work Hours per Day, by Category, Winter 2019

Category	Per Day	
	Calls	Work Hours
Accident	4.6	5.3
Alarm	7.3	3.0
Assist other agency	2.0	1.3
Check-area	0.9	0.3
Crime-person	1.9	3.7
Crime-property	6.3	7.3
Crime-substance	0.3	0.1
Disturbance	15.8	9.3
Investigation	3.5	3.6
Mental health	2.4	2.8
Miscellaneous	2.9	1.6
Parking/traffic related	12.9	5.5
Pedestrian contacts	6.8	3.9
Prisoner/warrant	1.2	2.1
Suspicious incident	5.6	3.0
Traffic enforcement	35.6	9.7
Unknown trouble	3.4	1.2
Total	113.4	63.7

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 113 per day or 4.7 per hour.
- Total workload averaged 64 hours per day, meaning that on average 2.7 units per hour were busy responding to calls.
- Traffic calls constituted 47 percent of calls and 32 percent of workload.
- Disturbances constituted 14 percent of calls and 15 percent of workload.
- Suspicious activity calls constituted 8 percent of calls and 7 percent of workload.
- Crimes constituted 8 percent of calls and 17 percent of workload.
- Check calls constituted 7 percent of calls and 7 percent of workload.
- These top five categories constituted 83 percent of calls and 77 percent of workload.

FIGURE 7-11: Percentage Calls and Work Hours, by Category, Summer 2019

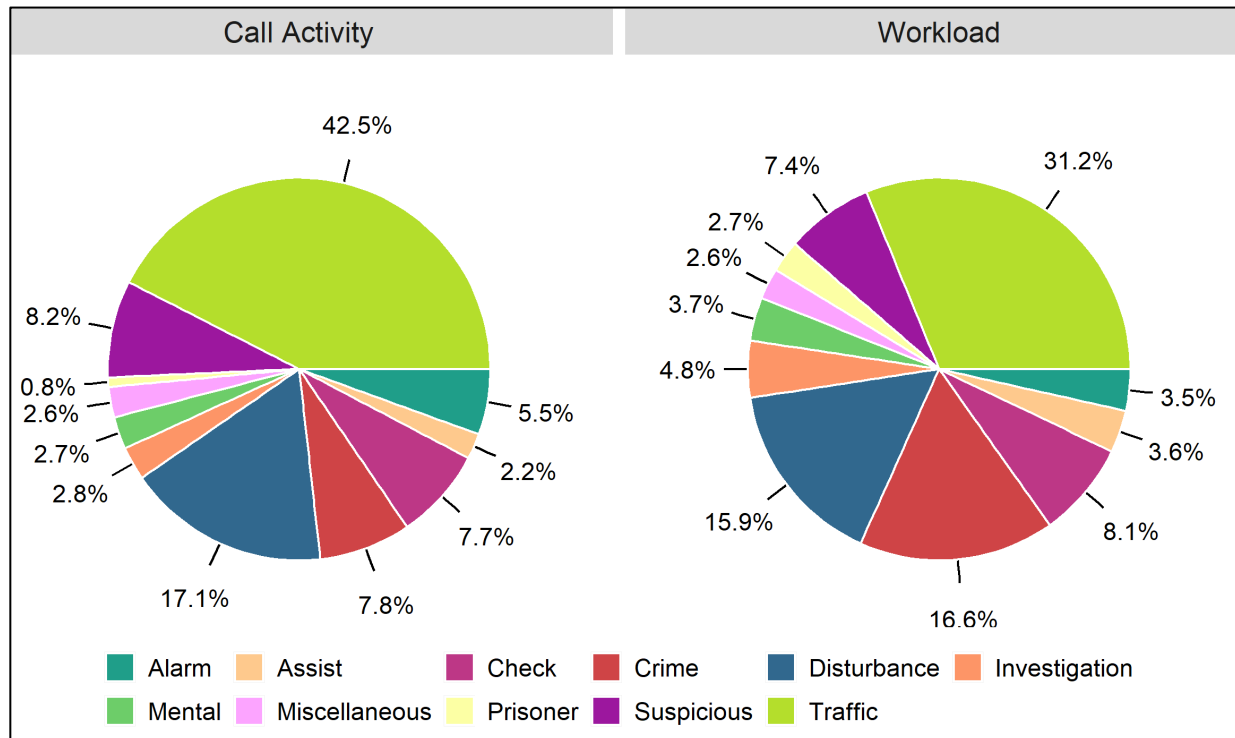


TABLE 7-11: Average Calls and Work Hours per Day, by Category, Summer 2019

Category	Per Day	
	Calls	Work Hours
Accident	4.9	6.4
Alarm	6.4	2.4
Assist other agency	2.5	2.4
Check-area	0.9	0.2
Crime-person	2.7	4.1
Crime-property	6.0	7.2
Crime-substance	0.4	0.2
Disturbance	19.9	11.0
Investigation	3.3	3.3
Mental health	3.2	2.5
Miscellaneous	3.0	1.9
Parking/traffic related	12.1	5.3
Pedestrian contacts	8.1	5.4
Prisoner/warrant	0.9	1.9
Suspicious incident	6.7	4.0
Traffic enforcement	32.5	10.0
Unknown trouble	2.9	1.2
Total	116.4	69.4

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and daily workload were higher in summer than in winter.
- Total calls averaged 116 per day or 4.8 per hour.
- Total workload averaged 69 hours per day, meaning that on average 2.9 units per hour were busy responding to calls.
- Traffic calls constituted 42 percent of calls and 31 percent of workload.
- Disturbances constituted 17 percent of calls and 16 percent of workload.
- Suspicious activity calls constituted 8 percent of calls and 7 percent of workload.
- Crimes constituted 8 percent of calls and 17 percent of workload.
- Check calls constituted 8 percent of calls and 8 percent of workload.
- These top five categories constituted 83 percent of calls and 79 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from January 1, 2019, through December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 12,073 activities remained. These activities had an average duration of 65.3 minutes.

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

TABLE 7-12: Non-call activities and Occupied Times by Description

Description	Occupied Time	Count
Mechanical	47.8	29
Out at court	133.9	62
Out at station	66.5	4,841
Out at station–available	75.3	249
Out at station–unavailable	51.4	1,141
Out of range	91.6	75
Out on a detail	76.8	2,409
Out unit–available	89.2	3
Report writing	89.8	765
Training–drill	92.8	13
Vehicle service	33.6	155
Administrative – Weighted Average/Total Activities	69.4	9,742
Meal break	52.1	1,866
Restroom break	32.3	465
Personal – Weighted Average/Total Activities	48.2	2,331
Weighted Average/Total Activities	65.3	12,073

Observations:

- The most common out-of-service description was “out at station.”
- The recorded personal activities were meal and restroom breaks.
- The description with the longest average time was for “out at court.”
- The average time spent on administrative activities was 69.4 minutes and for personal activities, it was 48.2 minutes.

FIGURE 7-12: Non-call activities per Day, by Month

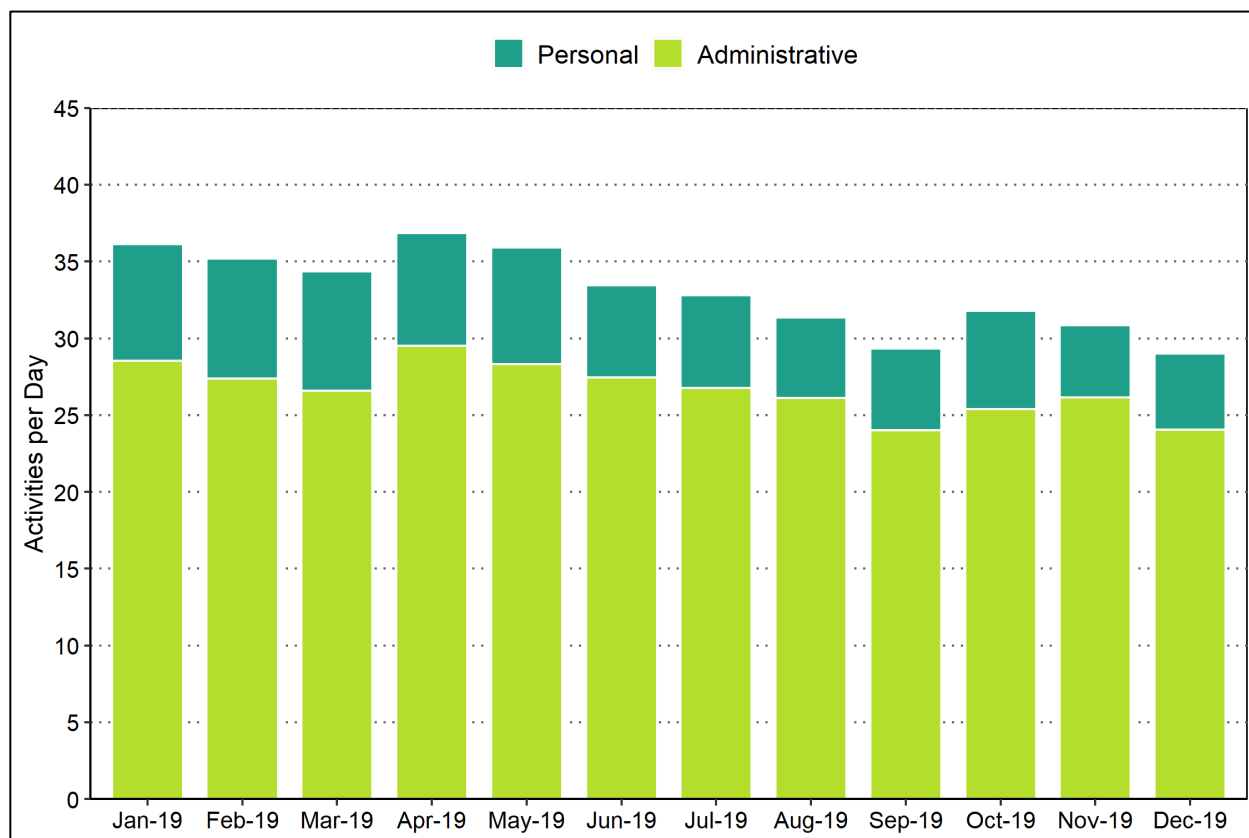


TABLE 7-13: Non-call activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Personal	7.6	7.8	7.8	7.4	7.6	6.0	6.0	5.2	5.3	6.4	4.7	4.9
Administrative	28.5	27.4	26.6	29.5	28.3	27.5	26.8	26.1	24.0	25.4	26.2	24.1
Total	36.1	35.2	34.4	36.9	35.9	33.5	32.8	31.4	29.3	31.8	30.9	29.0

Observations:

- The number of non-call activities per day was lowest in December.
- The number of non-call activities per day was highest in April.

