

Police Department Staffing Study

WATSONVILLE, CALIFORNIA

FINAL REPORT

April 22, 2025



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1. Introduction and Executive Summary

The City of Watsonville retained the Matrix Consulting Group to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels while ensuring efficient operation management. This document provides the analysis and findings of that effort.

Matrix Consulting Group, founded over 22 years ago, has extensive experience conducting similar assessments for more than 400 police departments in California and across the country, including Canada. Our firm has helped police departments enhance workload balance, management, and operations while achieving 21st-century policing goals.

1. Scope of Work

The scope of this study included assessing current enforcement operations, response capabilities, staffing, and other resources necessary for delivering services to the City. A review of services and the delivery of those services should be conducted periodically to ensure that needs are being met. This project focused on the delivery of the emergency services system, which included:

- Proactivity
- Resource allocations
- Current staffing
- Management of resources
- Alternative service delivery
- Responsiveness to the public

This document provides an assessment of current staffing needs and long-term staffing requirements.

2. Approaches Utilized in the Study

Data utilized in this study was developed based on the work conducted by the project team, including.

- Interviews were conducted with staff.
- Collection and analysis of workload and service data.
- A review of operational documents and reports, budget data, organizational structure, and key practices.

3. Strategic Improvement Opportunities

The following table provides a summary of short-term recommendations established in this report. The report should be reviewed to understand the factual basis behind each recommendation and the analysis leading to each recommendation. It is also important to note that several operations management recommendations were made in this staffing analysis to ensure the effective utilization of staff.

Summary of Recommendations

Community Services Division

Unit/Area	Recommendation
Community Services Uniformed Unit	Explore transferring administrative duties related to fleet management, such as coordinating vehicle maintenance and warranty work, researching new vehicle prices, and working with department budget personnel to the City of Watsonville fleet management personnel.
CARE Program	When the Police Officer position is staffed, ensure the CARE program is evaluated to determine its effectiveness in impacting calls for service related to those in mental health crisis.
School Resource Officer	Track School Resource Officer performance measures such as student mentoring/conferences, law-related education, and mediation to analyze position productivity.
Homeless Outreach Pilot Program	Once implemented, develop metrics to evaluate the Homeless Outreach pilot program to determine its effectiveness in impacting calls for service related to the homeless population.
Police Service Specialist	Reassign the three Police Service Specialists to Field Operations under the direct supervision of a Field Operations Sergeant.
Multi-Disciplinary Team for Trauma Informed Care	To assist in transforming the department's policing model into a trauma-informed, community-centered, restorative model, ensure the field training program and in-service training philosophies are centered on problem-based learning to develop a problem-solving mentality in employees.
Community Engagement Programs	Reclassify the Administrative Analyst position to a Senior Administrative Analyst to align with current assigned tasks and to assume first-line supervisory responsibilities of the new Police Planner (or similar position).
Police Activities League	Ensure established Police Activities League (PAL) performance measures are tracked to perform future staffing analysis and program assessment.

Unit/Area	Recommendation
Traffic Unit	<p>Increase the Traffic Unit staffing by 4 Officers and 1 Traffic Crash Investigator, for a total of 1 Sergeant, and 6 Officers and 1 Traffic Crash Investigator. 2 new Officers should be assigned full-time DUI enforcement duties.</p> <p>Explore transferring Parking Control Officer management and responsibilities to another city department.</p> <p>Increase the Traffic Unit by 1 non-sworn Parking Control Supervisor position to assume first-line supervisory responsibilities of Parking Control Officers.</p>
Division Realignment	<p>Transfer Community Services uniformed positions and Traffic Unit personnel from the Community Services Division to the Field Operations Division.</p> <p>Replace the existing Community Services Division Captain position with a new non-sworn management position that holds the same authority and responsibilities as a Captain.</p>

Field Operations Division

Unit/Area	Recommendation
Patrol	<p>Through negotiation with the Police Officers' Association, alter shift start hours in Patrol to address severe deficiencies in staffing at certain times of the day</p> <p>Add 1 authorized officer position to patrol, for a total of 31 authorized officer positions in that role.</p>
Police Service Specialist	<p>Expand the role of Police Service Specialist positions in responding to low priority calls for service that do not require an officer.</p> <p>Increase staffing of Police Service Specialist positions by 2, for a total of 4 FTEs assigned to the Patrol Division.</p>

Professional Standards Division

Unit	Recommendation
Internal Affairs	Re-assign the PSD Administrative Sergeant to internal affairs investigations on a full-time basis.

Unit	Recommendation
Training	Create one (1) FTE Training Officer position within the Professional Standards Division.
Records Unit	Identify opportunities to transition paper forms and processes to digital forms, processes, and documents.
Evidence Unit	Increase Evidence Technician staffing in the event of a significant workload increase by converting the PT Evidence Technician to an FT Evidence Technician.
Division Realignment	Upon implementation of the new non-sworn support mid-management position, align the Records Unit and Evidence Unit so both report to the new Mid-management position.

Special Operations Division

Unit	Recommendation
Investigations Bureau	Increase staffing by 1 detective for a total of 1 sergeant and 7 detectives assigned to the Investigations Bureau.

Organizational Structure and Management

	Recommendation
Organization	<p>Reduce the number of Captain positions from 4 to 2.</p> <p>Add a non-sworn mid-management position to the department.</p> <p>Add 4 Lieutenant positions to the department.</p> <p>Reorganize the department's functional organization to better align functions and create consistent management spans of control and responsibilities.</p>

Projected Service and Staffing Needs

	Recommendation
Projected Services and Staffing Needs	By 2034, increase staffing by an additional 10 sworn positions and 4.5 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development. Projects are provided in the following table.

Summary of Staffing Projections (Sworn)

<i>Division</i>	<i>Auth.</i>	<i>Rec.</i>	<i>2029</i>	<i>2034</i>	<i>+/-10YR</i>
Command Staff	6	8	8	8	0
Office of the Chief	0	0	0	0	0
Community Services Division	6.5	11.5	13.5	13.5	2
Patrol Division	48	49	52	54	5
Professional Standards Division	1	1	1	1	0
Special Operations Division	13	15	18	18	3
Total	74.5	84.5	92.5	94.5	10

Summary of Staffing Projections (Civilian)

<i>Division</i>	<i>Auth.</i>	<i>Rec.</i>	<i>2029</i>	<i>2034</i>	<i>+/-10YR</i>
Command Staff	0	1	1	1	0
Office of the Chief	4.5	4.5	4.5	4.5	0
Community Services Division	15	17.5	20.5	20.5	3
Patrol Division	0	0	0	0	0
Professional Standards Division	9.5	9.5	11	11	1.5
Special Operations Division	1	1	1	1	0
Total	30	33.5	38	38	4.5

2. Community Services Division

A Captain manages the Community Services Division, which includes Community Services, Community Engagement Programs, the Police Activities League, and the Traffic Unit. The Captain's work hours are Monday to Thursday, from 8 a.m. to 6 p.m.

1. Community Services

A Sergeant supervises Community Services and works from Tuesday to Friday, 7 am to 5 pm. The unit includes a CARE Police Officer (currently vacant), two School Resource Officers (one full-time and one part-time; the full-time position is also vacant), and four Police Service Specialists (one of whom is assigned to the Homeless Outreach Pilot Program).

(1) Community Services Sergeant Position

In addition to primary supervisory duties, the Community Services Sergeant position also involves various administrative tasks related to fleet management, coordinating special events, and overseeing the ride-along program. The following sections detail the responsibilities associated with each of these roles.

Fleet Management

The Sergeant is responsible for managing the department's vehicle fleet. Currently, the department has 59 vehicles, comprising 27 marked and 32 unmarked. Responsibilities for overseeing the program include coordinating vehicle maintenance with city mechanics and dealerships for warranty service, researching prices for new vehicles and equipment, ensuring that new vehicles are equipped with the appropriate tools, and collaborating with departmental budget personnel.

Although the completion time of the workload is not tracked, it is estimated that approximately 50% of the Sergeant's work week is spent on tasks related to fleet management.

Special Events Coordination

The Sergeant works with the City of Watsonville Special Events Team. Their responsibilities include reviewing event applications, assessing the number of officers needed for specific events, scheduling officers for these events, creating operational plans, and debriefing after events. In 2023, 12 special events were coordinated.

The processing time for special event applications varies based on several factors, including the number of attendees, the complexity of the event, and the event type.

Currently, the time taken to complete this work is not tracked. For workload calculations, an average of 20 hours is allocated for each special event. The following table shows the estimated workload time for 2023:

Calculation of Special Event Workload Hours

Total Events		12
<i>Multiplied by 20 Hours</i>	x	20
Total Workload Hours	=	240 hours

As indicated above, coordinating special events in 2023 required an estimated 240 hours of work.

Ride-Along Program Coordination

The Sergeant manages the department's ride-along program. His responsibilities include conducting criminal background checks on applicants and coordinating schedules with officers. In 2023, 107 ride-along applications were processed.

Although the workload completion time is not tracked, each ride-along application is estimated to take about 10 minutes to finish.

Calculation of Ride-Along Workload Hours

Total Ride-Along Applications		107
<i>Multiplied by 10 Minutes</i>	x	10
Total Workload Hours	=	1,070 minutes (18 hours)

As indicated above, in 2023, it is estimated that 18 hours were required to complete tasks related to processing ride-along applications.

(2) Calculation of Administrative Tasks Workload Time

In 2023, the Community Services Sergeant devoted approximately 938 hours to various administrative tasks, excluding those related to fleet management, which is estimated to represent about 50% of the workweek.

The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences, a more realistic figure is typically around 1,720 hours. Based on 1,720 hours, the Community Engagement Unit Sergeant devoted about 55% of the work year to administrative tasks not usually associated with first-line supervisory duties. The table below illustrates this calculation process:

Calculation of Sergeant Workload

Special Event Coordination		240
Ride-Along Coordination	+	18
	=	258
Net Hours Available Hours	÷	1,720
	=	.15

The City of Watsonville fleet management team more effectively manages the various duties related to fleet management, including coordinating vehicle maintenance and warranty work, researching new vehicle prices, and collaborating with department budget staff.

Recommendations:

Explore transferring administrative duties related to fleet management, such as coordinating vehicle maintenance and warranty work, researching new vehicle prices, and working with department budget personnel to the City of Watsonville fleet management personnel.

2. CARE Program

The CARE Police Officer position, currently vacant, works alongside a Santa Cruz Mental Health Liaison to respond to calls for mental health support and crisis intervention. Once filled, the Police Officer will be scheduled from Monday to Friday, 8 am to 4 pm., while the Santa Cruz Mental Health Liaison will be on duty from 8 am to 5 pm, Monday through Friday. Since the position is unstaffed, the Santa Cruz Mental Health Liaison collaborates with various Police Officers when responding to service calls. Programs like CARE are essential for police operations and community outreach; therefore, this position should be filled as soon as staffing permits.

Performance measures, such as the number of contacts made and resource referrals provided, are essential for analyzing productivity. Once the police officer position is filled, the department should monitor these measures.

Evaluating a program's effectiveness is crucial. While community satisfaction is one measure, it should be backed by reliable impact evaluations to assess program effectiveness. Essential process and assessment data must be collected and analyzed to evaluate the impact of service calls related to individuals experiencing mental health crises.

Recommendation:

When the Police Officer position is staffed, ensure the CARE program is evaluated to determine its effectiveness in impacting calls for service related to those in mental health crisis.

3. School Resource Officer

The School Resource Officer works Monday through Friday, from 8 a.m. to 5 p.m., and is assigned to Watsonville High School (the position is currently vacant). Recently, the department hired a second School Resource Officer who works part-time and is assigned to Pajaro High School.

(1) Workload and Ability to Meet Unit Objectives

The School Resource Officer position was established through an agreement between the City of Watsonville and the Pajaro Valley Unified School District. The school district finances this position to maintain a safe campus environment and surrounding areas, conduct law enforcement-related prevention activities, help lower truancy rates, and investigate crimes involving students and on campus.