FIGURE 7-13: Non-call activities per Day, by Day of Week

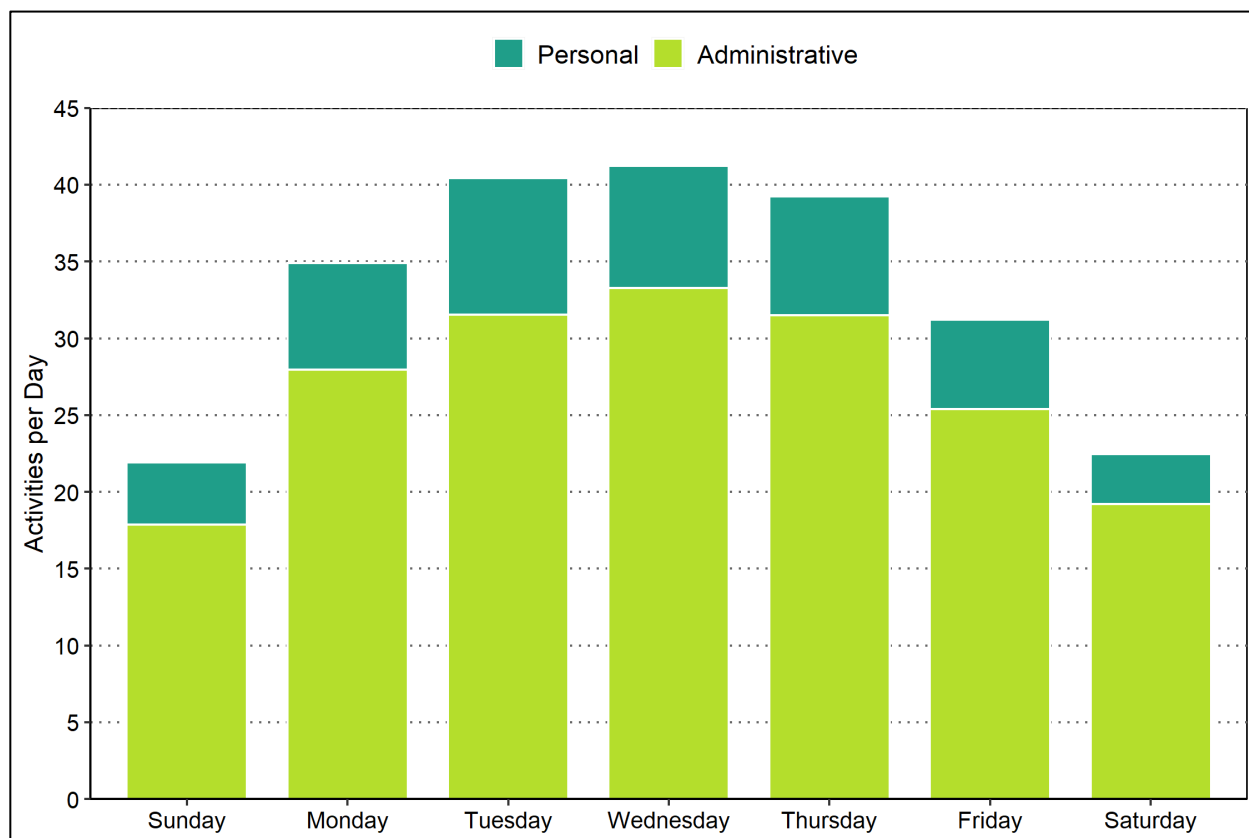


TABLE 7-14: Non-call activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	17.9	4.0	21.9
Monday	27.9	7.0	34.9
Tuesday	31.5	8.9	40.4
Wednesday	33.3	7.9	41.2
Thursday	31.5	7.8	39.2
Friday	25.4	5.8	31.2
Saturday	19.2	3.3	22.5
Weekly Average	26.7	6.4	33.1

Observations:

- The number of non-call activities per day was lowest on weekends.
- The number of non-call activities per day was highest on Wednesday.

FIGURE 7-14: Non-call activities per Day, by Hour of Day

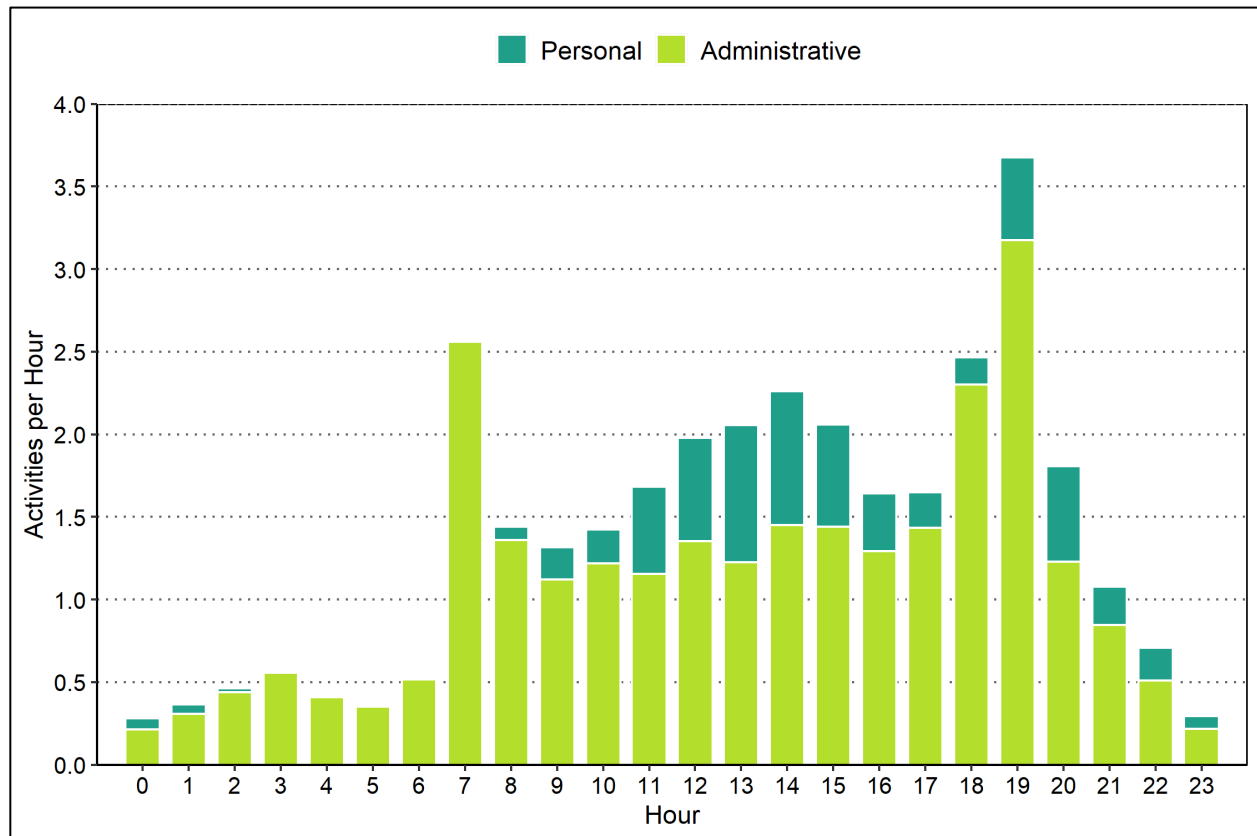


TABLE 7-15: Non-call activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.07	0.21	0.28
1	0.05	0.31	0.36
2	0.02	0.44	0.46
3	0.01	0.56	0.57
4	0.00	0.41	0.41
5	0.00	0.35	0.35
6	0.01	0.52	0.52
7	0.01	2.56	2.57
8	0.08	1.36	1.44
9	0.19	1.12	1.32
10	0.21	1.22	1.42
11	0.53	1.16	1.68
12	0.62	1.35	1.98
13	0.83	1.23	2.05
14	0.81	1.45	2.26
15	0.62	1.44	2.06
16	0.35	1.29	1.64
17	0.22	1.43	1.65
18	0.16	2.30	2.47
19	0.50	3.18	3.68
20	0.58	1.23	1.81
21	0.23	0.85	1.08
22	0.20	0.51	0.71
23	0.08	0.22	0.30
Hourly Average	0.27	1.11	1.38

Observations:

- The number of non-call activities per hour was highest between 7:00 p.m. and 8:00 p.m.
- The number of non-call activities per hour was lowest between midnight and 1:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 28, 2019). The department's main patrol force consists of patrol sergeants, one-person patrol units, and two-person patrol units. During 2019, the patrol force operated on 12.5-hour shifts starting at 7:00 a.m. and 7:00 p.m. The police department's main patrol force deployed an average of 5.7 units per hour during the 24-hour day in winter 2019 and an average of 6.0 units per hour in summer 2019. When additional units (Jail, K9, Traffic, Motor, and Parking units) were included, the department averaged 9.1 units per hour during the 24-hour day in winter 2019 and 8.9 units in summer 2019.

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

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

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

FIGURE 7-15: Deployed Units, Weekdays, Winter 2019

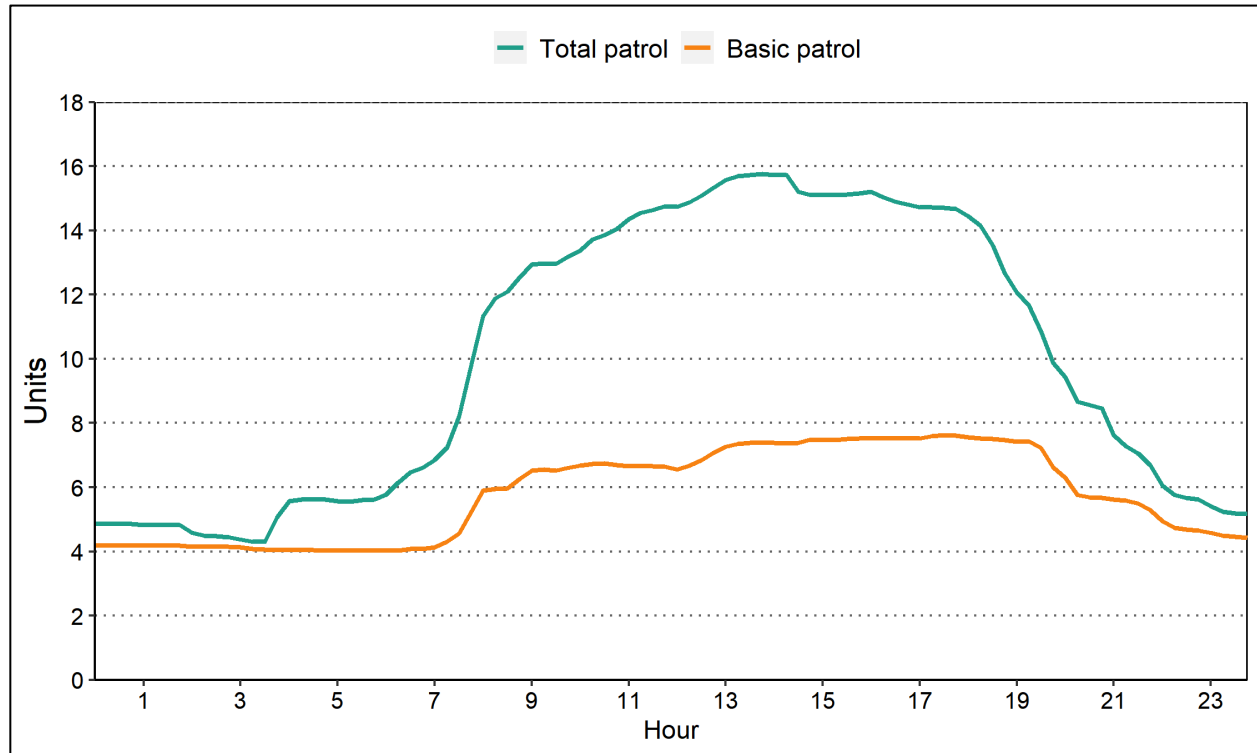


FIGURE 7-16: Deployed Units, Weekends, Winter 2019

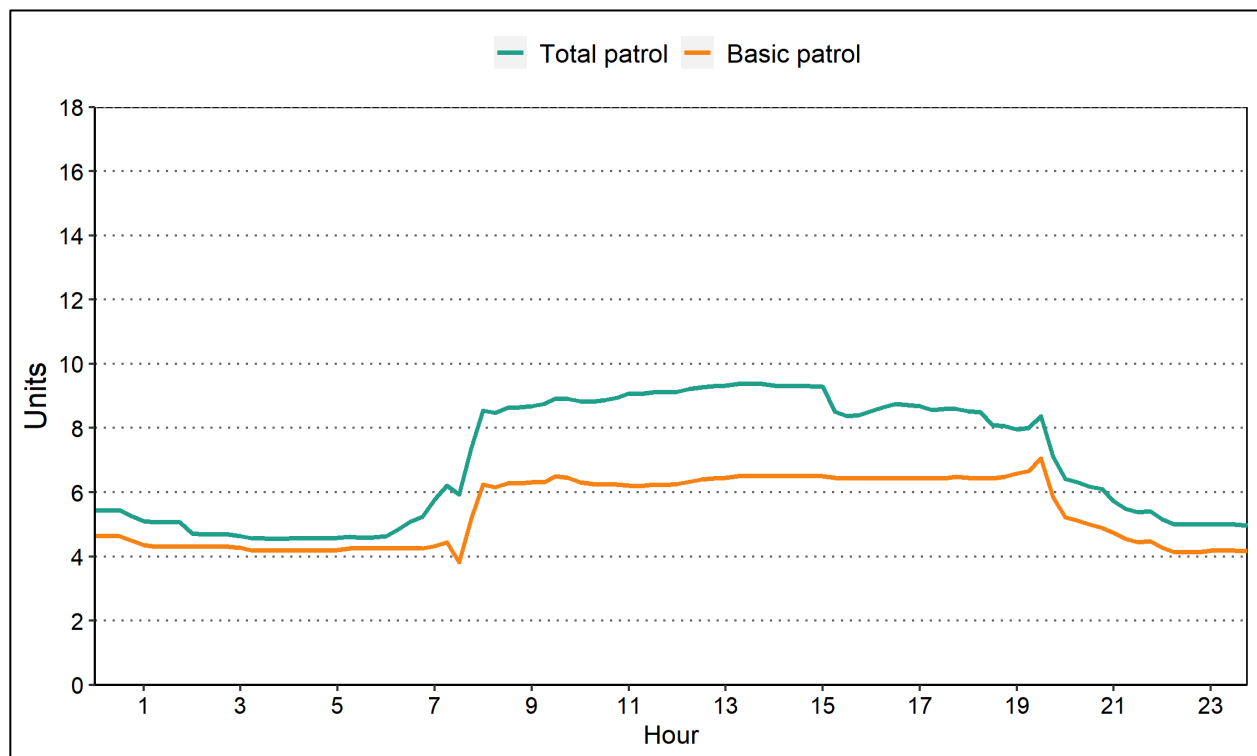


FIGURE 7-17: Deployed Units, Weekdays, Summer 2019

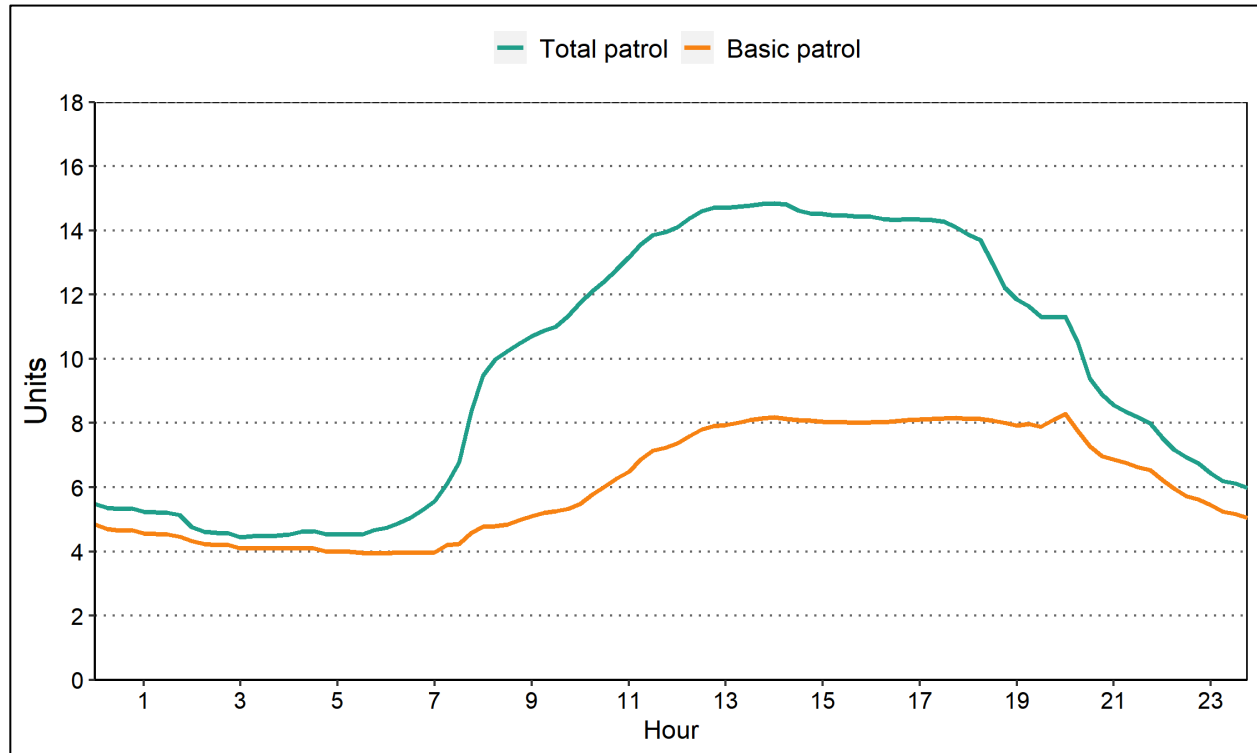
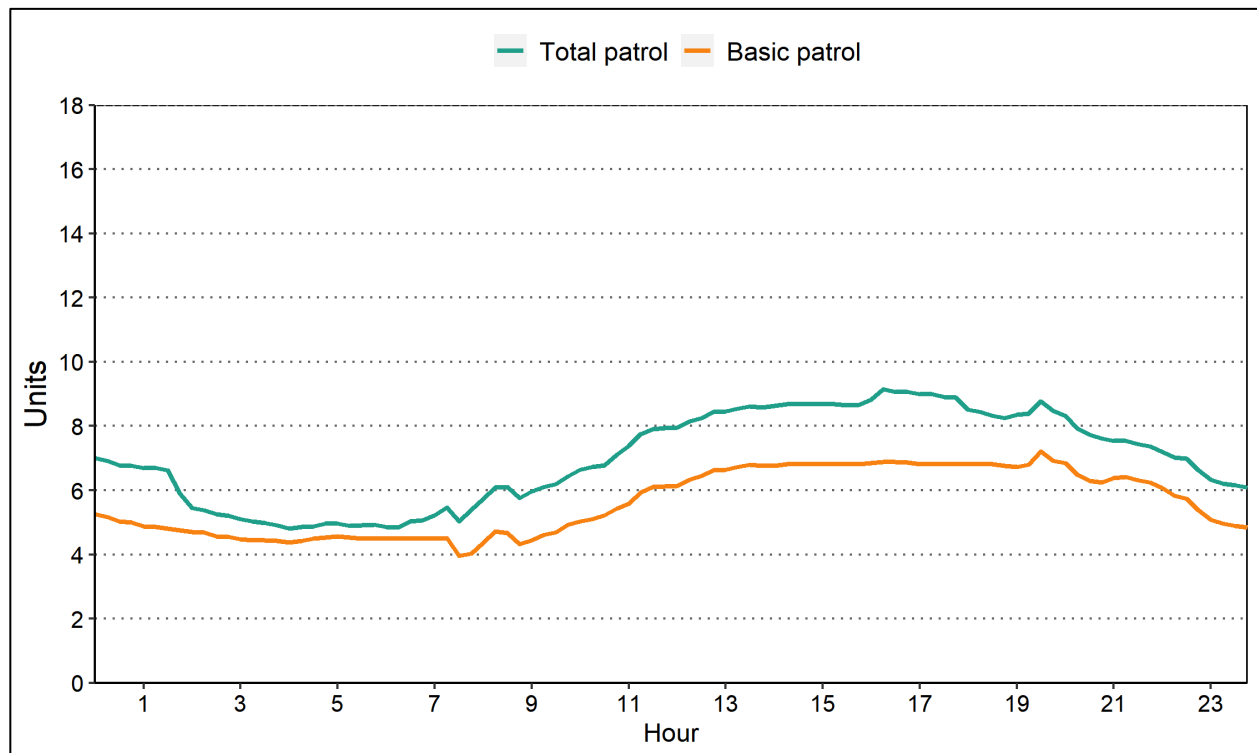


FIGURE 7-18: Deployed Units, Weekends, Summer 2019



Observations:

- For Winter (January 4 through February 28, 2019):
 - The average deployment was 10.0 units per hour during the week and 7.0 units per hour on the weekend.
 - Average deployment varied from 4.3 to 15.8 units per hour on weekdays and 4.5 to 9.4 units per hour on weekends.
- For Summer (July 7 through August 28, 2019):
 - The average deployment was 9.6 units per hour during the week and 7.0 units per hour on the weekend.
 - Average deployment varied from 4.4 to 14.8 units per hour on weekdays and 4.8 to 9.2 units per hour on weekends.