The table below presents the ten most common incident categories managed by the School Resources Officer in 2023:

School Resource Officer: Most Common Incident Types

Incident Type	# Incidents	Avg. HT
OUT SELF INITIATED	11	46.6
SUSPICIOUS ACTIVITY	7	33.0
PHYSICAL FIGHT	6	41.5
TRAFFIC COMPLAINT	5	42.9
BATTERY	4	17.4
DISTURBING THE PEACE	4	19.5
TRAFFIC STOP	4	83.7
JUVENILE	3	20.7
SUBJECT W/ KNIFE	2	14.4
ASSIST OUTSIDE DEPT	2	115.2
<i>All Other Types</i>	28	74.6
Total	76	53.9

In 2023, the School Resources Officer responded to 76 incidents recorded in the Computer-Aided Dispatch (CAD) system. The most common type of incident was self-initiated, totaling 11, with an average handling time of 46.6 minutes each.

Performance measures such as student mentoring, conferences, law-related education, and mediation are also important for assessing productivity. Currently, this information is not being tracked.

(2) School Resource Officer Staffing

The National Association of School Resource Officers (NASRO) suggests that every school should have at least one carefully selected and specially trained school resource officer (SRO) for every 1,000 students. Previously, the recommendation was 1 SRO per 1,000 students. Factors such as campus size, school climate, location, and the number of non-sworn safety team members on campus should also be considered.

The table below shows the current student population at Watsonville High School:

Student Population

School	Student Population
Watsonville High School	2,244
Pajaro High School	1,400
Total	3,644

The table below shows the current SRO/school ratio and the number of SROs required to meet the earlier recommendations from the National Association of School Resource Officers

School Resource Officer Staffing Recommendations

Student Population		3,644
Recommended 1 SRO per 1,000 Students	÷	1,000
Total SROs Needed	=	3.6

As previously mentioned, Watsonville High School is served by one School Resource Officer. The department has also recently hired a part-time School Resource Officer to cover Pajaro High School. Based on a staffing recommendation of one officer per 1,000 students, four School Resource Officers are required. The Pajaro Valley Unified School District currently funds the School Resource Officer position. Considerations regarding workload should be taken into account for this role.

Recommendation:

Track School Resource Officer performance measures such as student mentoring/conferences, law-related education, and mediation to analyze position productivity.

4. Homeless Outreach Pilot Program

The Homeless Outreach Pilot is a new initiative that pairs a Police Services Support Specialist with an employee from the Homeless Services division of the Santa Cruz County Community Action Board (CAB). This program aims to proactively engage with the homeless community and connect them to various resources, including housing, substance abuse support, and job placement assistance. When fully staffed, the work hours are expected to be Monday through Friday, from 8 am to 4 pm.

Since this program has not yet begun, no analysis has been conducted. Performance measures, such as the number of contacts made and resource referrals provided, are crucial for evaluating productivity. Once the program becomes operational, these measures should be monitored. It is also vital to assess the effectiveness of the program. While community satisfaction is one metric, it should be combined with reliable impact evaluations to thoroughly establish the program's effectiveness. Important process and assessment data must be collected and analyzed to evaluate the impact of service calls related to the homeless population.

Recommendation:

Once implemented, develop an approach to evaluate the Homeless Outreach pilot program to determine its effectiveness in impacting calls for service related to the homeless population.

5. Field Operations Police Service Specialist

The department currently employs three Police Services Specialists (PSS) assigned to field operations. They handle tasks such as traffic control, crime scene investigation, non-emergency report-taking, and abandoned vehicle abatement. One PSS works Sunday through Wednesday from 6 a.m. to 4 p.m. (assigned to patrol), another works Wednesday through Saturday from 6 a.m. to 4 p.m. (also assigned to patrol), and the last PSS works Tuesday through Friday from 6 a.m. to 4 p.m. (assigned to abandoned vehicle abatement).

Workload and Ability to Meet Unit Objectives

The table below outlines the ten most common incident categories addressed by Police Services specialists in 2023:

Police Service Specialists: Most Common Incident Types

Incident Type	# Incidents	Avg. HT
MISSING PERSON	23	80.0
THEFT	23	54.3
TICKET SIGN OFF	22	26.7
ABANDONED VEHICLE	400	29.5
BURGLARY	20	90.7
STOLEN VEHICLE	17	109.2
VANDALISM	17	56.8
TRAFFIC COMPLAINT	16	46.4
TRAFFIC CONTROL/TRANSLATION/180'S	16	64.6
OUT SELF INITIATED	14	33.0
<i>All Other Types</i>	123	57.5
Total	691	57.4

In 2023, Police Services Specialists responded to 691 calls for service, which were logged in the Computer-Aided Dispatch (CAD) system. The most frequent type of incident was abandoned vehicles, totaling 400. When dispatched to a vehicle accident call, a PSS assists Police Officers with tasks such as traffic control, Spanish translation, and completing tow forms. On average, a Police Services Specialist handles abandoned vehicle abatement by tagging 400 vehicles each year, which breaks down to 100 each quarter.

The three Police Services Specialists spend most of their workdays in the field. Reassigning them to Field Operations under the direct supervision of a Field Operations Sergeant would improve oversight, efficiency, and communication.

Recommendation:

Reassign the three Police Services Specialists to Field Operations under the direct supervision of a Field Operations Sergeant.

6. Community Engagement Programs

A Program Coordinator and an Administrative Analyst staff the Community Engagement Programs. The Program Coordinator oversees the Multi-Disciplinary Team for Trauma-Informed Care (MDT), the neighborhood watch program, and the volunteer program, working Monday through Friday from 7:30 am to 4:30 pm. The Administrative Analyst manages and coordinates various community engagement initiatives, the cadet program, and the Post-Incident Team (PIT), also working Monday through Friday from 7:30 am to 4:30 pm.

7. Multi-disciplinary Team for Trauma Informed Care (MDT)

The Multi-Disciplinary Team for Trauma-Informed Care is a pilot program designed to transform the department's policing model into a trauma-informed, community-centered, restorative approach. The co-response team assists community members during and after traumatic events. This initiative involves a partnership among the department, various criminal justice entities, Santa Cruz County partners, and local non-profit providers.

The program aims to ensure that the system and community response to traumatic events centers on the community, is socially and racially equitable, and focuses on prevention, linkage, and treatment. The following data points were collected from March 2022 to August 2023:

- 92 MDT personnel were cross-trained in suicide prevention, domestic violence and services, and mindfulness-based stress management.
- 921 MDT brochures were distributed.
- 173 individuals were referred to MDT.
- 345 attempts were made to contact individuals referred to MDT (successful and unsuccessful).
- 48 (28%) of the referrals to MDT received services from community partners.

Implementing restorative justice as a trauma-informed approach to crime is a relatively new area of study. Restorative justice has the potential to share, understand, and address the full impact of crime—both in the short and long term—through active engagement from citizens. Defining crime in more holistic terms means that the police and government are not left alone to tackle the issue. Community participation and interaction are essential for the program's success.

Police officers trained in problem-solving methods and community policing gain essential skills and insights for restorative justice. A problem-solving mindset provides

officers with a deeper understanding of issues through thorough analysis and assists them in developing tailored collaborative response strategies. Therefore, the department should ensure that its field training program and in-service training philosophies emphasize problem-based learning, which requires a creative and adaptable way of thinking.

Recommendations:

To assist in transforming the department's policing model into a trauma-informed, community-centered, restorative model, ensure the field training program and in-service training philosophies are centered on problem-based learning to develop a problem-solving mentality in employees.

8. Community Engagement Programs

The table below illustrates the community engagement programs of the department:

Community Engagement Programs

Program	Description
Agua con la Chota	Educational program aimed at engaging local farm workers to speak about topics that matter to them.
Guest Speaker Program	Coordination of requests from the public for police officer presentations to Neighborhood Watch meetings, Business Watch meetings, Club meetings, Church meetings and Schools.
Youth Academy	A weeklong summer program that allows local teens to gain insights into the work of law enforcement, the various roles and responsibilities of police officers, and a deeper understanding of community policing while exploring diverse career options.
Police Cadet Program	Provides young people with the opportunity to explore the law enforcement field as a possible career choice.
Coffee with a Cop	Provides an opportunity for officers and community members to come together to create relationships and foster existing ones.
Post Incident Team (PIT)	Launched in collaboration with the Neighborhood Services Division to help suppress violence in Watsonville Neighborhoods. PIT is a group of community members and police officers who are brought together soon after a serious incident has occurred.
Pink Patch Project Campaign	Raises funds to help local families who cannot afford breast cancer treatment/services while also increasing awareness of the second leading cause of cancer deaths in women.

The following table illustrates various community engagement programs' performance measures for 2023:

2023 Community Engagement Unit Performance Measures

Program	Performance Measure
Agua con la Chota	<ul style="list-style-type: none"> • 3 sessions held in 2023. • Approximately 27 farm workers and 15 department employees attended each session.
Guest Speaker Program	<ul style="list-style-type: none"> • 37 speaker requests filled. • 22 presentations. • 2 small scale events. • 9 community outreach events. • 4 K9 demonstrations. • Approximately 6,000 community members reached.
Youth Academy	<ul style="list-style-type: none"> • 40 youth accepted to program. • 16 committee members. • 22 instructors from WPD and other agencies.
Police Cadet Program	<ul style="list-style-type: none"> • 44 meetings held. • 79 requests received/75 requests filled. • 3,778 hours volunteered.
Post Incident Team (PIT)	<ul style="list-style-type: none"> • 4 deployments in 2023. • 1 informational meeting.
Pink Patch Project	<ul style="list-style-type: none"> • 10 pop ups. • 9 Sponsor visits. • 1 mobile mammogram screening event. • Approximately 68 hours dedicated.

In 2023, the Administrative Analyst organized 18 different community engagement events.

(1) Calculation of Workload Time

Coordinating community engagement events requires significant effort, and the duration varies based on several factors, such as the number of attendees, complexity, and type of event. This makes workload analysis more difficult. At present, the time required to complete this work is not being tracked. For workload analysis purposes, an average completion time of 8 to 16 hours is used.

Calculation of Community Engagement Completion Time

Total Events		18
8 hour completion time	x	8
Total completion time	=	144 hours
Total Events		18
16 hour completion time	x	16
Total completion time	=	288 hours

As illustrated above, completing an 8-hour project results in 144 hours of workload, while completing a 16-hour project leads to 288 hours of workload. The Administrative Analyst also attends each event. In 2023, community engagement events totaled 65.25 hours in duration.

The standard number of hours in an employee's work year is 2,184. After accounting for vacation, sick leave, and other absences, a more appropriate figure is typically 1,720 hours. Assuming a 16-hour completion time and an additional 65.25 hours required for attending events, approximately 1,366 hours remain to finish other projects and tasks. The table below illustrates this calculation process:

Calculation of Workload

Coordination Workload		288
Event Attendance	+	65.25
	=	353.25
<i>Net Hours Available Hours</i>	-	1,720
	=	1,366.75 Hours

Although the workload calculation mentioned above is an estimate, one position is adequate given the current demands. If workload requirements increase significantly, department leadership suggests reducing weekly cadet meetings to bi-weekly to help with program management.

9. Police Activities League

The Police Activities League (PAL) is managed by a recreation supervisor, supported by a recreation coordinator (currently vacant), along with ten part-time staff members out of a total of eleven authorized positions. These staff members have various titles, including supervisor, leader, instructor, and assistant. Both the director and recreation coordinator are full-time employees who work Monday through Friday from 9 a.m. to 6 p.m. Part-time employees are restricted to a maximum of 29 hours per week.

The Police Activities League (PAL) works with department members and the City of Watsonville to implement a youth crime prevention program. This initiative focuses on educational, athletic, and other activities that strengthen the bond between police officers, recreational leaders, youth, and their parents. PAL is a non-profit organization supported by community members and grants. Its mission is to provide youth with opportunities for personal growth and to foster positive influences within the Watsonville community.

Analyzing performance metrics like the total number of participating children, the count of police officer volunteers, participant outcomes, and other established indicators helps assess the program's viability. The project team did not receive these performance metrics. Evaluating the effectiveness of such a program is also essential. While community satisfaction is one metric, it should be combined with reliable impact evaluations to determine the program's effectiveness. Important process and evaluation data must be collected and analyzed to evaluate the impact of criminal activity among youth.

Recommendations:

Ensure established Police Activities League (PAL) performance measures are tracked to perform future staffing analysis and program assessment.

10. Traffic Unit

The Traffic Unit is supervised by a Sergeant (currently vacant) and is staffed by one Police Officer (two authorized) and one Parking Control Officer. While the Sergeant position is unfilled, the Community Services Captain manages day-to-day operations, a Patrol Sergeant approves collision reports, and the Community Services Unit Sergeant oversees the Parking Control Officers.

The police officers work from Wednesday to Saturday or from Sunday to Wednesday, from 7 a.m. to 5 p.m. The parking control officer works from Monday to Thursday, from 5:30 a.m. to 3:30 p.m.

Police traffic units should be adequately staffed to address various factors that ensure public safety, enforce traffic laws, and respond to community concerns. Staffing is usually influenced by factors such as traffic volume and road conditions, crash rates and other traffic-related incidents, community complaints and concerns, strategic and policy considerations of the department, event-driven needs, and budgetary factors. The following sections analyze the current workload of the Traffic Unit and crash data to assess staffing needs.

(1) City of Watsonville Traffic Crash Data

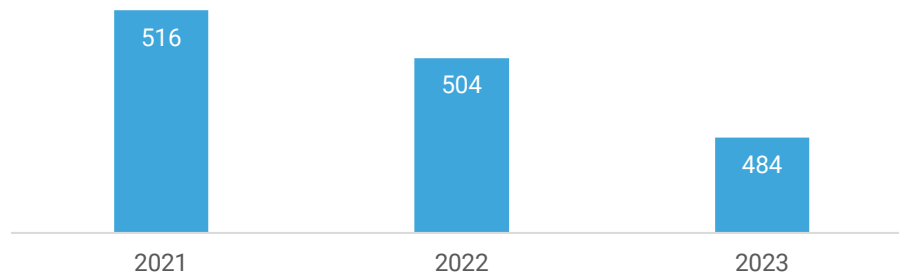
Traffic crashes are among the leading causes of death in the United States, and most of these incidents are preventable. When determining appropriate staffing levels for a Traffic Unit, it is essential to consider relevant traffic crash data. The table below shows the total number of traffic crashes and their severity in the City of Watsonville from 2021 to 2023:

Watsonville Traffic Crash Data

	2021	2022	2023	+/-%
Non-Injury	372	363	355	-4.6%
Injury	140	138	126	-10.0%
Fatal	4	3	3	-25.0%
Total	516	504	484	-6.2%

As shown above, total traffic crashes fell by 6.2% from 2021 to 2023. The chart below visually illustrates the total reported traffic crashes:

Traffic Crashes 2021 - 2023



The table below shows the average traffic crashes for 2023

2023 Traffic Crash Averages

	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
Traffic Crash	484	40.3	9.3	1.3

As shown above, about 1 traffic accident occurred daily in the City of Watsonville in 2023. That year, 102 hit-and-run traffic accidents were reported in Watsonville. The table below shows the averages of various hit-and-run traffic accidents in 2023:

Hit and Run Traffic Crash Averages 2023

	2023	Monthly Average	Weekly Average	Daily Average
Hit & Run Crash	102	8.5	1.96	.28

As shown above, the City of Watsonville reported an average of approximately 2 hit-and-run vehicle accidents each week in 2023.

High-visibility enforcement is a comprehensive traffic safety strategy designed to deter and change unlawful driving behaviors. It combines proactive law enforcement with a strong emphasis on specific traffic safety issues. Police initiatives should include visibility components alongside a public strategy aimed at educating citizens and encouraging voluntary compliance with traffic laws.

The City of Watsonville established a Vision Zero Task Force several years ago to enhance its efforts. Vision Zero is a global initiative aimed at eliminating all traffic fatalities and severe injuries while ensuring safe, healthy, and equitable mobility for everyone. The mission is to reduce traffic-related deaths and serious injuries through community collaboration, data analysis, policies, systems, and infrastructure.

(2) Traffic Unit Workload Analysis

The table below illustrates the total number of calls for service handled by the Traffic Unit for each hour and day of the week in 2023:

Traffic Unit: Incidents by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	0	0	0	0	0	0
1 AM	0	0	0	0	0	0	0	0
2 AM	0	0	0	0	0	0	0	0
3 AM	0	0	0	0	0	0	0	0
4 AM	0	0	0	0	0	0	0	0
5 AM	0	0	0	0	0	0	0	0
6 AM	0	0	3	2	0	3	0	8
7 AM	0	7	6	7	6	2	1	29
8 AM	1	7	9	12	9	9	0	47
9 AM	1	14	21	13	12	12	0	73
10 AM	0	10	18	14	13	18	2	75
11 AM	1	6	18	12	12	9	3	61
12 PM	4	11	15	10	7	20	0	67
1 PM	1	21	13	21	15	16	3	90
2 PM	1	16	13	19	14	13	3	79
3 PM	0	9	12	17	9	16	4	67
4 PM	1	11	17	12	15	13	0	69
5 PM	0	1	13	9	7	8	1	39
6 PM	0	0	0	0	2	1	1	4
7 PM	0	0	0	1	1	2	3	7
8 PM	0	0	0	1	0	3	2	6
9 PM	0	0	0	0	0	1	0	1
10 PM	0	0	0	0	1	2	0	3
11 PM	0	0	0	0	0	1	0	1
Total	10	113	158	150	123	149	23	726

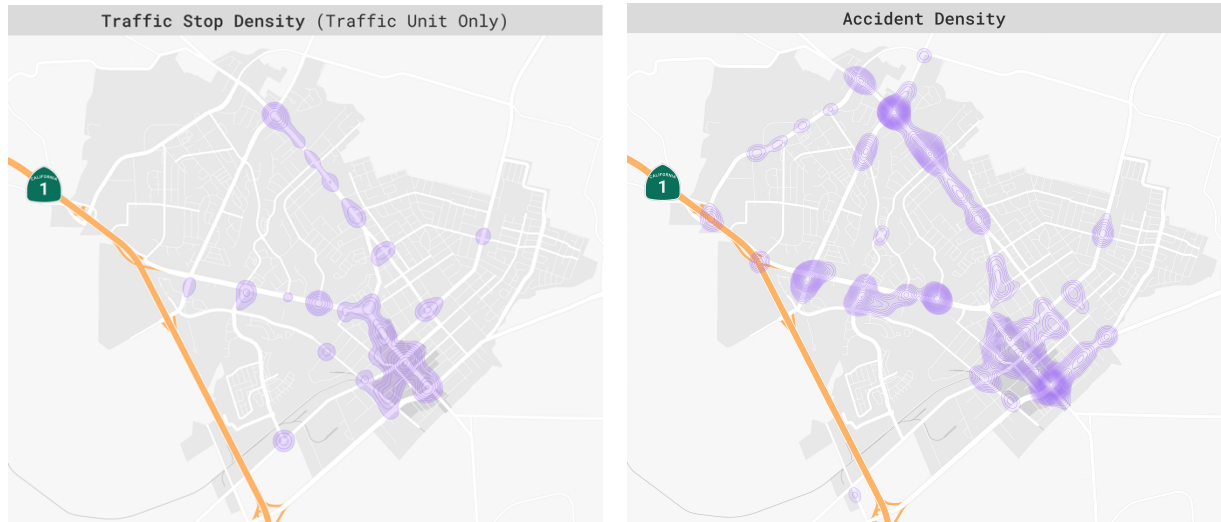
The Traffic Unit handled 726 community-generated calls for service and self-initiated activities. Most incidents occurred from Monday to Friday, between 8 a.m. and 5 p.m. The table below shows the ten most common incident categories addressed by the Traffic Unit in 2023:

Traffic Unit: Most Common Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
ACC W/ INJ	136	58.5						
TRAFFIC STOP	110	47.4						
DISTURB PEACE	61	47.1						
HIT & RUN NO INJ	38	44.6						
OUT SELF INIT	37	77.0						
TRAFFIC COMPL	34	51.5						
TICKET SIGNOFF	24	22.5						
FOLLOW UP	21	64.6						
SUSP ACTIVITY	18	64.3						
STOLEN VEHICLE	16	115.2						
All Other Types	231	67.5						
Total	726	59.0						

In 2023, the Traffic Unit handled 726 calls for service and self-initiated activities, which were entered into the Computer-Aided Dispatch (CAD) system. The most common incident type was an accident with injury, with the highest number occurring between 7 a.m. and 5 p.m.

Focusing traffic enforcement on areas with a high number of crashes allows for a more effective use of law enforcement resources. Instead of conducting random patrols, officers can concentrate on locations where their presence is most needed and likely to yield the best results. The following maps compare Traffic Unit vehicle stops with traffic crash locations in 2023:



As illustrated above, the Traffic Unit conducted most traffic stops in areas with high crash rates. As previously mentioned, the Traffic Unit is supervised by a Sergeant (currently vacant) and staffed by one Police Officer. Adding two more Officers will improve high-visibility enforcement, deter violations, and change unlawful traffic behaviors.

(3) Impaired Driving Enforcement

According to the United States Department of Transportation, approximately 32 people die each day in alcohol-related traffic crashes across the country. Nationwide, more than half of the drivers who lose their lives in vehicle crashes had been drinking. Research from the United States Department of Justice reveals that the average DUI offender commits this offense around eighty times a year. In California, about 30% of all traffic crash fatalities involve alcohol-impaired driving, underscoring the need for consistent DUI-focused enforcement throughout the state. The following table displays the total number of DUI and drug-related traffic crashes in Watsonville from 2021 to 2023

Watsonville DUI/Drug Crash Data

	2021	2022	2023	+/-%
DUI Alcohol Crash	92	93	115	+25.0%
DUI Drug Crash	2	7	4	+100%
Total	94	100	119	+26.6%

As shown above, DUI and drug-related traffic crashes rose by 26.6% from 2021 to 2023. The chart below visually presents the total reported traffic crashes:

The table below presents the averages for DUI and drug-related traffic crashes in 2023:

2023 DUI/Drug Traffic Crash Averages

	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
DUI-Drug Related Crash	119	9.92	2.29	.33

As shown above, an average of approximately 10 DUI drug-related traffic crashes took place each month in 2023.

Currently, the Department lacks dedicated full-time Officers specifically assigned to impaired driving enforcement. The Traffic Unit and Patrol Officers handle this responsibility on an “as available” basis. Assigning full-time Officers will enhance the analysis of the local impaired driving issue, improve the Department’s capability to identify impaired drivers, collect crucial evidence, and take appropriate action when necessary.

Full-time officers will also raise awareness among impaired drivers that they will be stopped and investigated while enhancing community outreach and education efforts. Investigations into impaired driving are complex and time-consuming, often requiring patrol officers to be out of service for extended periods. Full-time officers can assist in completing investigations and making arrests, allowing patrol officers to stay available for priority calls and engage in community outreach and problem-solving activities. To help reduce the approximately 10 DUI drug-related traffic crashes each month, it is crucial to add two more police officers to the traffic unit.

(4) Fatal and Near-Fatal Traffic Crash Investigations

Investigating fatal and near-fatal traffic crashes is one of the most complex and time-consuming tasks. These cases typically involve various investigative techniques and significant amounts of evidence that must be processed. Moreover, due to their complexity, a team of investigators usually manages them, and additional resources are often allocated. The following table illustrates a breakdown of the approximate caseload hours for a fatal or critical injury crash investigation:

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take to property/evidence to property room.	2 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total		84 hours- <i>If all tasks completed</i>	
	On Average	79 hours	

This list is not exhaustive and does not encompass all elements. Not every fatal crash will involve the same amount of evidence or interviews. These hours assume that investigators will perform RMS searches and social media investigations, check association files, gather informant information, and utilize other investigative techniques (such as trackers and cell tower data) if available.

It is also assumed that investigators work as a team and that not all investigative hours will be conducted by a single detective (these hours are designated for a lead investigator only). Many cases will not require the number of hours specified, but some cases may necessitate significantly more.

By using the case time estimates and the percentage of time completed for each subtask, this translates to approximately **79** hours allocated for each case.

Furthermore, on average, most departments assign a team of investigators to assist in the early stages of a fatal crash investigation, with each assigned investigator typically putting in around 20 hours.