FIGURE 7-19: Deployment and All Workload, Weekdays, Winter 2019

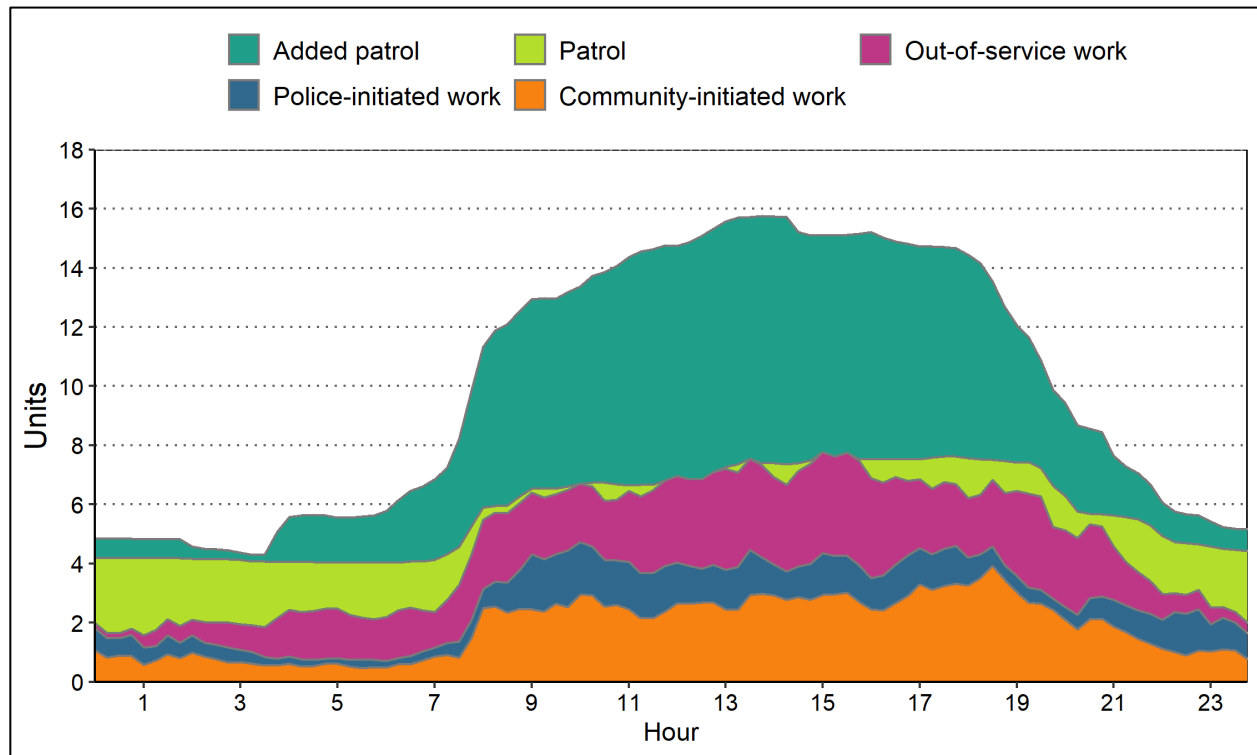


FIGURE 7-20: Deployment and All Workload, Weekends, Winter 2019

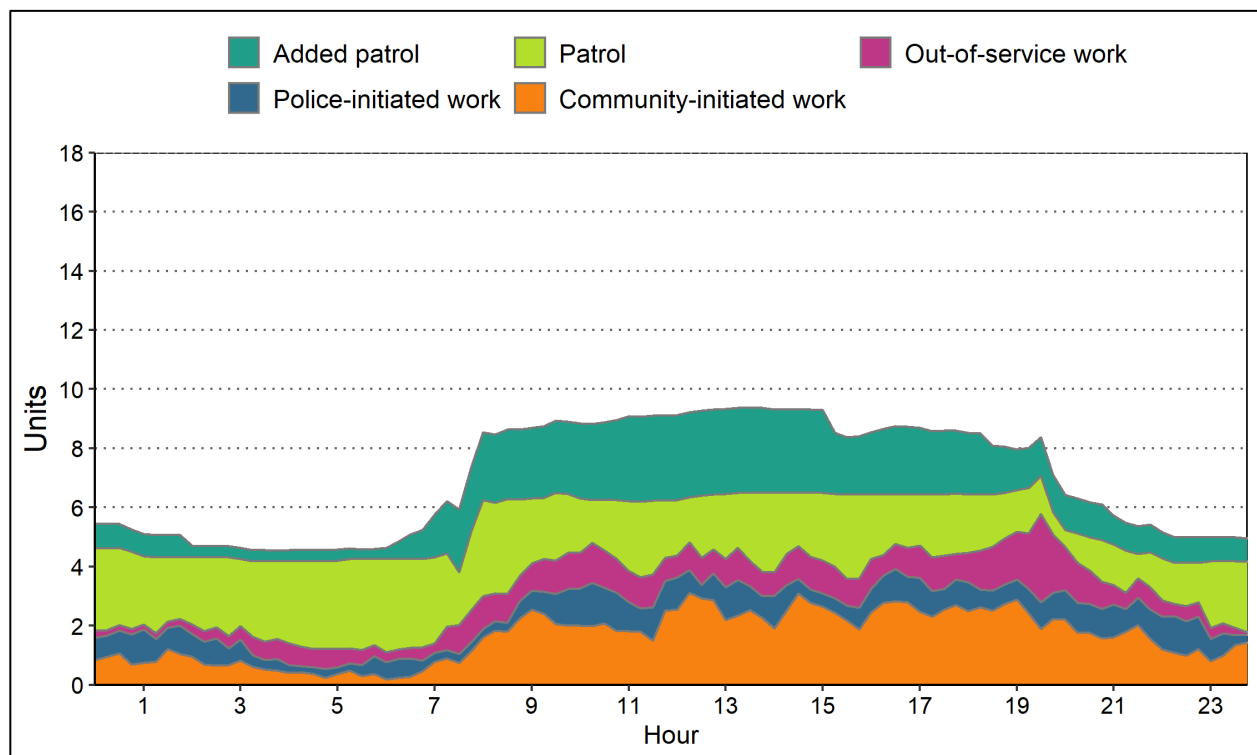


FIGURE 7-21: Deployment and All Workload, Weekdays, Summer 2019

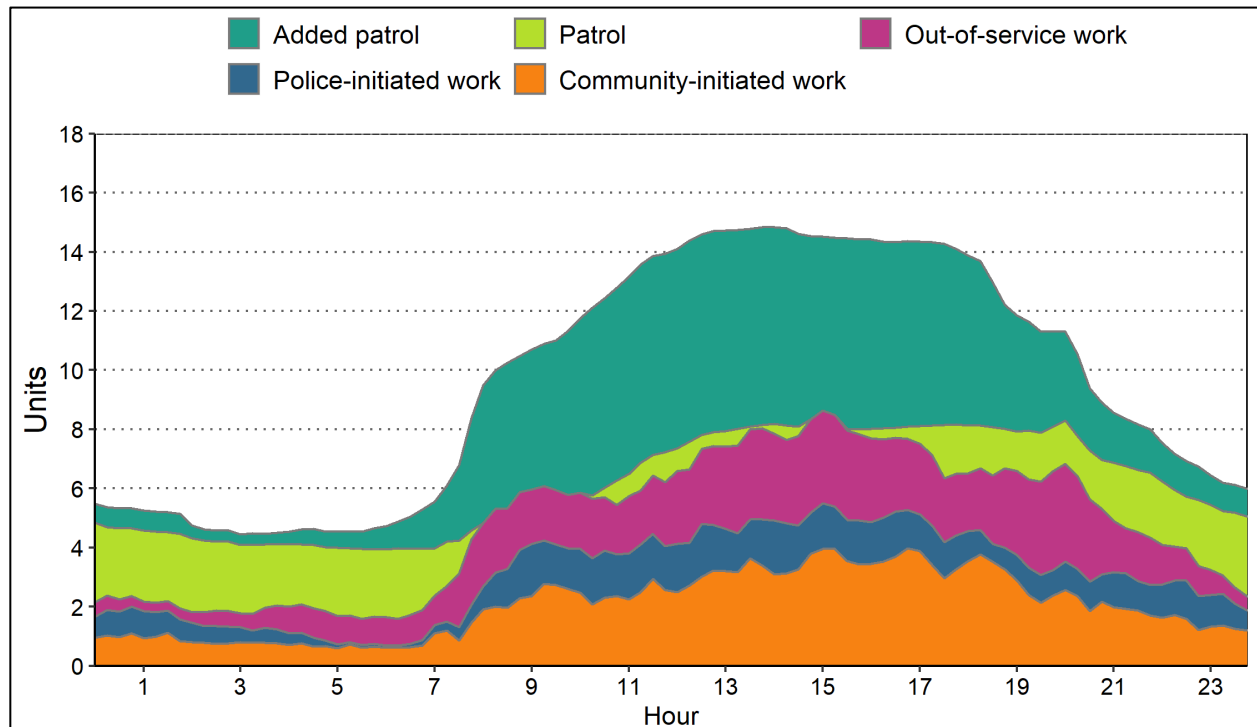
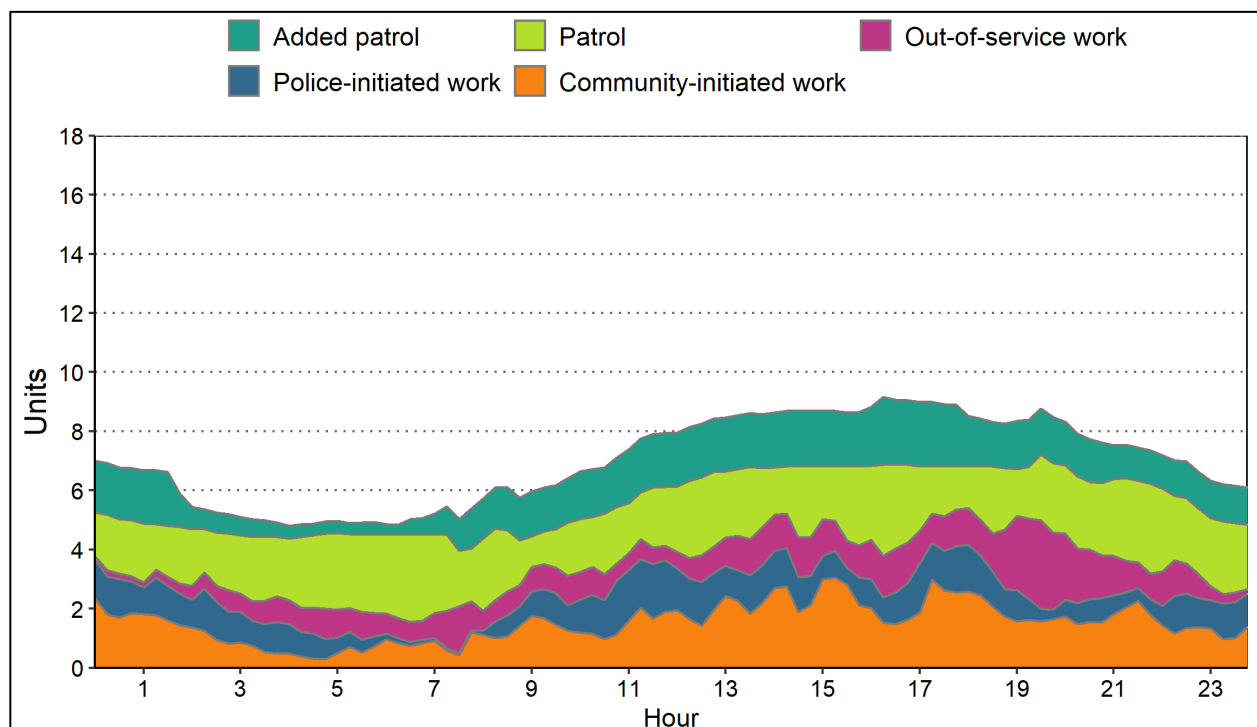


FIGURE 7-22: Deployment and All Workload, Weekends, Summer 2019



Note: Figures 7-19 to 7-22 show deployment along with all workload from community-initiated calls and police-initiated calls and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 1.9 units per hour during the week and 1.6 units per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 23 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.7 units per hour during the week and 3.2 units per hour on weekends.
 - This was approximately 47 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 2.1 units per hour during the week and 1.5 units per hour on weekends.
 - This was approximately 21 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
 - Average workload was 4.8 units per hour during the week and 3.5 units per hour on weekends.
 - This was approximately 50 percent of hourly deployment during the week and 49 percent of hourly deployment on weekends.

FIGURE 7-23: Percentage of Workload, Weekdays, Winter 2019

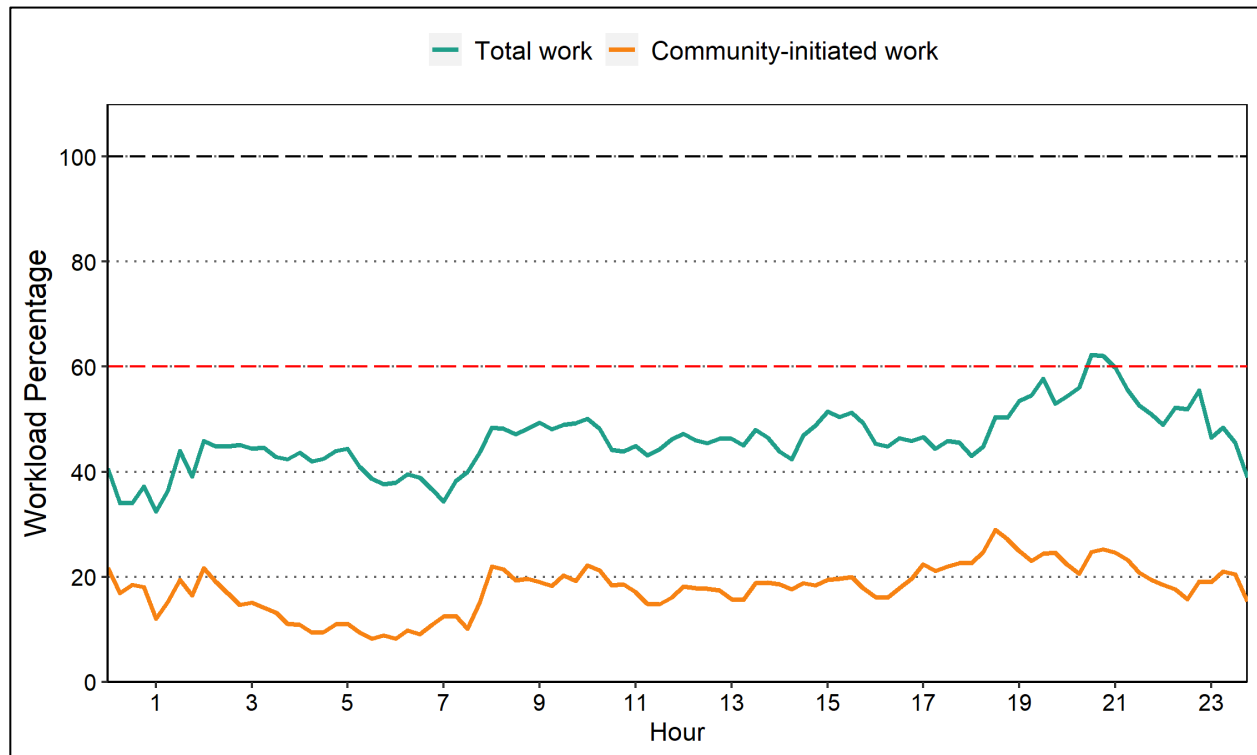


FIGURE 7-24: Percentage of Workload, Weekends, Winter 2019

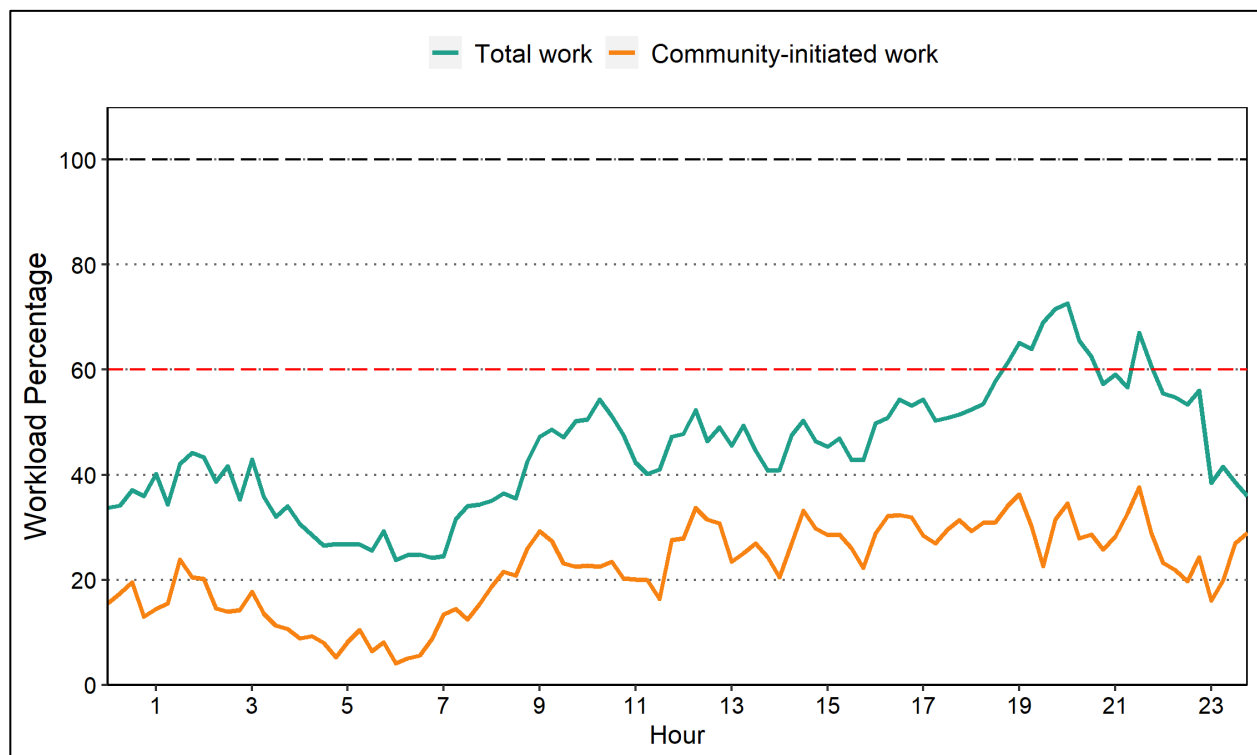


FIGURE 7-25: Percentage of Workload, Weekdays, Summer 2019

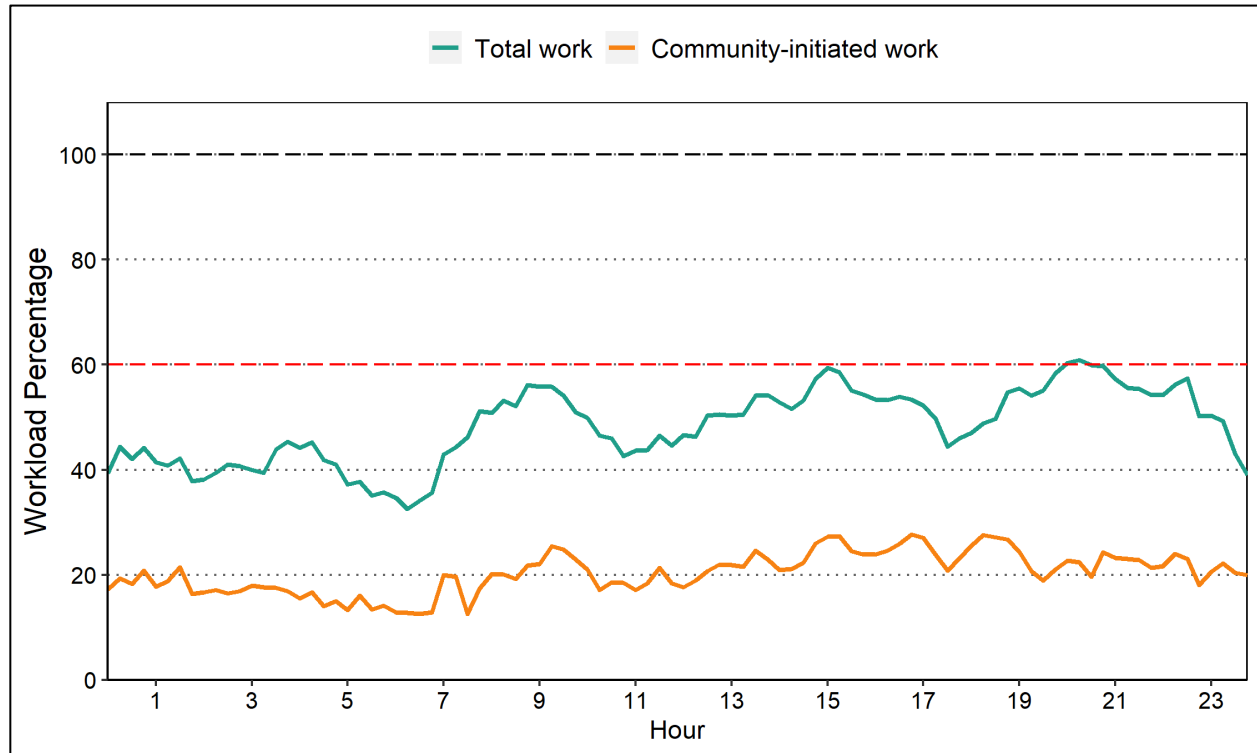
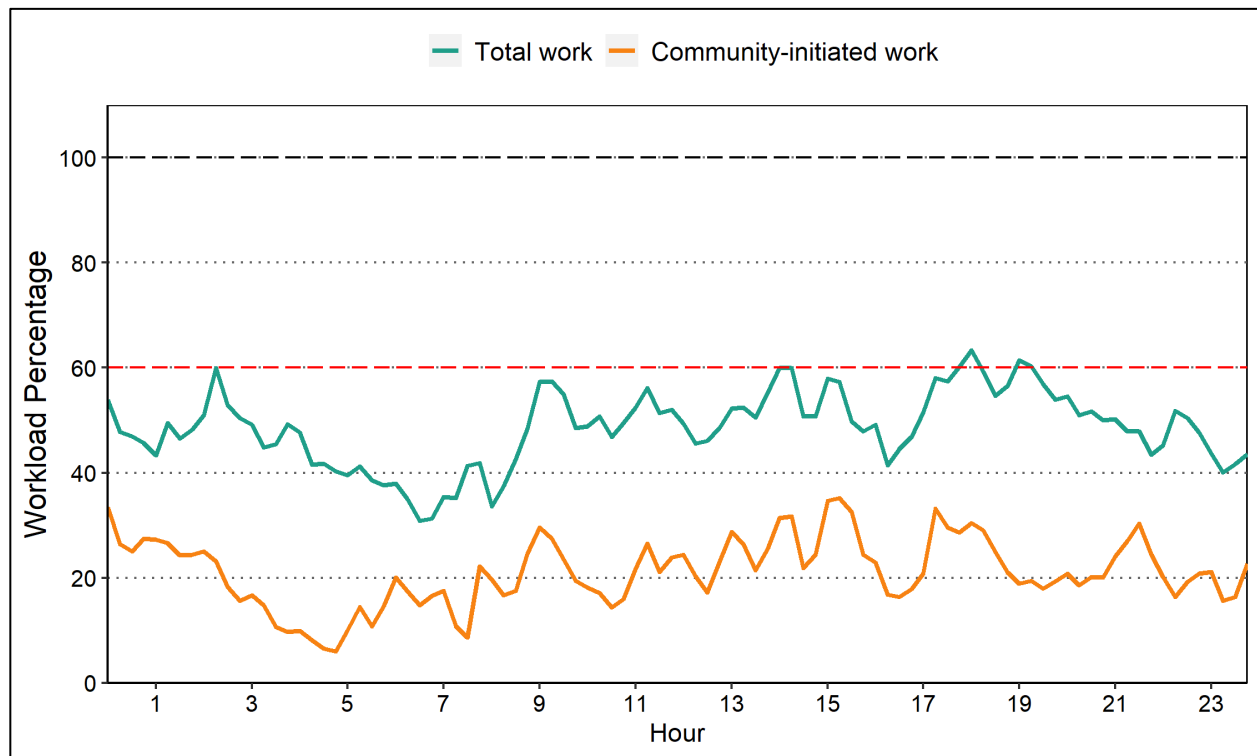


FIGURE 7-26: Percentage of Workload, Weekends, Summer 2019



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 29 percent of deployment between 6:30 p.m. and 6:45 p.m.
 - On weekends, workload reached a maximum of 38 percent of deployment between 9:30 p.m. and 9:45 p.m.
- All work:
 - During the week, workload reached a maximum of 62 percent of deployment between 8:30 p.m. and 9:00 p.m.
 - On weekends, workload reached a maximum of 73 percent of deployment between 8:00 p.m. and 8:15 p.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 28 percent of deployment between 3:00 p.m. and 3:30 p.m., between 4:45 p.m. and 5:00 p.m., and between 6:15 p.m. and 6:30 p.m.
 - On weekends, workload reached a maximum of 35 percent of deployment between 3:00 p.m. and 3:30 p.m.
- All work:
 - During the week, workload reached a maximum of 61 percent of deployment between 8:15 p.m. and 8:30 p.m.
 - On weekends, workload reached a maximum of 63 percent of deployment between 6:00 p.m. and 6:15 p.m.

RESPONSE TIMES

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

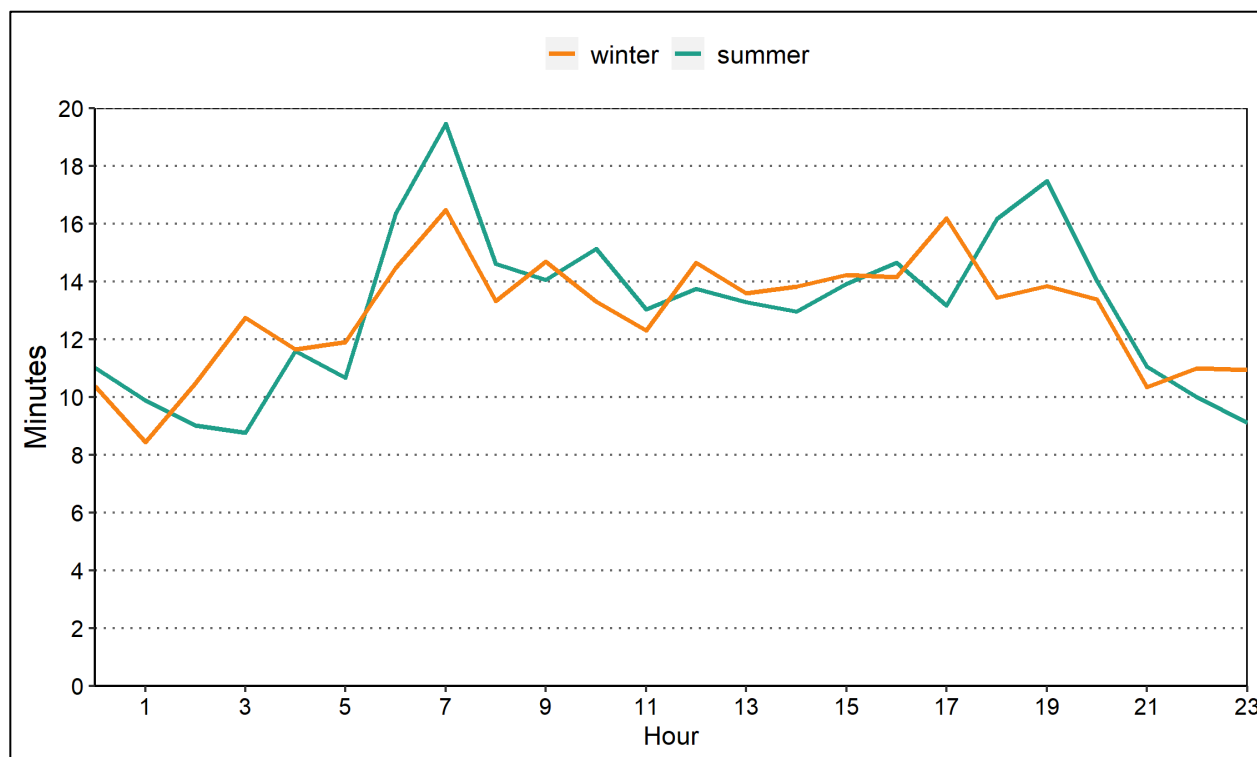
We begin the discussion with statistics that include all calls combined. We started with 6,353 calls for summer and 6,526 calls for winter. We limited our analysis to community-initiated calls, which amounted to 3,499 calls for summer and 3,774 calls for winter. Also, we removed calls lacking a recorded arriving unit. We were left with 3,115 calls in summer and 3,410 calls in winter for our analysis. For the entire year, we began with 41,090 calls, limiting our analysis to 23,881 community-initiated calls. With similar exclusions, we were left with 21,408 calls.

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

All Calls

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

FIGURE 7-27: Average Response Time and Dispatch Delays, by Hour of Day, Winter and Summer 2019



Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 19.4 minutes.
- In summer, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 8.8 minutes.
- In winter, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 16.5 minutes.
- In winter, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 8.4 minutes.