The table below displays the total number of fatal and near-fatal traffic crashes in the City of Watsonville from 2021 to 2023:

Fatal and Near Fatal Traffic Crashes 2021 - 2023

	2021	2022	2023	3 Year Avg.
Fatal Crash	4	3	3	3.33
Near-Fatal Crash	9	14	4	9
Total	13	17	7	12.33

As shown above, an average of 12 fatal and near-fatal traffic crashes occurred each year from 2021 to 2023. The table below outlines the workload hours needed to investigate fatal and critical injury traffic crashes in 2023:

Fatal and Near-Fatal Traffic Collision Workload

Fatal and Critical Injury Crashes		12
<i>Multiplied by average caseload hours</i>	x	79
Total caseload hours	=	948

In 2023, the total number of caseload hours was 948. The standard number of hours in an employee's work year is 2,080. After considering vacation, sick leave, and other absences, a more appropriate figure is 1,720 hours. Based on this 1,720-hour figure, one full-time investigator is needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total Caseload Hours		948
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Number of Investigators Needed	=	.55

Although the current workload requires one part-time employee, the nature of the position and the necessary training indicate that one full-time position would be more suitable. This role could also manage follow-up investigations for hit-and-run traffic incidents.

11. Parking Control Officers

Parking Control Officers enforce parking regulations and assist citizens by providing directions and addressing parking complaints.

Parking Control Officers Workload Analysis

The table below presents the total number of service calls handled by Parking Control Officers by hour and day of the week in 2023:

Parking Control: Incidents by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	0	0	0	0	0	0
1 AM	0	0	0	0	0	0	0	0
2 AM	0	0	0	0	0	0	0	0
3 AM	0	0	0	1	0	0	0	1
4 AM	0	0	0	0	1	0	0	1
5 AM	0	2	1	5	2	0	0	10
6 AM	0	5	8	8	3	2	1	27
7 AM	0	10	14	12	13	8	3	60
8 AM	1	23	17	30	19	23	11	124
9 AM	0	36	31	37	32	22	11	169
10 AM	0	30	41	39	43	19	19	191
11 AM	1	25	30	24	31	21	7	139
12 PM	1	15	19	23	15	21	10	104
1 PM	0	37	28	31	28	27	7	158
2 PM	1	21	23	24	25	23	11	128
3 PM	0	7	7	11	10	18	11	64
4 PM	4	3	0	2	0	10	4	23
5 PM	2	0	1	0	0	0	0	3
6 PM	0	0	0	1	1	2	1	5
7 PM	1	0	0	0	0	0	0	1
8 PM	0	1	0	1	0	0	0	2
9 PM	0	0	0	0	0	0	0	0
10 PM	0	0	0	0	0	0	0	0
11 PM	0	0	0	0	0	1	0	1
Total	11	215	220	249	223	197	96	1,211

Parking Control Officers handled 1,211 calls for service generated by both the community and self-initiated activities. The majority of incidents occurred between 7 a.m. and 3 p.m. Monday through Saturday.

The table below shows the ten most common incident categories handled by Parking Control Officers in 2023:

Parking Control: Most Common Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
TRAFFIC COMPL	361	37.7						
OUT SELF INIT	215	48.2						
ACCIDENT W INJ	88	52.5						
VEH BLK DRVWY	85	36.2						
TICKET SIGNOFF	82	21.9						
ABANDONED VEH	81	36.7						
FOLLOW UP	39	44.3						
STOLEN VEHICLE	29	78.7						
TRAFFIC STOP	22	69.5						
THEFT	18	43.2						
Other Types	191	50.9						
Total	1,211	43.3						

In 2023, Parking Control Officers responded to 1,211 calls for service and self-initiated activities, all of which were recorded in the Computer-Aided Dispatch (CAD) system. Traffic complaints are the most common type of incident, with the highest frequency occurring between 7 a.m. and 4 p.m.

Duties related to parking enforcement are typically not viewed as criminal. While these responsibilities hold significance, they are better suited outside of police departments. Many cities throughout the United States have formed parking enforcement units within other city departments instead of the police. Building trust with communities is essential for effective policing. Police departments should concentrate on enhancing community

interactions, improving communication, and fostering shared responsibilities to tackle crime and disorder. Transferring non-criminal enforcement duties to other city departments will help diversify workforce skills, boost efficiency, promote better community relations, and support police legitimacy.

12. Traffic Unit Supervisory Span of Control

The span of control ratios between officers and supervisors significantly impact the performance of first-line supervisors and their ability to execute their duties effectively. Factors such as job functions, available technology, and the skills of both supervisors and staff can affect this ratio. In proactive units like the Traffic Unit, it is recommended that a supervisory span of control ratio should not exceed seven employees per Sergeant. The table below illustrates the current supervisory span of control in the Traffic Unit (based on authorized staffing). It also shows the span of control with the proposed addition of four Officers and one Traffic Crash Investigator in the unit (if Parking Control Officers are not reassigned to another city department):

Supervisory Span of Control

	Ratio
Sergeant	5:1
Sergeant (with staffing increase)	10:1

As illustrated above, the supervisory span of control remains within the recommended ratio of seven employees to one Sergeant at authorized staffing levels. However, due to an increase of five positions, this span exceeds the recommended ratio. A non-sworn Parking Control Supervisor should be added to assume first-line supervisory responsibilities for the Traffic Unit Sergeant.

Recommendations:

Increase the Traffic Unit staffing by 4 Officers and 1 Traffic Crash Investigator, for a total of 1 Sergeant, 6 Officers, and 1 Traffic Crash Investigator. 2 new Officers should be assigned full-time DUI enforcement duties.

Explore transferring Parking Control Officer management and responsibilities to another city department.

Increase the Traffic Unit by 1 non-sworn Parking Control Supervisor position to assume first-line supervisory responsibilities of Parking Control Officers.

13. Organizational Realignment

The Community Services Division includes Community Services, Community Engagement Programs, the Police Activities League, and the Traffic Unit. The uniformed roles within Community Services and the Traffic Unit address various aspects of police operations and provide direct support to field operations. To ensure continuity, these roles should be organizationally shifted to the Field Operations Division.

Community Engagement Programs and the Police Activities League are fully staffed by non-sworn personnel. Both functions also have non-sworn first-line supervisors. Managing these units and functions does not require a sworn police officer. It is suggested that the Community Services Division's captain position be replaced with a new non-sworn management position with the same authority and responsibilities as the Captain.

Recommendations:

Transfer Community Services uniformed positions and Traffic Unit personnel from the Community Services Division to the Field Operations Division.

Replace the existing Community Services Division Captain role with a new non-sworn management position that holds the same authority and responsibilities as a Captain.

3. Field Operations Division

1. Patrol Workload Analysis

The following sections provide an analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of the calendar year 2023.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions must be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2023.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.

Unit codes W17, W27, and W37, which represent Traffic Unit officers, were excluded. Likewise, unit codes corresponding to Sheriff's Office deputies, sergeants, SROs, PSS units, etc., are not included.

- The source or origin of the call must have been community-generated unless the incident type corresponded to a community member flagging down an officer or other similar interaction.
 - The project team received no data fields for call origin/source were included in the CAD/RMS data received by the project team. However, the data was split into two files – one for community-generated and the other for field-initiated activities.
 - This division functions as a source column; however, additional measures were taken to stratify certain incident types.
- The incident type of the event must have sufficiently corresponded to a community-generated event. Incident types that are identified with a high level of certainty as being self-initiated (e.g., traffic stops) or administrative in nature (e.g., meal breaks) are not counted as community-generated calls for service.

- Incidents listed as ‘community-generated’ with incident types that correspond to self-initiated activity with a high degree of certainty were counted as if the events were listed as having a self-initiated source. This includes traffic stops, area checks, and foot patrols, among other miscellaneous categories.
- Likewise, an event listed as ‘self-initiated’ with the incident type “CITIZEN HAIL” was automatically counted as if it had a community-generated source.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or a lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by WPD patrol units.

(2) Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

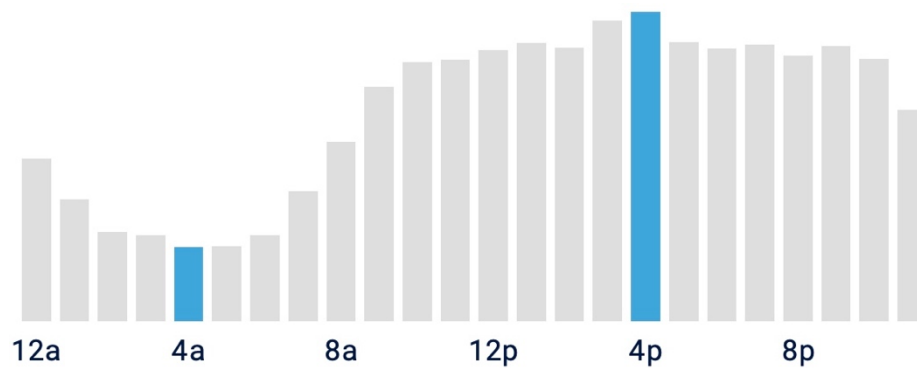
Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	189	98	89	95	72	109	139	791
1 AM	128	80	67	72	69	79	99	594
2 AM	87	61	55	50	54	62	67	436
3 AM	75	67	48	47	58	51	74	420
4 AM	57	56	46	42	52	47	60	360
5 AM	53	49	47	58	66	50	42	365
6 AM	64	55	67	59	65	66	42	418
7 AM	58	121	95	98	103	86	71	632
8 AM	92	133	137	140	138	134	97	871
9 AM	137	183	178	156	180	169	135	1,138
10 AM	147	204	173	171	203	216	143	1,257
11 AM	147	187	192	180	188	208	166	1,268
12 PM	143	185	180	195	217	208	188	1,316
1 PM	175	211	190	193	188	223	171	1,351
2 PM	150	198	206	193	187	219	172	1,325
3 PM	155	224	234	205	208	244	190	1,460
4 PM	177	242	232	219	226	220	186	1,502
5 PM	169	198	216	192	203	187	187	1,352
6 PM	173	180	191	199	201	194	186	1,324
7 PM	207	215	168	187	175	200	189	1,341
8 PM	184	176	174	163	153	210	230	1,290
9 PM	187	172	181	183	178	196	236	1,333
10 PM	177	144	142	160	157	176	317	1,273
11 PM	154	105	130	122	140	155	219	1,025
Total	3,285	3,544	3,438	3,379	3,481	3,709	3,606	24,442

In total, WPD patrol officers responded to 24,442 calls for service in 2023. Activity is highly concentrated around the late morning through the late evening, dropping off sharply on all days except for Saturday night.

This is highly visible when viewed on an hourly basis:

Call for Service Activity by Hour



The significant gap between the highest and lowest-activity hours (highlighted in blue) presents key implications for deployment needs during these times.