FIGURE 7-28: Average Response Time by Category, Winter 2019

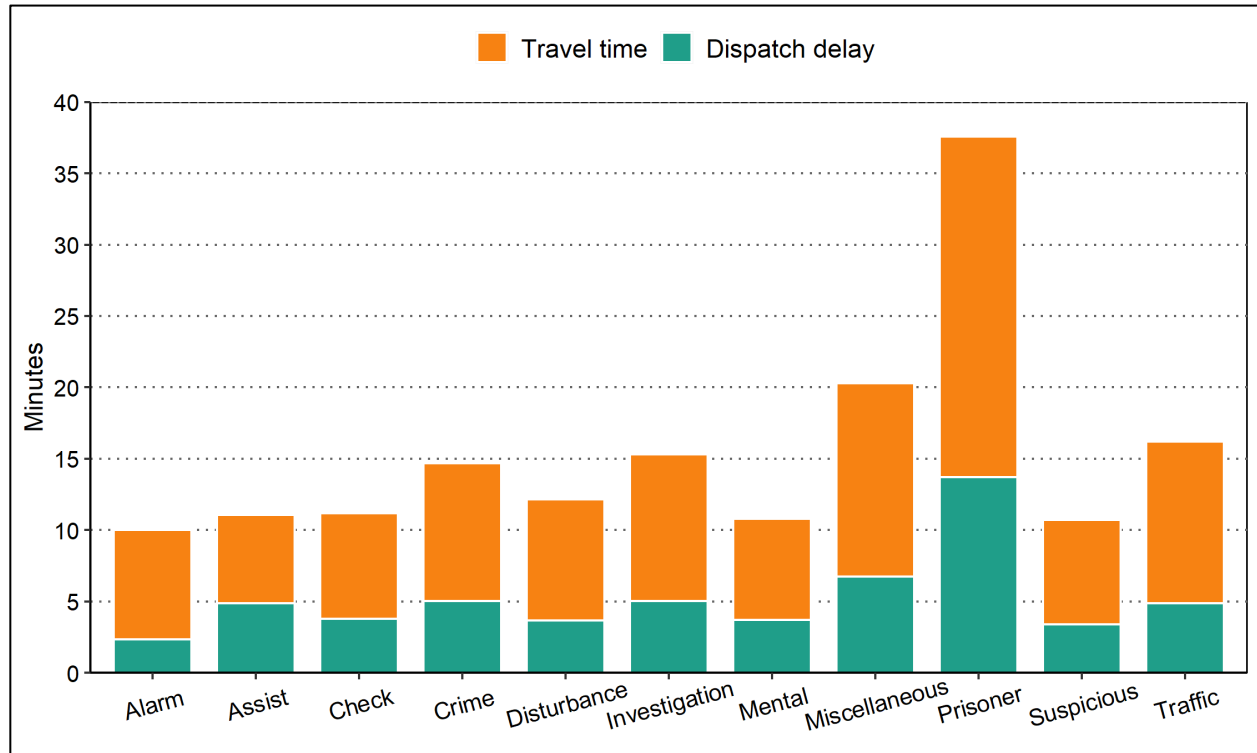


FIGURE 7-29: Average Response Time by Category, Summer 2019

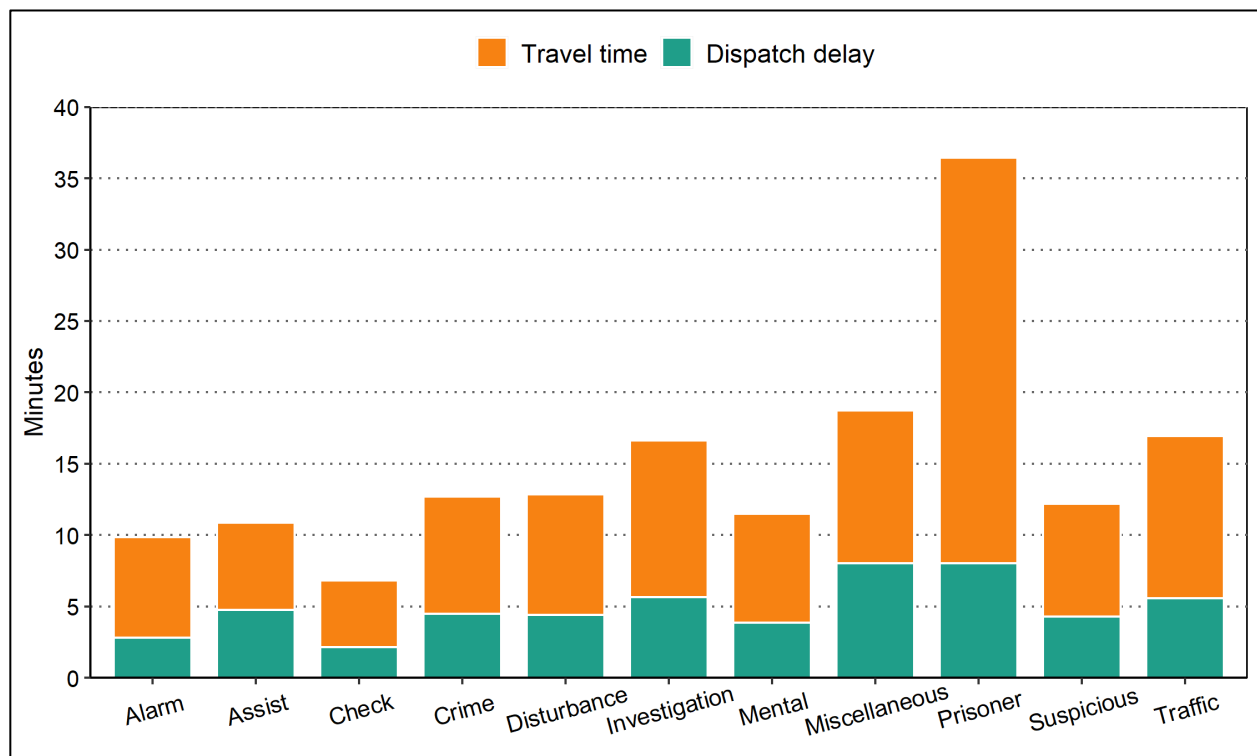


TABLE 7-16: Average Response Time Components, by Category

Category	Winter			Summer		
	Ave. Time in Minutes			Ave. Time in Minutes		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	3.1	9.2	12.3	3.7	8.6	12.2
Alarm	2.3	7.7	10.0	2.8	7.0	9.8
Assist other agency	4.9	6.2	11.1	4.8	6.1	10.9
Check-area	3.8	7.4	11.2	2.1	4.7	6.8
Crime-person	3.6	6.7	10.4	3.2	6.5	9.7
Crime-property	5.5	10.7	16.2	5.2	9.1	14.2
Crime-substance	5.3	7.0	12.3	2.5	7.2	9.7
Disturbance	3.7	8.5	12.2	4.4	8.4	12.8
Investigation	5.0	10.3	15.3	5.6	11.0	16.6
Mental health	3.7	7.1	10.8	3.9	7.6	11.5
Miscellaneous	6.8	13.5	20.3	8.0	10.7	18.7
Parking/traffic related	5.6	12.2	17.7	6.4	12.6	19.0
Prisoner/warrant	13.7	23.9	37.6	8.0	28.4	36.4
Suspicious incident	4.0	7.3	11.3	4.9	7.7	12.7
Unknown trouble	2.4	7.4	9.8	2.9	8.3	11.1
Total Average	4.2	9.2	13.4	4.6	8.9	13.6

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

Observations:

- In winter, the average response time for most categories was between 10 minutes and 20 minutes.
- In winter, the average response time was as short as 10 minutes (for alarm calls) and as long as 38 minutes (for prisoner/warrant calls).
- In summer, the average response time for most categories was between 7 minutes and 19 minutes.
- In summer, the average response time was as short as 7 minutes (for checks) and as long as 36 minutes (for prisoner/warrant calls).
- The average response time for crimes was 15 minutes in winter and 13 minutes in summer.

TABLE 7-17: 90th Percentiles for Response Time Components, by Category

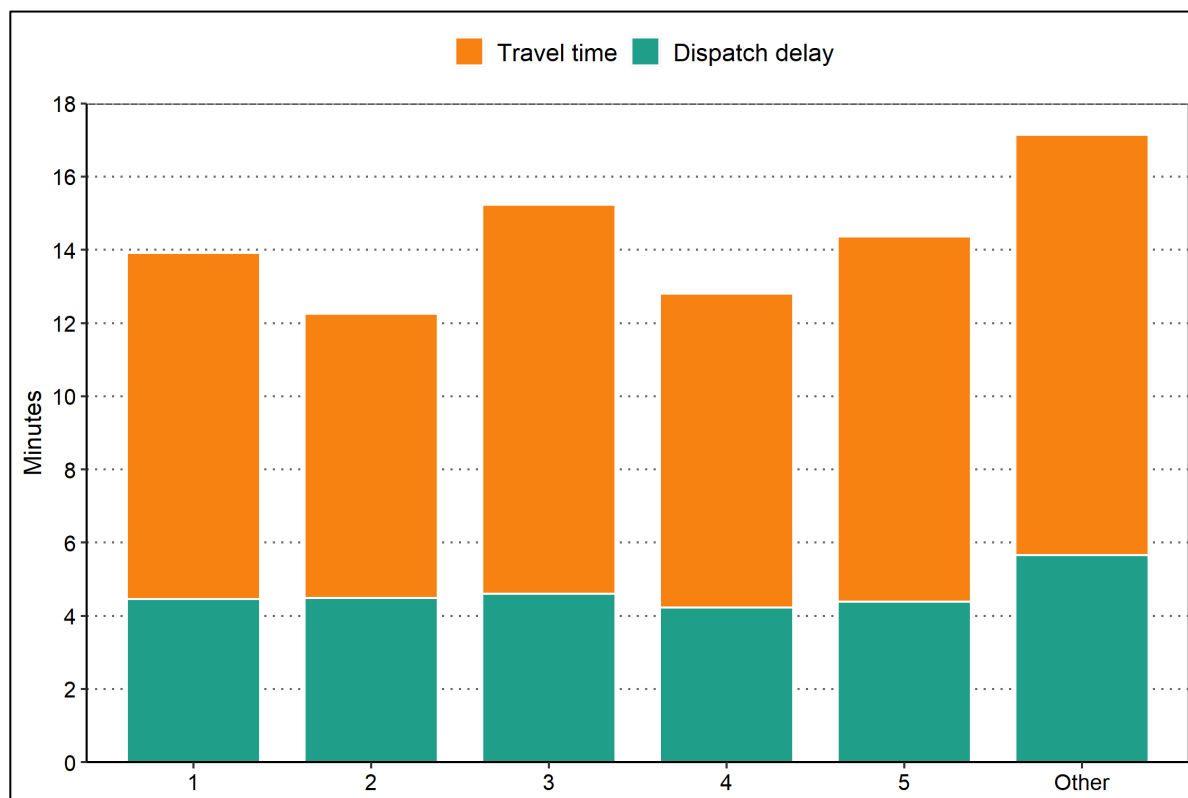
Category	Winter			Summer		
	Ave. Time in Minutes			Ave. Time in Minutes		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	6.3	18.2	23.1	6.9	17.3	23.1
Alarm	4.1	16.3	19.2	4.5	13.0	18.4
Assist other agency	13.1	10.7	18.4	9.7	12.5	23.7
Check-area	5.6	9.9	14.4	3.6	8.5	10.6
Crime-person	7.8	13.8	19.5	6.4	15.0	20.0
Crime-property	12.8	25.7	35.5	13.9	21.5	32.8
Crime-substance	8.8	11.3	20.2	3.9	11.1	16.9
Disturbance	6.6	17.8	22.9	10.0	17.8	25.1
Investigation	10.3	20.4	27.3	11.8	27.3	35.5
Mental health	7.8	14.4	18.9	6.2	14.5	20.9
Miscellaneous	16.7	29.4	54.3	26.6	22.2	44.9
Parking/traffic related	14.0	27.1	37.5	18.5	30.4	46.6
Prisoner/warrant	144.9	108.7	275.8	43.8	56.7	86.3
Suspicious incident	7.5	15.0	22.2	11.3	16.4	25.5
Unknown trouble	4.5	14.1	17.9	5.2	17.0	23.8
Total Average	9.0	20.0	27.1	10.6	19.3	29.3

Note: A 90th percentile value of 27.1 minutes means that 90 percent of all calls are responded to in fewer than 27.1 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 14 minutes (for checks) and as long as 276 minutes (for prisoner/warrant calls).
- In summer, the 90th percentile value for response time was as short as 11 minutes (for checks) and as long as 86 minutes (for prisoner/warrant calls).

FIGURE 7-30: Average Response Time Components, by District



Note: The “other” category includes 312 calls not mapped to a district. The call’s city field identified 168 calls within Culver City, 102 calls in Los Angeles, 26 calls lacking city information, and 16 calls associated with miscellaneous cities.

TABLE 7-18: Average Response Time Components, by District

District	Ave. Time in Minutes			Calls	Area (Sq. Miles)	Population
	Dispatch	Travel	Response			
1	4.5	9.5	13.9	4,424	1.19	5,492
2	4.5	7.8	12.3	7,565	1.73	16,648
3	4.6	10.6	15.2	3,664	0.67	6,123
4	4.2	8.6	12.8	2,377	0.94	6,015
5	4.4	10.0	14.4	3,066	0.60	5,278
Other	5.7	11.5	17.1	312	NA	NA
Total Average	4.5	9.1	13.5	21,408	5.14	39,185

Observations:

- Excluding the “other” category, district 4 had slightly shorter dispatch times when compared with other districts.
- Excluding the “other” category, district 2 had the shortest average response time.
- Excluding the “other” category, district 3 had the longest average response time.

High-Priority Calls

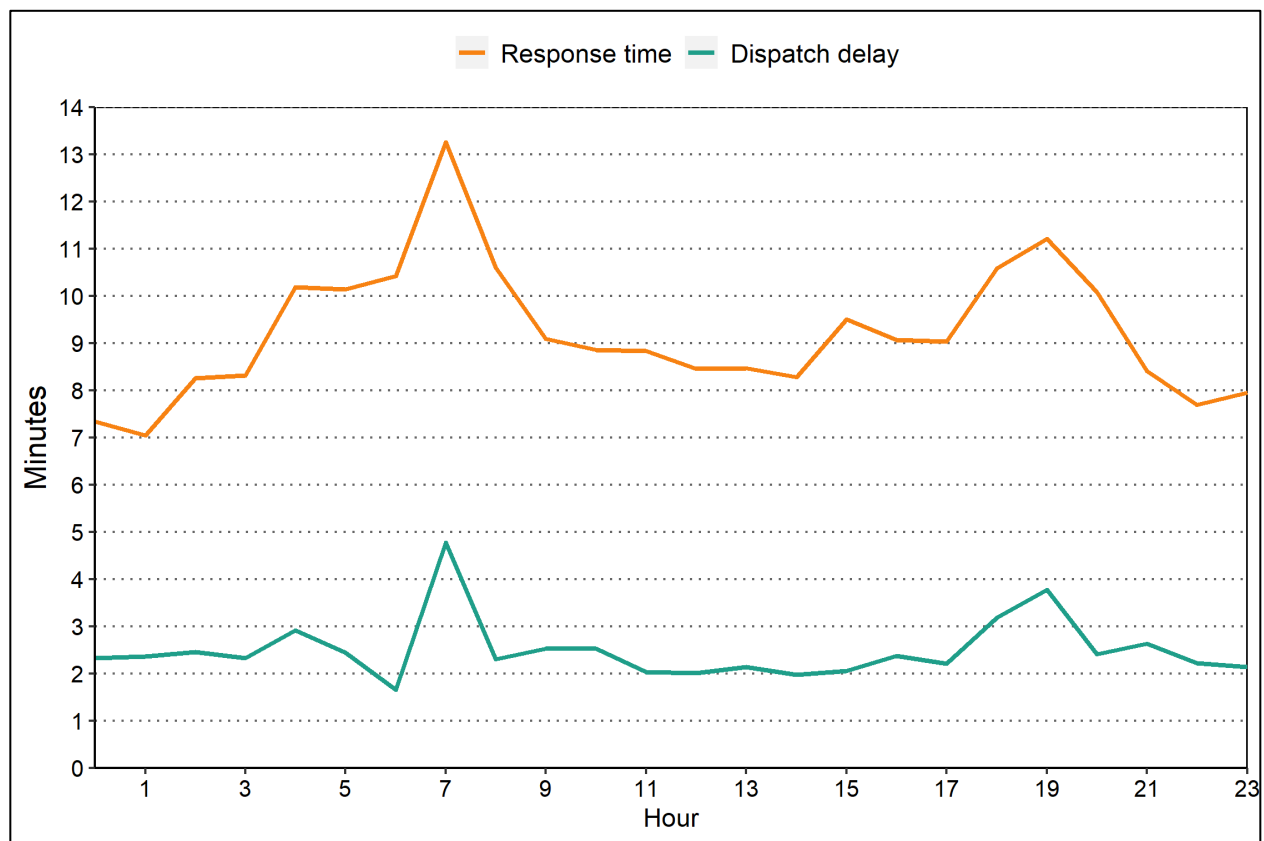
The department assigned priorities to calls with priority 1 as the highest priority. Table 7-19 shows average response times by priority. Figure 7-31 focuses on priority “1” and “E” calls only. Also, we identified the majority of injury accidents based upon their call descriptions, “20001P (INJURY HIT & RUN)” and “901P (INJURY T/C),” to see if these provided an alternate measure for emergency calls.

TABLE 7-19: Average and 90th Percentile Response Times, by Priority

Priority	Ave. Time in Minutes			Calls	90th Percentile Response Time (Minutes)
	Dispatch Delay	Travel Time	Response Time		
E	2.5	4.5	7.0	191	12.7
1	2.5	6.8	9.3	3,905	17.6
2	4.1	8.5	12.6	11,943	25.0
3	7.1	12.9	20.0	4,747	47.2
4	4.5	6.0	10.5	619	19.8
5	8.1	10.5	18.6	3	25.7
Total	4.5	9.1	13.5	21,408	28.8
Injury Accident	2.0	6.2	8.2	325	14.5

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

FIGURE 7-31: Average Response Times and Dispatch Delays for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 9.2 minutes, lower than the overall average of 13.5 minutes for all calls.
- Average dispatch delay was 2.5 minutes for high-priority calls, compared to 4.5 minutes overall.
- For high-priority calls, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 13.3 minutes.
- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 7.0 minutes.
- Average dispatch delay for high-priority calls was longest between 7:00 a.m. and 8:00 a.m.
- Average response time for injury accidents was 8.2 minutes, with a dispatch delay of 2.0 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2019, to December 31, 2019, were classified into the following categories.

TABLE 7-20: Call Type, by Category

Call Type	Call Type Description	Table Category	Figure Category
211A	211 AUDIBLE	Alarm	Alarm
211S	211 SILENT ALRM		
459A	459A		
459A	AUDIBLE 459 ALRM		
PALARM	FIRE ALARM RING		
459S	SILENT 459 ALARM		
ASCITY	ASSIST A CITY	Assist other agency	Assist
PBRUSH	BRUSH FIRE		
PPBAST	FD ASSIST PUBLIC		
PFINV	FIRE INVESTIGATE		
PFRWAY	FRWAY INJURY T/C		
PHZCON	HAZARDOUS COND.		
PGASIN	NAT GAS LEAK IN		
PFNS	NON STRUCT FIRE		
PRES	PRES		
PRES	RESCUE		
PFIRE	STRUCTURE FIRE		
PSWIFT	SWIFT WATER RES		
PFVEH	VEHICLE FIRE		
CORCHK	COMM RLAT CHCK	Check-area	Check
PRKCHK	PARK CHECK		
SECCHK	SECURITY CHECK		
SS	SUBJECT STOP	Pedestrian contacts	
932R	932 REPORT	Crime-person	Crime
245	ADW		
245R	ADW REPORT		
242	BATTERY		
242R	BATTERY REPT		
242VIC	BATTERY W/INJ		
215	CARJACKING		
215R	CARJACKING REPT		
932VIC	CHILD ABUSE INJ		
ESCAR	CHILD ABUSE RPT		
932	CHILD ABUSE/NEG		
417	DISPLY OF WEAPON		
ELDVIC	ELDER ABUSE INJ		
ELDERR	ELDER ABUSE REPT		
ELDER	ELDER ABUSE/NEG		
314	INDECENT EXPOSE		

Call Type	Call Type Description	Table Category	Figure Category
314R	INDECNT EXP RPT		
207	KIDNAPPING		
288	LEWD CONDUCT		
288R	LEWD CONDUCT RPT		
647B	PROSTITUTION		
261	RAPE		
261R	RAPE REPORT		
211	ROBBERY		
211R	ROBBERY REPORT		
10851L	10851R W/LOJACK	Crime-property	
459	BURGLARY		
459R	BURGLARY REPORT		
537	DEFRAUD INKEEP		
470	FORGERY		
470R	FORGERY REPT		
594G	GRAFFITI-TAGGING		
594GR	GRAFFITI REPT		
487	GRAND THEFT		
487R	GRAND THEFT REPT		
484R	IN CUSTODY		
484	PETTY THEFT		
484R	PETTY THEFT REPT		
10851	PLATES		
PROWLR	PROWLER		
10851R	RECOVERY		
10851R	STOLEN PLATE		
10851R	STOLEN VEH REPT		
10851	STOLEN VEHICLE		
470R	SUPP RPT		
459R	TO VEH		
594	VANDALISM		
594R	VANDALISM REPT		
594R	VEHS		
NARC	NARCOTICS	Crime-substance	
5150	314	Disturbance	Disturbance
915	ABANDONED REFRIG		
653M	ANNOY PHONE CALL		
415	CODE ENF		
415	CONST		
415	CONSTRUCTION		
415W	DISTURB W/WPN		
415	DISTURBANCE		
415R	DISTURBANCE REPT		
415F	FAMILY DISTURB		
FWRKS	FIREWORKS		

Call Type	Call Type Description	Table Category	Figure Category
415G	GANG DISTURBANCE		
647F	INTOX SUBJECT		
415J	JUVE DISTURBANCE		
415	LOUD GENERATOR		
415M	LOUD MUSIC		
415P	LOUD PARTY		
415	LOUD TALKING		
415	LOUD TRUCKS		
415	LOUD VERBAL		
SHOTS	SHOTS FIRED		
SOLICIT	SOLICITORS		
415	TRANSIENT		
CKWEL	CHECK WELFARE	Investigation	Investigation
MPAJ	CRITICAL		
DBR	DEAD BODY REPT		
MPAJ	FOUND		
FOUNDCH	FOUND CHILD		
MPAJ	FOUND PERSON		
928	FOUND PROPERTY		
LOSTC	LOST CHILD		
MPAJ	MISSING PERSON		
PAYOPN	OPEN 911/PAYPHON		
CODE-6	OUT FOR INVESTIG		
OTHER	PROPRTY RECOVERY		
STAKE	STAKE OUT-CODE 5		
5150	PSYCH/SUICIDE	Mental health	Mental health
PSYCH	SUICIDE ATTEMPT		
415D	ANIMAL DISTURB	Miscellaneous	Miscellaneous
415D	BARKING DOG		
FLAG	CITZ FLAG DOWN		
905	DEAD ANIMAL		
FOOTBT	FOOT BEAT		
FP	FOOT PURSUIT		
KPEACE	KEEP THE PEACE		
911B	MEET PD NON EMER		
911C	MEET THE CITIZEN		
914	NOTIFICATION		
OTHER	OTHER		
STDYU	OUT AT STATION-U		
911C	PAPERWORK PICK U		
PUBWKS	PUBLIC WORKS		
415D	RAT		
REPO	REPOSSESSED VEH		
MPAJ	RETURNED		
MPAJ	REUTNED		

Call Type	Call Type Description	Table Category	Figure Category	
PROOF	ROOF COLLAPSE	Prisoner/warrant	Prisoner/warrant	
415D	SQUIRREL			
ANIMAL	VICIOUS ANIMAL			
990	TRANSPORT REQ			
WARANT	WARRANT SERVICE			
925R	925 ACTIVITY RPT	Suspicious incident	Suspicious	
925C	925C			
996P	BOMB THREAT			
917S	SUSP ABANDND VEH			
925C	SUSPICIOUS CIRCS			
925	SUSPICIOUS SUBJ			
925A	SUSPICIOUS VEH			
HANGUP	9-1-1 HANGUP	Unknown trouble		
UNTRB	UNKNOWN TROUBLE			
902T	BELATED	Accident		Traffic
20002R	HIT & RUN REPORT			
20002	HIT/RUN NON-INJ			
20001P	INJURY HIT & RUN			
901P	INJURY T/C			
902N	T/C UNK INJURY			
902T	T/C NO INJURIES			
917	ABANDONED VEH	Parking/traffic related		
23152	DRUNK DRIVER			
ILLPKG	ILLEGAL PARKING			
ILLPKG	PERMIT PKG			
23103	RECKLESS DRIVER			
917	REQ TOW			
926	TOW TRUCK			
TRACON	TRAFFIC CONTROL			
HAZARD	TRAFFIC HAZARD			
TP	TRAFFIC PURSUIT			
T	TRAFFIC STOP	Traffic enforcement		

APPENDIX B: CALLS WITHOUT A DISPATCHED UNIT

According to records obtained from RCC 911, Culver City PD was associated with 54,989 calls in 2019. Of these, 42,481 events were recorded with at least one patrol unit. In other words, 12,508 calls were excluded from our analysis.