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

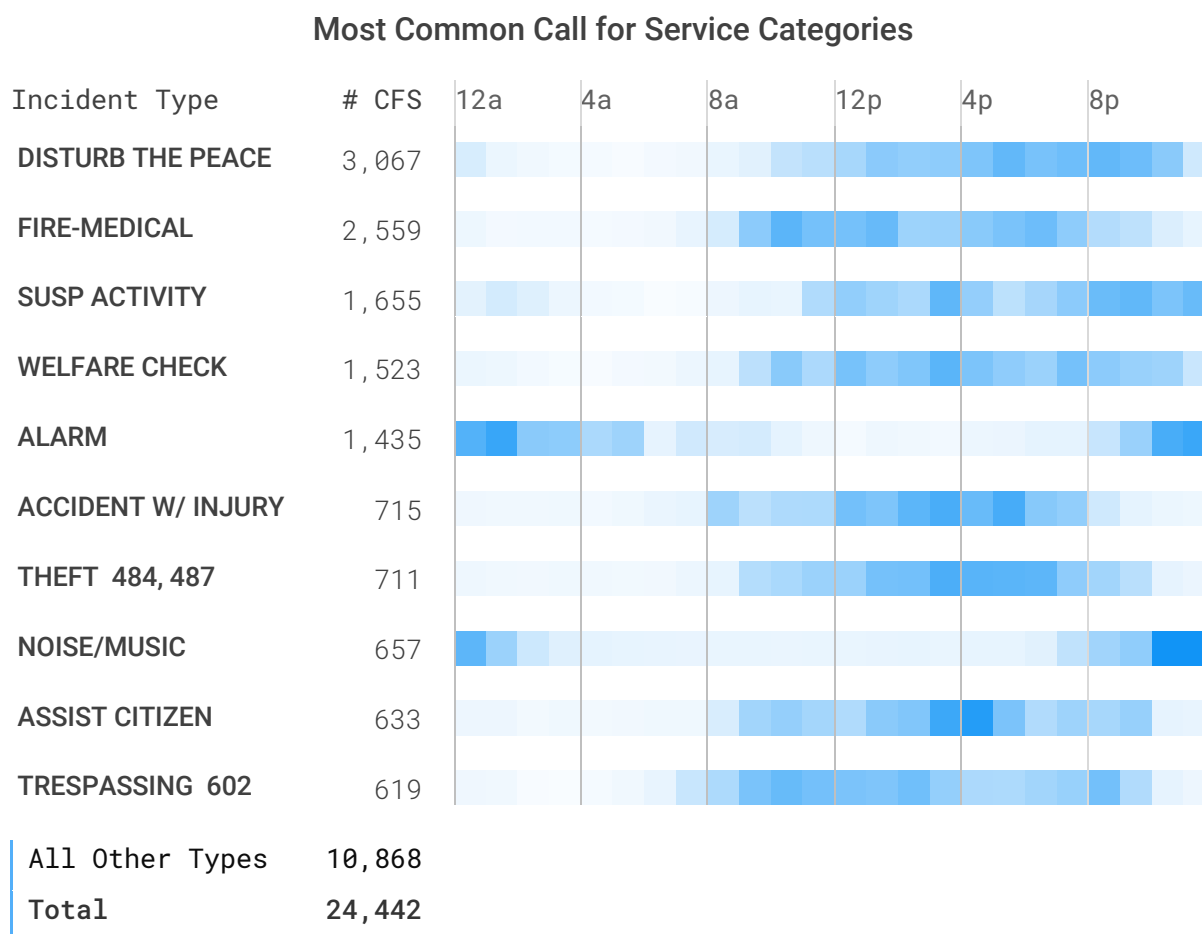
Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	2,136	
Feb	1,839	-1.2%
Mar	2,065	
Apr	1,950	
May	2,121	-1.1%
Jun	1,975	
Jul	2,026	
Aug	2,296	+4.7%
Sep	2,075	
Oct	2,076	
Nov	1,982	-2.5%
Dec	1,901	
Total	24,442	

Seasonal variation is relatively light, with a less than 5% increased average number of calls during the summer. Winter, by contrast, only drops as low as -1.2% to -2.5% below the average.

(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)¹ for each:



Disturbances have a relatively moderate lead over many of the most common incident types, representing around 13% of all calls handled by the department.

Other than alarms and noise complaints, which occur predominantly at night, the frequency patterns for the most common call types match that of call activity overall, peaking from around the early afternoon to the late afternoon.

¹ Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Watsonville Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

- i. The number of community-generated workload hours handled by patrol.
- ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:



- Optimal proactivity levels are a generalized target; a single percentage should be applied to every agency. The actual needs of an individual department vary based on several factors, including:
 - Other resources the department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
 - Community expectations and ability to support a certain level of service.
 - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, the Watsonville Police Department **% should generally target an overall proactivity level of at least 45% as an effective benchmark of patrol coverage**. Any community engagement, proactive policing, and downtime in between calls would take place within the target range of proactive time. Should proactive time be less than those levels, however, it would come at the expense of each of these activities.

(2) Patrol Unit Staffing and Net Availability

The Watsonville Police Department follows a 10-hour shift configuration that assigns personnel to one of three shifts, each divided into two sides of the week on a fixed basis.

The following table outlines this schedule, showing the number of positions assigned to each shift team (including those on long-term and injury leave but excluding vacancies).

Workdays are shown with darker-shaded cells , while off days are shown as lighter-shaded cells .

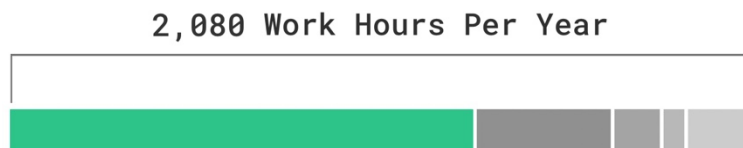
Patrol Shift Configuration (Current Field Staffing Levels)²

Shift	Start	End	S	M	T	W	Th	F	Sa	Sgt.	Cpl.	Ofc.
Day (Gold)	0600	1600								1	1	3
Day (Blue)	0600	1600								1	1	4
Swing (Gold)	1500	0100								1	0	5
Swing (Blue)	1500	0100								1	1	5
Graveyard (Gold)	2000	0600								1	1	3
Graveyard (Blue)	2000	0600								1	1	3

Patrol is also led by 1 captain, who is not assigned to a particular shift.

Although the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that each officer or corporal is scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from WPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

² Figures displayed in the table also include those in injury and long-term leave but exclude permanent vacancies in which the position slot is actually open.

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

*Base number: **2,080 scheduled work hours per year***

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*Calculated from WPD data: **264 hours of leave per year***

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

*Estimated: **20 hours of on-duty court time per year***

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. An average was developed from personnel assigned as patrol officers.

*Estimated: **120 hours of on-duty training time per year***

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts that are worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: 272 hours of administrative time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:

1,404 net available hours per officer

These figures are provided for patrol officers. For corporals, it must also be factored in that in the absence of a sergeant, they function as first-line supervisors, and thus are not available to handle workload in the role that a patrol officer serves. As a result, corporal net availability must deduct the hours in which they would be expected to serve as supervisors. This is calculated at the rate of net available hours (plus administrative time) as a percentage of available work hours (1,404 net available hours plus 272 hours, divided by 2,080 hours). Thus, at a corporal net availability rate that is around 80% that of patrol officers, each corporal FTE would contribute 1,127 net available hours per year.

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

		Officer	Corporal
Base Annual Work Hours		2,080	2,080
Total Leave Hours	-	264	263
On-Duty Training Hours	-	120	120
On-Duty Court Time Hours	-	20	20
Administrative Hours	-	272	272
% of Time Not Serving as Supervisor	-	100%	80%
<hr/>			
Net Available Hours Per Officer	=	1,404	1,123
<i>Number of Officer Positions</i>	<i>×</i>	<i>23</i>	<i>5</i>
Total Net Available Hours	=	32,286	5,636

Please note that all figures included in the table are calculated with decimals, and if the figures shown in the table are added or multiplied as they appear (i.e., in rounded form), the result may not match exactly.

Overall, the 23 officer positions (not including 2 K9s) and 5 corporals combine for a total of 37,922 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as several other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

*Calculated from WPD data: **24,442 community-generated calls for service***

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes.

The CAD data received by the project team only included time stamps for when each incident was created in the CAD/RMS system and when the incident was closed – no time stamps were available for unit dispatch time. As a result, handling time could not be calculated.

If handling time were calculated as the difference between call close and call creation, WPD CAD data showed an average of 39.7 minutes per call for service. However, this duration includes the time from call creation to unit dispatch. Since units are not actually assigned to the call during this time, it cannot be calculated as patrol workload.

In the experience of the project team, the amount of time from call creation to dispatch can vary greatly from agency to agency and can be as high as 40-60% of total incident duration. Still, given that the typical range for handling time is between 30 and 42 minutes, removing an estimated 40-60% of the 39.7 minutes would be too severe of a correction. As a result, a more conservative reduction is used, and it is assumed that 34 minutes is spent per unit in respond to community-generated calls for service.

*Estimated: **34.0 minutes of handling time per call for service***

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

*Calculated from WPD data: **0.80 backup units per call for service***

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

When CAD data lists unique time stamps for each unit on a call (rather than only for the first unit or overall for the call), the handling time calculated individually. In this case, the CAD data only displayed time stamps for the incident in general, and only for the timestamps for call creation and call closing, as discussed previously.

As a result, handling time for backup units in this case is estimated at estimated at 75% of the primary unit handling time factor.

*Estimated: **25.5 minutes of handling time per backup unit***

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from WPD data that identifies 4,954 incident reports, which equates to 0.20 reports per call for service.

*Estimated/calculated from WPD data: **0.20 reports written per call for service***

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

*Estimated: **45 minutes per report***

.....

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 25,850 total hours in 2023.

*Calculated from previously listed factors: **63.5 total minutes of workload per call for service***

Each of the factors summarized in this section contributes to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

Total Calls for Service	24,442	54%
Avg. Primary Unit Handling Time	34.0 min.	
Backup Units Per CFS	0.80	32%
Avg. Backup Unit Handling Time	25.5 min.	
Reports Written Per CFS	0.20	14%
Time Per Report	45.0 min.	
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Avg. Workload Per Call	63.5 min.	
Total Workload	25,850 hrs.	

Overall, each call represents an average workload of 63.5 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, and any reports or other assignments completed in relation to the incident.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

Total Patrol Net Available Hours		37,922
Total Patrol Workload Hours	–	25,850
Resulting # of Uncommitted Hours	=	12,072
<hr/>		
Divided by Total Net Available Hours	÷	33,895
Overall Proactive Time Level	=	31.8%

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	40%	49%	56%	57%	76%	53%	45%	56%
6am–10am	37%	12%	13%	65%	32%	38%	49%	40%
10am–2pm	-12%	-39%	-30%	41%	-13%	-18%	3%	-3%
2pm–6pm	9%	-16%	-21%	49%	7%	1%	9%	18%
6pm–10pm	9%	10%	11%	57%	23%	12%	10%	28%
10pm–2am	23%	52%	51%	62%	62%	43%	15%	50%
Overall	21%	18%	19%	58%	40%	23%	21%	32%

Proactive time is below the targeted level of 45% overall, and on an hourly basis, it is significantly lower than that for many hours of the day. During the late morning to early afternoon hours on all weekdays except for Wednesday, proactive time decreases to extraordinarily low levels, reaching double-digit negatives.

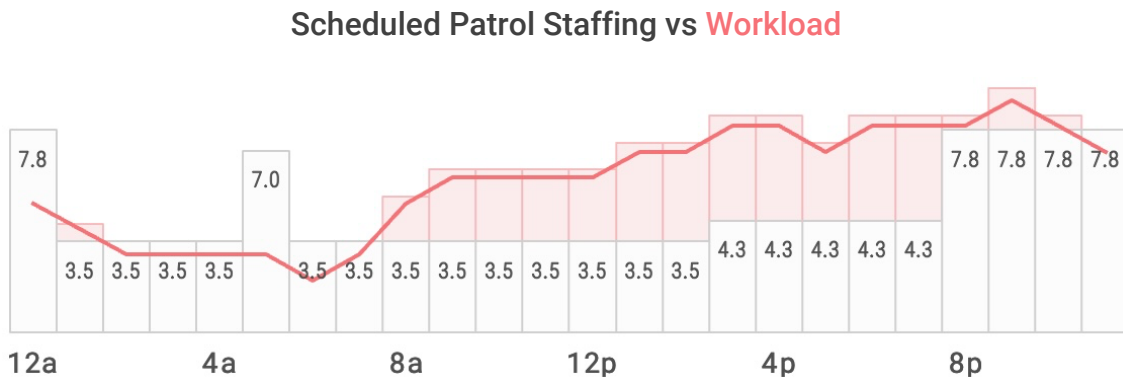
While the overall issue of inadequate filled staffing levels remains, two largely controllable factors are driving the severity of the problem on an hourly basis:

1. Shared Overlap Day: The significant disparity between Wednesday and other days of the week points to an inefficient aspect of the current shift configuration, which creates an overlap day (Wednesday) in which all personnel are scheduled to work. While this may make it easier to schedule training, the adverse effects this has on service levels – particularly for agencies that are already short-staffed – are far more impactful. With finite resources, any hours or days in which above-average staff are deployed consequently result in the other hours/days having *below-average* staff deployed.

2. Shift Overlaps: WPD uses a 10-hour shift schedule. Because three 10-hour shifts do not divide evenly into a 24-hour day, this results in six hours of overlap between shifts. Some departments spread these overlap hours across each shift transition, while others strategically align the overlap hours to occur during the highest-workload hours in order to deploy extra capacity during those times. Under the current schedule, five of six of the

overlap hours are from 8:00 PM to 1:00 AM, which are far from being the highest-workload hours. As a result, the 'extra' capacity is not deployed during times when it is needed most to retain adequate service levels.

Consider the following chart, which shows the number of officers scheduled to work each hour (shown as gray columns) with patrol workload levels (shown as red lines). Thus, the red bars between the two represent the degree to which there is a deficiency in staffing at each hour:



While redeployment does not solve the overall issue of staffing level adequacy, it can mitigate the severity of issues. Addressing the two principal causes can achieve significant effects:

1. Staggered Workdays: Instead of creating a single shared overlap workday for all officers, individual work schedules for officers can be staggered. For instance, one officer would work Wed-Sat, while the next works Thu-Sun, and so forth. While this does prevent officers from working with the same sergeant every workday, in a situation where the deficiencies are as severe as they are currently, the cost is far outweighed by the benefit from improved service levels.

2. Overlaps During Strategic Times: Rather than establish a five-hour overlap period late at night, the overlap should be centered during higher-activity hours. To accomplish this, the Swing shift start time can be pushed earlier in the day, while Day and Graveyard shifts can be moved slightly later, as follows:

Recommended Change in Shift Work Hours

	Current	Alternative
Day Shift	0600 - 1500	0700 - 1700
Swing Shift	1500 - 0100	1300 - 2300
Graveyard Shift	2000 - 0600	2200 - 0800

These changes would center the periods in which two shifts are active on higher workload periods, creating a match between capacity and demand that, in turn, improves the service levels provided to the public.

Recommendation:

Through negotiation with the Police Officers' Association, alter shift start hours in Patrol to address severe deficiencies in staffing at certain times of the day.

(5) Patrol Staffing Levels Required to Meet Service Level Objectives

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

Given these considerations, **an additional 5% *authorized* (budgeted) positions should be added on top of the actual number of currently filled (actual) positions to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed without turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

Calculation of Patrol Unit Staffing Needs

Total Workload Hours		25,850
Proactive Time Target		45%
Staffed Hours Needed	=	47,000
.....		
Deduct Corporal NA Hours	-	6,763
Resulting Staffed Hours Needed	=	40,237
Net Available Hours Per Officer	÷	1,404
Turnover Factor	+	5%
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Patrol Corporal FTEs Needed	=	6
Patrol Officer FTEs Needed	=	31

Note: There are currently six corporals authorized in patrol, of which one is currently vacant. For calculating authorized staffing needs, the number of *authorized* corporal positions is used, rather than the number currently filled.

Based on workload, availability, and proactive time targets – and after accounting for the impact of turnover on staffing needs, WPD should allocate at least 6 corporals and 31 officer positions to regular patrol roles (not including the 2 K9s). Currently, there are only 23 officer positions filled (including 2 on long-term leave) and 5 of 6 corporal positions filled.

As a result, authorized staffing is one below the number needed to meet target service levels. However, the 7 current vacancies below authorized staffing are mostly at fault for current service level deficiencies.

It is also important to note that the effect of cumulative vacancies cannot be solved by authorized staffing alone. The turnover factor is designed to provide a balance against the rate of attrition, assuming new recruits can complete the academy and FTO program each year. If unfilled positions are lost at a rate greater than they are replaced over a several-year timespan, then adding more authorized positions is unlikely to solve that problem. The current scenario reflects this issue.

Recommendation:

Add 1 authorized officer position to patrol, for a total of 31 authorized officer positions in that role.

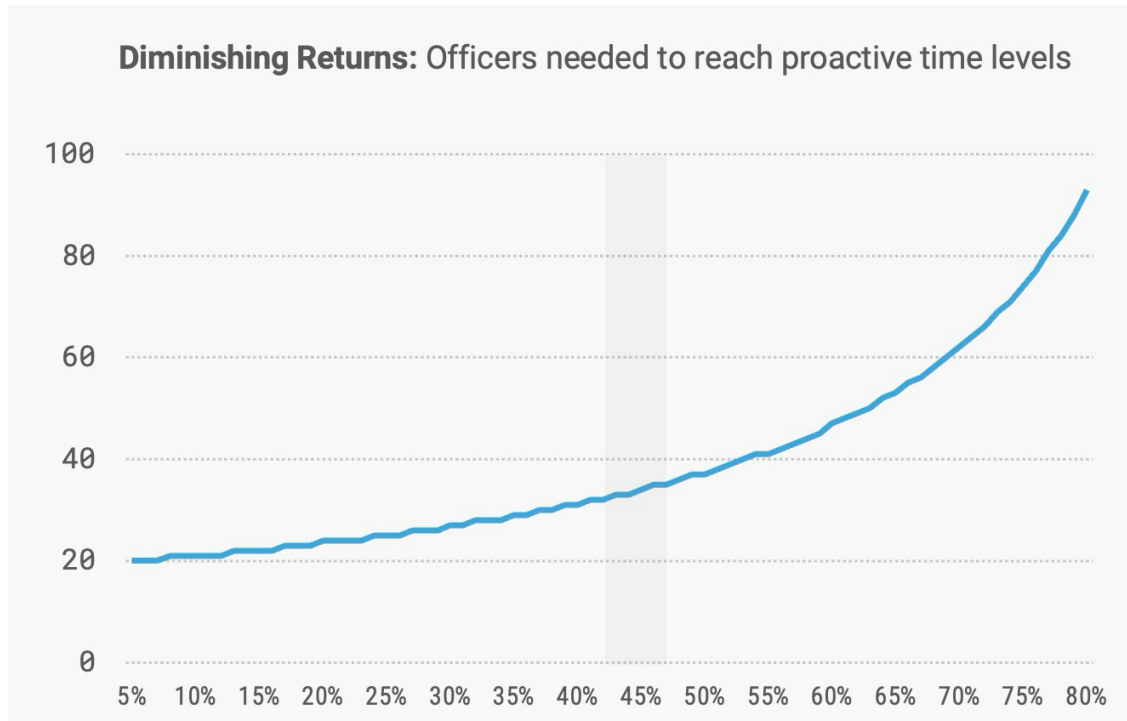
(6) Additional Conclusions Regarding Patrol Proactivity and Resource Needs

The overall patrol proactivity level should function as a barometer of potential resource capacity to handle workloads and be proactive, and different levels have varying implications for the effectiveness of an agency in being proactive at addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

- As proactive time reaches severely low levels (**20% and below**), calls are frequently queueing, and response times are measurably becoming much higher, particularly for lower priority calls for service. **At these levels, proactive time is more a measure of how diminished the service level becomes**, rather than one of the qualities of proactive efforts.
- In agencies that are severely understaffed in patrol functions and consequently have very little proactive time (**under 35% overall**), calls will frequently be held in queues as resources cannot handle the incoming workload. Proactivity also falls behind, as officers in such agencies would have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can have a limiting factor on self-initiated generation, as officers avoid being tied up on a proactive activity such as a traffic stop in case priority calls for service occur.
- As proactivity increases (**around 35-45% overall**), the generation of self-initiated activity rapidly increases, as officers can deal with already-identified opportunities to proactively address issues in the community, some of which are prioritized and project-oriented engagements.
- Beyond those levels (**at least 45-50% overall**), depending on scheduling and deployment efficiency, the time available for proactive policing increases further, and opportunities to engage in self-initiated activity expand. However, the number of priority needs for self-initiated activity (e.g., addressing narcotics activity) also decreases. Despite this, no limitations exist on the time that can be spent on activities such as saturation/directed patrols and community engagement activities.

The findings from this analysis are particularly notable given that as the proactivity level increases, the number of officers needed to raise it further grows exponentially. Whereas at low proactivity levels, adding several more officers would have a significant effect on overall proactivity, doing so at high proactivity levels (>60%) would have very little effect.

The following chart provides a visualization of this issue, showing the diminishing returns of adding additional officers on patrol proactivity and service levels:



Importantly, Watsonville is still at a point where adding staff – or at the very least, filling positions – yields noticeable gains in proactive time, as well as the productive usage of additional proactive time.

3. Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine how utilized uncommitted time is for proactive policing.

(1) Self-Initiated Activity by Hour and Weekday

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

Self-Initiated Activity by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	30	39	62	36	43	32	35	277
1 AM	32	33	31	37	33	39	28	233
2 AM	15	28	28	37	33	23	27	191
3 AM	15	20	26	40	12	17	19	149
4 AM	7	11	30	19	21	15	9	112
5 AM	6	5	4	10	7	3	8	43
6 AM	6	10	10	7	4	8	4	49
7 AM	12	27	38	27	28	20	11	163
8 AM	25	48	37	57	57	31	26	281
9 AM	29	75	54	74	58	42	40	372
10 AM	34	73	73	64	75	47	44	410
11 AM	39	59	65	66	73	38	42	382
12 PM	40	50	54	43	49	44	40	320
1 PM	31	57	55	52	54	41	37	327
2 PM	34	60	48	48	44	47	32	313
3 PM	28	52	60	62	44	44	36	326
4 PM	81	105	87	96	85	90	68	612
5 PM	85	105	89	74	75	90	64	582
6 PM	64	81	79	78	68	76	51	497
7 PM	67	58	80	55	55	57	39	411
8 PM	70	70	83	93	45	72	64	497
9 PM	90	120	114	107	91	136	87	745
10 PM	114	118	78	89	99	113	77	688
11 PM	89	74	61	56	52	84	43	459
Total	1,043	1,378	1,346	1,327	1,205	1,209	931	8,439

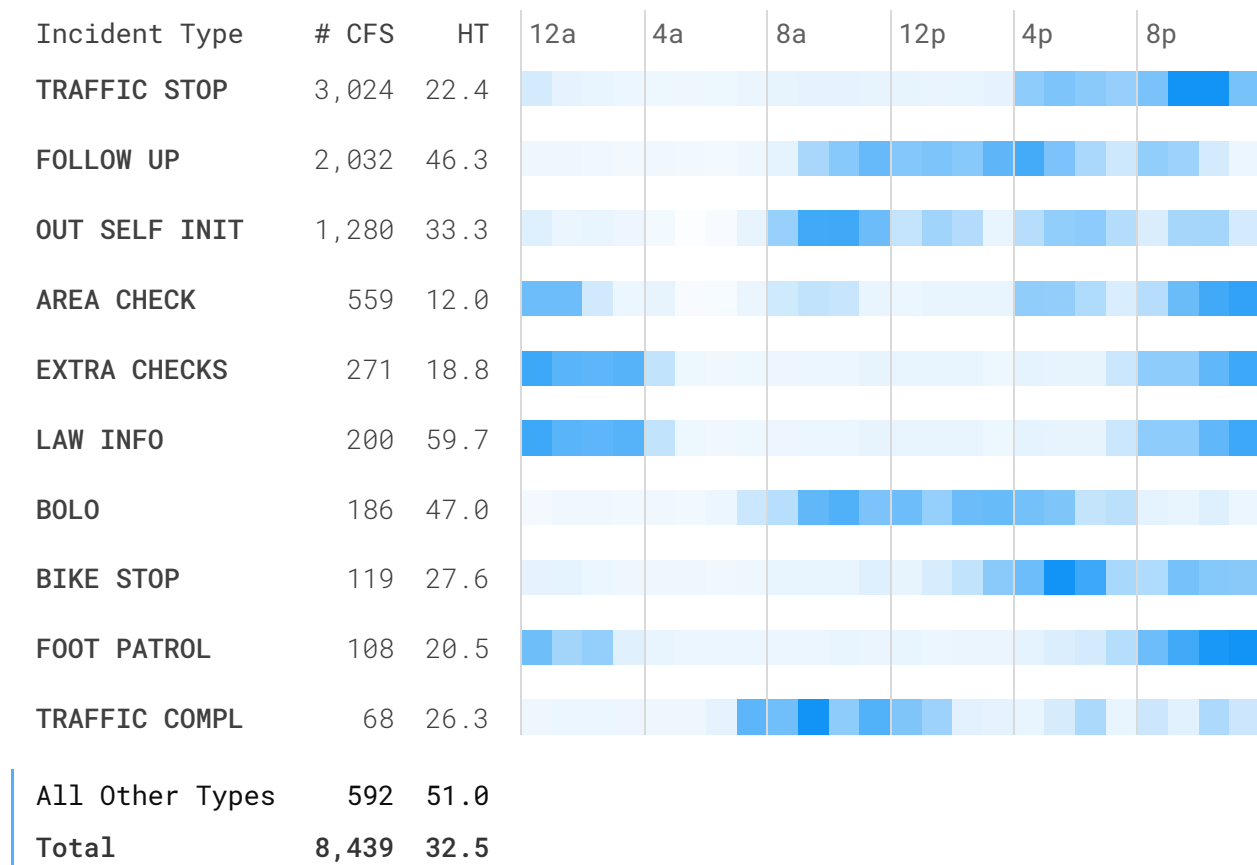
Self-initiated activity is concentrated at the highest levels in the late afternoon and late evening, beginning with a sharp uptick at 4:00 PM – an hour after the Swing shift arrives on duty.