Some of these calls had a responding CCPD unit that was not part of the patrol force. A few had a responding unit but lacked adequate unit information. These totaled 1,070 calls.

We examined the call records for these 11,438 calls more closely. We found that 11,342 calls (99 percent) had no recorded primary unit and no dispatch, en route, or arrival times recorded within the call record. A small number of calls (96) recorded a primary unit but most of these (95) were non-CCPD units.

We further discussed the situation with RCC 911 and CCPD staff. We identified some plausible explanations for calls without a dispatched unit. Here are some explanations:

- **Fire Calls:** When the Culver City Fire Department (CCFD) is assigned a call, the police department is often advised of the situation. In these situations, the CCPD often chooses to not dispatch a unit. Fire calls can be identified by their call descriptions and accounted for 5,282 calls.
- **Additional Types:** Some other situations are recorded within CAD but do not lead to a dispatched unit. The three most common were 911 hang-ups, briefings, and public works calls. These accounted for an additional 955 calls.
- **Front Desk / Report Calls:** The 911 center may receive a call that may be transferred to CCPD's front desk. In many of these situations, a report number is recorded. At other times, the call description will indicate a report, but no report number is captured. While work is occurring on these calls, it is not captured within the CAD system and no CCPD unit is dispatched. These included another 2,842 calls.
- **Dispositions:** Reading the dispositions for these calls, we can see that many are marked canceled (CANC) or duplicate (DUP). While fire calls are also often marked canceled, additional calls have these dispositions. Examining dispositions added another 1,578 calls.
- **Remaining Types:** There are still 685 calls without dispatched units but unaccounted for by the above explanations. We provide a listing of their associated call descriptions.

The following table shows the descriptions of excluded 12,508 calls by description.

TABLE 7-21: All Excluded Calls, By Description

Call Description	Count
PALARM	628
PELEV	47
PFINV	79
PFIRE	32
PFNS	35
PFRWAY	156
PFVEH	18
PGASIN	19
PHZCON	248
PPBAST	75
PRES	3,927
Remaining Codes	18
Fire Calls Subtotal	5,282
BRIEF	287
HANGUP	646
PUBWKS	22
Additional Types Subtotal	955
Calls With a Report Number	2,380
925 ACTIVITY RPT	12
BATTERY REPT	10
BURGLARY REPORT	39
DISTURBANCE REPT	81
FORGERY REPT	28
GRAND THEFT REPT	21
HIT & RUN REPORT	80
PETTY THEFT REPT	116
STOLEN VEH REPT	13
VANDALISM REPT	52
Remaining Descriptions	10
Report Calls Subtotal	2,842
Canceled	1,237
Duplicated	341
Canceled or Duplicated Dispositions Subtotal	1,578
ANIMAL DISTURB	197
DEAD ANIMAL	110
DISTURBANCE	17
ILLEGAL PARKING	15
OTHER	106

Call Description	Count
PSYCH/SUICIDE	24
T/C NO INJURIES	55
TRAFFIC HAZARD	26
REMAINING DESCRIPTIONS	135
Remaining Types Subtotal	685
Calls Without Dispatched Units Subtotal	11,342
Calls with Non-CCPD Primary Units	95
CCPD Open Call	1
Calls Without Units Records	11,438
CCPD Calls Responded by Non-Patrol Units Only	1,064
CCPD Calls with Missing/Inaccurate Unit History	6
Calls Excluded from Study	12,508

APPENDIX C: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the California Department of Justice. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019. Crime rates are expressed as incidents per 100,000 population.

TABLE 7-22: Reported Crime Rates in 2019, by City

City	State	Population	Crime Rates		
			Violent	Property	Total
Adelanto	CA	34,049	811	1,348	2,159
Arcadia	CA	57,939	145	2,327	2,472
Azusa	CA	49,974	288	1,919	2,207
Banning	CA	31,221	436	1,704	2,140
Beaumont	CA	51,063	180	1,806	1,986
Bell	CA	35,521	473	1,242	1,714
Beverly Hills	CA	33,792	305	4,436	4,741
Brea	CA	43,255	166	3,352	3,519
Campbell	CA	41,793	213	3,247	3,460
Claremont	CA	36,266	141	2,134	2,275
Colton	CA	54,824	392	2,767	3,159
Covina	CA	47,450	360	2,506	2,866
Delano	CA	53,573	383	2,087	2,470
Fountain Valley	CA	55,357	96	2,101	2,197
Glendora	CA	51,544	301	2,912	3,213
Huntington Park	CA	57,509	796	2,773	3,570
Lompoc	CA	42,853	679	2,467	3,146
Manhattan Beach	CA	35,183	156	2,419	2,575
Montclair	CA	40,083	584	3,665	4,249
Palm Springs	CA	48,518	550	4,052	4,602
Ridgecrest	CA	28,973	490	1,384	1,874
San Gabriel	CA	39,899	246	1,792	2,038
San Jacinto	CA	49,215	219	3,326	3,546
Wildomar	CA	37,229	164	1,711	1,875
Culver City	CA	39,185	464	4,203	4,668
California		39,959,095	434	2,290	2,724
National (2018)*		327,167,434	369	2,200	2,568

Note: 2019 national crime data is not available yet.

FIGURE 7-32: Reported Culver City Violent and Property Crime Rates, by Year

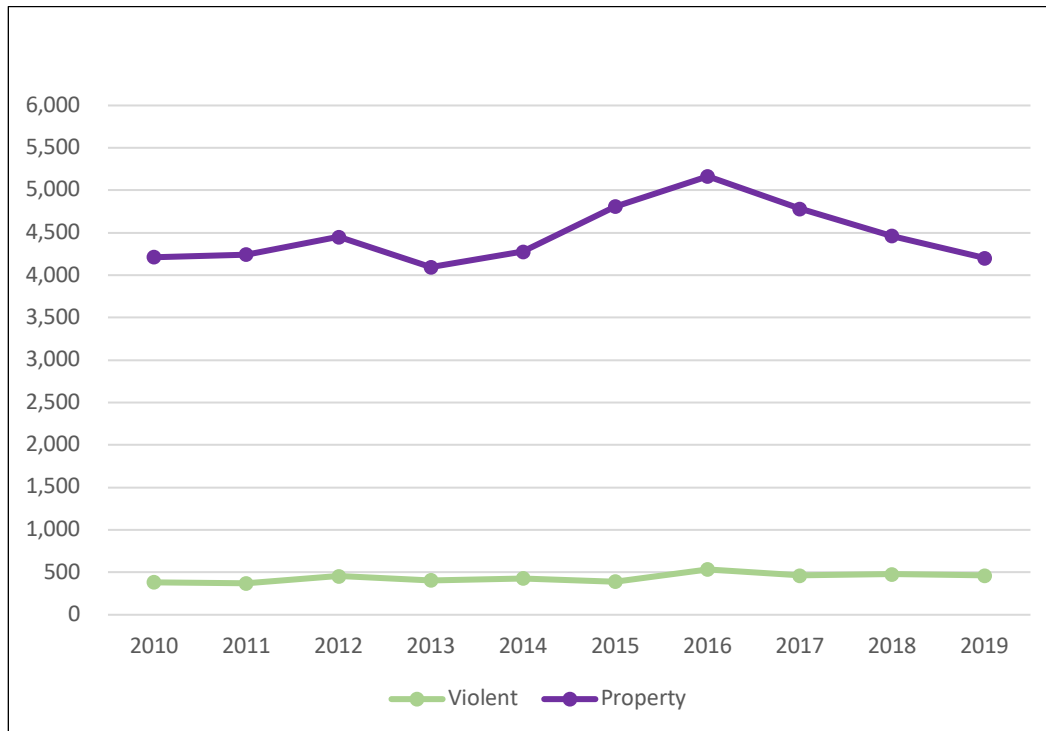


FIGURE 7-33: Reported City and State Crime Rates, by Year

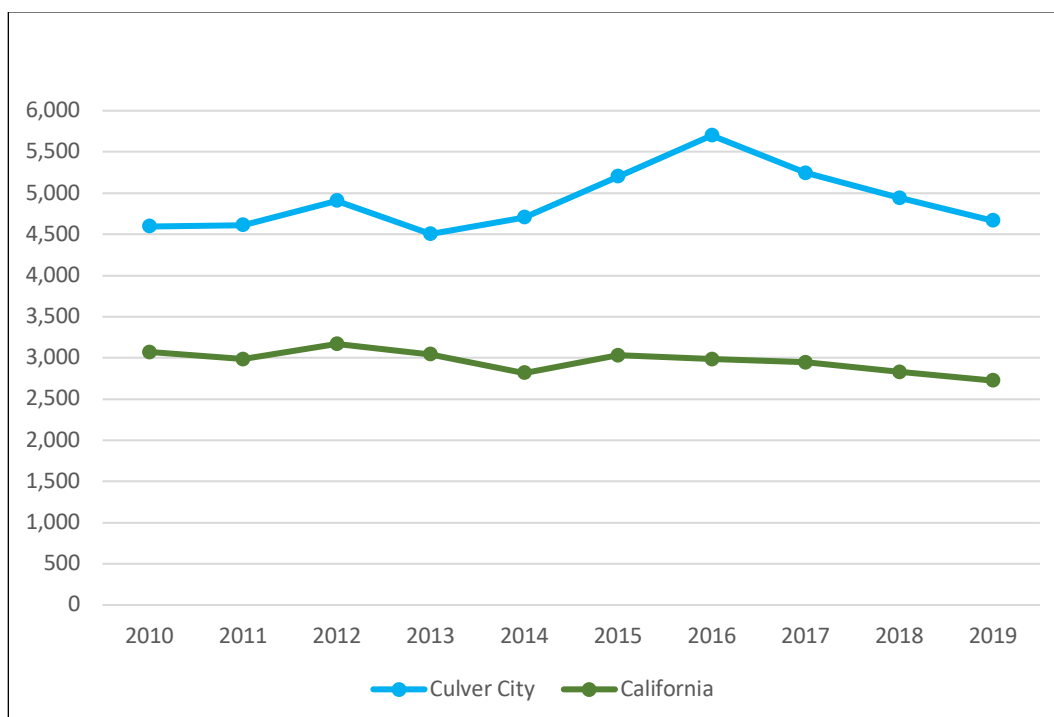


TABLE 7-23: Reported Culver City, California, and National Crime Rates, by Year

Year	Culver City				California				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	38,883	383	4,213	4,596	37,346,022	439	2,629	3,068	314,170,775	393	2,833	3,225
2011	39,340	371	4,243	4,614	37,819,249	410	2,574	2,983	317,186,963	376	2,800	3,176
2012	39,528	455	4,453	4,908	38,183,375	421	2,747	3,169	319,697,368	377	2,758	3,135
2013	39,452	408	4,096	4,504	38,498,377	394	2,646	3,041	321,947,240	362	2,627	2,989
2014	39,561	427	4,279	4,707	38,970,399	389	2,430	2,819	324,699,246	357	2,464	2,821
2015	39,890	391	4,811	5,202	39,315,550	424	2,605	3,029	327,455,769	368	2,376	2,744
2016	39,880	534	5,165	5,700	39,421,283	443	2,541	2,984	329,308,297	383	2,353	2,736
2017	39,440	464	4,782	5,246	39,536,653	449	2,497	2,946	325,719,178	383	2,362	2,745
2018	39,335	478	4,464	4,942	39,557,045	447	2,380	2,828	327,167,434	369	2,200	2,568
2019	39,185	464	4,203	4,668	39,959,095	434	2,290	2,724	NA			

Note: 2019 crime data is not yet available on the national level.

TABLE 7-24: Reported Culver City, California, and National Crime Clearance Rates

Crime	Culver City (2019)			California (2019)			National (2018)		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	1,679	1,084	65%	14,786	9,212	62%
Rape	2	0	0%	14,720	5,284	36%	127,258	42,504	33%
Robbery	102	56	55%	52,050	16,401	32%	260,709	79,256	30%
Aggravated Assault	78	59	76%	104,756	56,304	54%	745,238	391,250	53%
Burglary	172	41	24%	151,596	17,740	12%	1,128,351	156,841	14%
Larceny	1,380	432	31%	622,869	65,321	10%	4,812,405	909,545	19%
Vehicle Theft	95	18	19%	140,732	14,625	10%	701,248	96,772	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

END SECTION 7, END OF REPORT