Overall, about 1 self-initiated incident is generated for every 3 community-generated calls for service. This is a relatively low rate and speaks to a lack of proactive time available to conduct self-initiated activity.

(2) Self-Initiated Activity by Category

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

Most Common Categories of Self-Initiated Activity

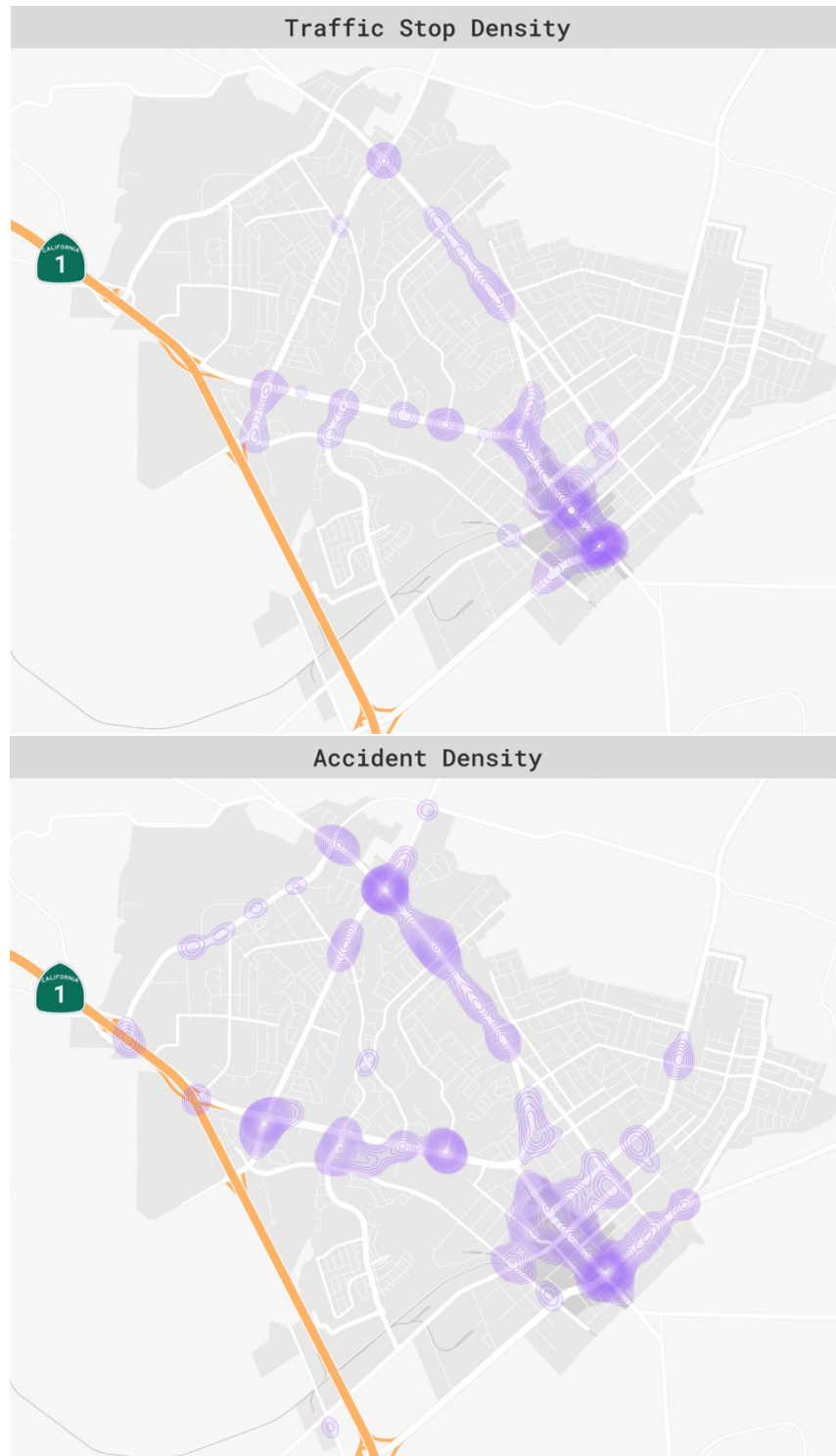


Interestingly, the time periods for when the most common categories of self-initiated activity are predominantly conducted are relatively defined. Area checks, extra checks, law info, and foot patrols are conducted almost exclusively at night when activity is quieter. Traffic stops, unusually, are also heavily concentrated in the late afternoon and evening hours. This coincides exactly with the Swing shift arriving on duty.

Furthermore, the heightened proactive time during the nighttime also reflects the overlap between Swing and Graveyard shifts from 8:00 PM to 1:00 AM.

(3) Traffic Enforcement Efficiency

Patrol officers play a significant role in traffic enforcement, conducting around 93% of all traffic stops. The following pair of maps highlights the concentrated areas of traffic stops versus where traffic accidents occur:



The activity lines up incredibly well. Areas where there are more accidents are also targeted far more heavily for traffic enforcement, which is emblematic of a data-centric approach to reducing traffic fatalities. This is a best practice, and WPD should continue to take such an approach in utilizing its proactive time.

4. Feasibility of Implementing Alternative Response Strategies

The following sections examine opportunities to divert calls for service from sworn patrol response to other means, enabling service levels to be improved with limited resources, while also providing the potential for quicker responses to lower priority calls for service.

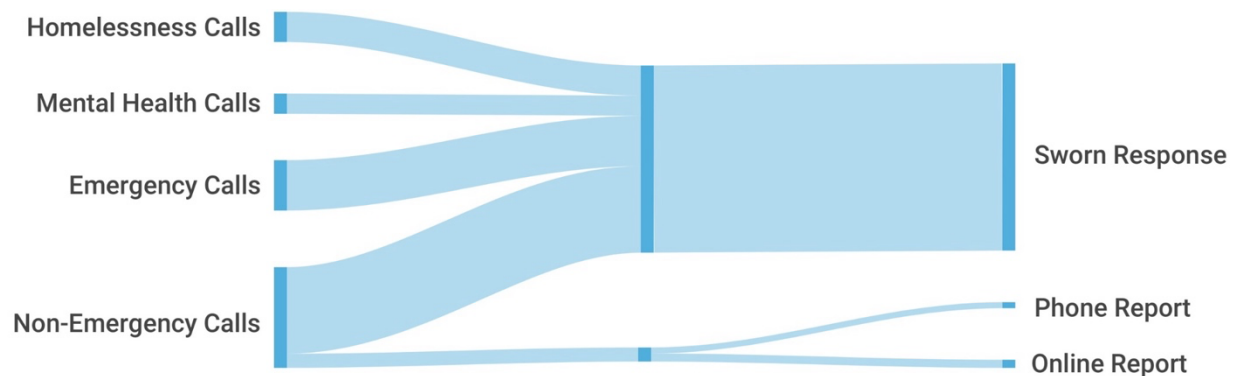
(1) Overview of the Call Diversion Framework

In recent years, more and more has been asked of officers. Police have been called to function as social services in responding to issues of homelessness and mental health issues, and serve numerous other roles beyond what was expected in the past. At the same time, service level expectations have not diminished. Perhaps more than ever, police have been asked to respond to incidents that do not necessarily require a sworn response.

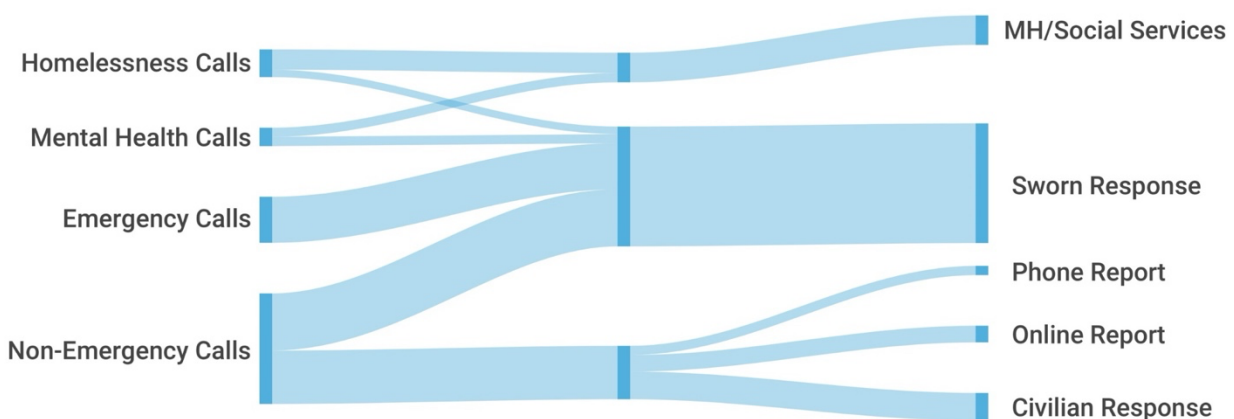
Although this analysis focuses on expanding the role of police service specialist (PSS) positions to handle low priority calls for service, it is critical to stress that this is part of a greater picture of call diversion. Reducing police workload involves using not only civilian field responders but also emphasizing and expanding phone and online reporting, as well as specialized teams to handle calls revolving around homelessness and mental health issues.

The following pair of diagrams provide an illustrative model for how call diversion can reduce the involvement of police in handling certain types of workloads, handling those calls through other means instead:

Before Implementing Call Diversion Approaches



After Implementing Call Diversion Approaches



Reducing patrol workload through an array of different approaches can free patrol officers' time to focus on the types of activities that most benefit from their skill sets, such as proactive policing, responding to emergency calls for service, and engaging with the community.

(2) Building a Call Diversion Program Based on the Experience of Other Agencies

Before the scope of an expanded call diversion program can be determined, it is critical to first examine the experience of other agencies. To inform the call diversion analysis, the project team used comparative data from other agencies that deploy civilian call responders to handle calls for service in the field. In each of these agencies, CAD data has been analyzed using the same methodology to provide for a more level analysis. While agencies can have vastly different approaches to categorizing calls, many of the

types of calls relevant to this analysis are similarly defined between agencies, with differences mainly relating to severity if the call category has subtypes (e.g., minor and major injury accidents). To further provide for a level analysis, agencies were selected from the same state, given that call categories may be closely tied to penal/criminal code numbering systems.

Nonetheless, some aggregation of call types is needed to group calls under the same broad categories. For instance, a CAD database may have a call type for “Missing Juvenile” but not “Runaway Juvenile”, while others have distinct call types for both.

The following table summarizes the results of this comparative analysis, showing the percentage of calls that were diverted to CSOs (equivalent to PSSs) in each agency by type of call:

% of Calls Handled by CSOs During Their On-Duty Hours

Type	Fremont	Rancho Cordova	Roseville	Mountain View	West Sacramento	Avg.	Max
Traffic Hazard	50%	11%		50%		37%	50%
Theft	25%	41%	39%	35%	53%	39%	53%
Accident (Non-Inj.)	20%	22%	14%	42%		25%	42%
Theft From Vehicle	65%	41%	56%	46%	66%	55%	66%
Auto Theft	66%	45%	42%	55%	62%	54%	66%
Recovered Stolen	65%	44%	35%	58%	21%	45%	65%
Lost/Found Property	70%	18%	47%	67%	50%	50%	70%
Graffiti	56%		80%		50%	62%	80%
Vandalism	15%	20%	37%	47%	49%	34%	49%
Runaway/Missing	50%	25%	40%	48%	37%	40%	50%
Burglary-Residential	60%	38%	39%	52%	50%	48%	60%
Burglary-Comm.	74%	60%	39%	60%	50%	57%	74%
Fraud		15%	33%	49%	63%	40%	63%
Parking Complaint	82%		27%	70%		60%	82%
Grand Theft		21%	31%	30%	59%	35%	59%
Accident (Min. Inj.)	16%	15%	12%	47%		23%	47%
Property Pickup		12%		93%		53%	93%
Diversion Rate	20%	11%	10%	29%	12%	16%	29%

This includes many calls involving the report of crimes, such as burglaries (past tense/'cold' only), fraud, and theft incidents; as well as a number of process-oriented workloads, such as events involving lost/found property or recovered stolen property.

The common traits among the selected call types principally include the following:

- Lack of on scene suspects/perpetrators; consequently, low risk involved.
- Lack of two conflicting parties (such as in a domestic incident).
- Arrests do not need to be made in responding to the call.

Given this analysis, there are prevailing practices and significant precedents for a wide range of calls to be handled by civilian responders as an alternative. This also aligns well with what WPD's police service specialists already handle, albeit a limited portion of the activity:

Police Service Specialists: Current Incident Types

Incident Type	# Incidents	Avg. HT
Missing Person	23	80.0
Theft	23	54.3
Ticket Sign Off	22	26.7
Abandoned Vehicle	20	29.5
Burglary	20	90.7
Stolen Vehicle	17	109.2
Vandalism	17	56.8
Traffic Complaint	16	46.4
Accident W/ Injury	16	64.6
Out Self-Initiated	14	33.0
All Other Types	123	57.5
Total	311	57.4

In examining how the program can be expanded, the maximum values for the percentage of diverted calls from the comparative research are most relevant, as it shows the upper potential for call diversion. Lower values could be caused by insufficient PSSs on duty and are not necessarily a result of their eligibility to handle the call.

(3) Analysis of Call Diversion Potential

Based on the comparative analysis of other agencies that deploy PSSs (often termed CSOs in other agencies) to respond to lower priority calls for service, the project team analyzed the feasibility of expanding the scope of WPD's call division capabilities.

WPD call types were mapped against the categories used in the comparative analysis, with percentages assigned that reflect rounded values from the upper potential (max) values of the comparative agencies. Translating the categories into the call type categorization WPD uses, the relevant calls are highly similar to those used in the comparative context. The following table categorizes them into broader groups, and lists their matching diversion percentage based on the comparative data:

Call Types Identified for Diversion

Type	Incident Type	# CFS	Avg. HT	% Divertible
Cold Reports	Theft 484, 487	692	53 .0	50%
	Vandalism 594	362	54 .9	50%
	Burglary 459	214	64 .5	60%
	10851 Stolen Vehicle	173	80 .4	65%
	Fraud 470, 476, 477	181	64 .4	60%
Miscellaneous	Missing Person	216	79 .6	60%
	Ticket Sign Off	114	22 .5	60%
Property	Found Property	91	56 .1	90%
	Lost Property	83	38 .9	70%
Traffic/Parking	Traffic Complaint	705	40 .3	50%
	Veh Blocking Driveway	240	42 .7	80%
	Accident W/ Injury	477	60 .6	40%
	Abandoned Vehicle	100	42 .4	90%

Often, agencies will also allow for many of these call types to be reported online, such as non-injury accidents, thefts, thefts from vehicles, and property damage. Allowing for a spectrum of different approaches – rather than relying on one method – can increase the effectiveness of diversion.

Nonetheless, as noted earlier, these percentages represent the maximum potential for diversion rather than what is likely to occur based on staffing, deployment, and other factors.

Using these percentages, WPD CAD data (covering the same period used for the patrol analysis) can be used to identify how this potential translates into workload being diverted from patrol officers. The following table presents the results of this analysis:

Estimated Potential for WPD Non-Emergency Call Diversion

Type	Incident Type	% Divertible	# Diverted	Workload Diverted ³
Cold Reports	Theft 484, 487	50%	346	366
	Vandalism 594	50%	181	191
	Burglary 459	60%	128	135
	10851 Stolen Vehicle	65%	112	118
	Fraud 470, 476, 477	60%	109	115
Miscellaneous	Missing Person	60%	130	137
	Ticket Sign Off	60%	68	72
Property	Found Property	90%	82	87
	Lost Property	70%	58	61
Traffic/Parking	Traffic Complaint	50%	353	373
	Veh Blocking Driveway	80%	192	203
	Accident W/ Injury	40%	191	202
	Abandoned Vehicle	90%	90	95
	Total	—	2,040	2,158

This analysis demonstrates that, based on the experience of other agencies, up to 2,040 calls for service could be diverted to civilian response. This represents approximately 8.3% of all calls handled by patrol.

The identified calls represent 2,158 workload hours based on each call type's average handling time. Reducing patrol officer workload at this level of magnitude would markedly increase their ability to be proactive and engage with the community, as well as work towards addressing service level inadequacies and inequities across all patrol areas. In isolation – without considering the effect of other recommendations, such as staffing level changes – **diverting 8.3% of all calls for service would increase patrol proactive time from 32% to 39%, significantly mitigating service level deficiencies.**

³ Total hours of workload diverted, including handling time and report writing time.

The following table outlines the staffing calculations for civilian call responders based on a two-shift configuration, assuming a utilization rate of 75%:

Civilian Call Responder Staffing Calculations

Workload Hours to Divert	2,158
% Utilization Rate	75%
Staffed Hours Needed	2,877
Net Available Hours/FTE	1,474
.....	
PSS FTEs Required	2

In total, an additional 2 PSS positions are needed to expand the practice of using civilians to handle low-priority calls for service in the field.

Recommendation:

Expand the role of Police Service Specialist positions in responding to low-priority calls for service that do not require an officer.

Increase staffing of Police Service Specialist positions by 2, for a total of 4 FTEs assigned to the Patrol Division.

4. Professional Standards Division

The Watsonville Police Department's Professional Standards Division (PSD) is comprised of sworn and non-sworn personnel responsible for a variety of support tasks. The Division is led by the Professional Standards Division Captain, who an Administrative Sergeant and an Administrative Analyst assist. PSD has several core functional areas where the Division focuses its operations, including:

- Internal Affairs
- Recruitment and Hiring
- Training Section (Range, Training Committee, Continuing Professional Training)
- Records Unit
- Property & Evidence Unit
- Facilities

The Administrative Sergeant assigned to the Professional Standards Division is responsible for supporting the PSD Captain with several tasks related to sworn recruiting and hiring, in-service training, internal affairs investigations, and facilities. The Sergeant currently assigned to PSD is also a Firearms Instructor and the Team Leader assigned to the Special Response Team, which requires approximately ten hours of monthly training. This does not include time for callouts, surveillance, and planning.

The Administrative Analyst is tasked with scheduling within the Intime software platform, permit processing, including traveling merchants, taxi drivers, security companies, and CCS, purchasing, and equipment management. Tasks also include scheduling training, booking training and hotels, processing training, monitoring training hours and required training.

1. Internal Affairs

Internal affairs investigations within the Watsonville Police Department are primarily conducted by the Captain of the Professional Standards Division. Certain sensitive or complex internal investigations may be handled by a third-party investigator. As time goes on, more investigations will be carried out by the Administrative Sergeant.

(1) Internal Affairs Workload

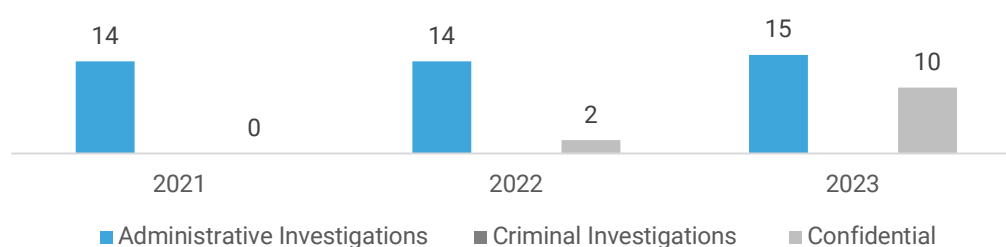
As previously outlined, the Professional Standards Division Captain and Administrative Sergeant are responsible for conducting internal affairs investigations. The following table outlines the investigations by type over the last three years.

Internal Affairs Caseload by Investigation Type

Investigation Type	2021	2022	2023	% Change
Administrative Investigations	14	14	15	7.1% ↑
Confidential	0	2	10	400% ↑
Total	14	16	25	56.3% ↑

In the table above, the number of administrative investigations has roughly held steady over the last three years. However, the number of confidential investigations, which are not classified as either administrative or criminal, has risen dramatically. From 2021 to 2023, the internal affairs investigative caseload rose by 78.6% - due to the increase in investigations classified as confidential. The chart below illustrates the same information visually.

Internal Affairs Investigations (2021 – 2023)



(2) Internal Affairs Workload Analysis

In reviewing internal affairs investigative units, average investigative case hours are used. It is important to understand that every case is different, and some cases are very complex and require significantly more hours to investigate and some cases are relatively simple and do not require more than a few hours to investigate and document. The average hours are used as a performance metric designed to establish approximate work hours for a typical internal affairs case.

Case Time Estimates for Administrative IA Investigations

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%

Common Tasks	Processes	Avg. Time	% of Cases
documentation relevant to the complaint			
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	4 hours	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	1 hour	100%
Write Interview Questions	N/A	1 hour	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	6 hours	100%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	4 hours	100%
Write Investigative Finding	Includes report writing.	16 hours	100%
Total	On average	49 hours	

This list is not all-inclusive and does not contain all steps that may be taken. Some cases may have several witnesses, for example.

(3) Calculation of Workload and Staffing Needs

Using the case time estimates provided above, we can calculate the total caseload hours based on the 2023 data. Investigations currently categorized are considered formal investigations. The table below outlines the associated work hours:

Internal Affairs Workload Metrics

	Number	Investigative Hours	Total Hours
Admin. Investigations	25	49	1,225

As outlined above, the total number of workload hours in 2023 is 1,225. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences, a figure of 1,720 hours is typically more appropriate. The table below outlines the staffing needs calculation.

Calculation of Investigator Staffing Needs

Total caseload hours		1,225
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Total Number of Investigators Needed	=	.71

The above staffing calculation indicates the need for a single FTE to investigate internal affairs. These responsibilities should be assigned to a sworn supervisor, specifically the PSD Administrative Sergeant, not the Professional Standards Division Captain. This allocation of investigative responsibilities allows the PSD Captain to maintain oversight of the entire Division. The other workload elements of the Administrative Sergeant will be analyzed below, with staffing recommendations summarized at the end.

Recommendation:

Re-assign the PSD Administrative Sergeant to internal affairs investigations on a full-time basis.

2. Recruitment and Hiring

The Personnel Section of the Watsonville Police Department works to recruit and retain high-quality public safety personnel. The PSD Administrative Sergeant leads the recruiting team within the Department and is primarily tasked with attending events that may attract individuals interested in sworn and professional staff positions. Department leaders have found that attending recruiting events has not been a successful means of recruiting new personnel. Attending recruiting-specific events is not minimal and is not an emphasis of the Department's hiring strategy.

A critical component of hiring in law enforcement agencies is conducting background investigations on candidates for sworn and professional staff positions. Currently, the Watsonville Police Department employs a third-party background investigation firm to carry out these investigations, with occasional support from the Administrative Sergeant. The PSD Captain and the Administrative Sergeant share the responsibilities of hiring and recruiting. The Administrative Sergeant completes these tasks for sworn candidates, while the PSD Captain does so for professional staff members.

No further data was provided regarding backgrounds and hiring to enable additional analysis.

3. Training

The workload of the Department's training function was determined based on the number of training hours delivered by Department instructors during the previous calendar year (2023). Calculating the training workload is essential for deciding the number of personnel that may be assigned to support the Department's training program. Currently, the Administrative Sergeant is responsible for coordinating and facilitating departmental training with substantial support from the Administrative Analyst. The Analyst assists with approximately 100 external trainings annually, which involve tasks such as planning, coordination, processing, and reimbursement. Additionally, the Administrative Analyst monitors compliance with CA POST required training (PSP and CPT). Training and instruction are primarily delivered by Department personnel who serve as instructors in a secondary capacity.

A law enforcement agency's training team is an especially important functional area for developing a comprehensive understanding of workload and performance. This workload includes various administrative duties associated with the department's training program management, training course curriculum development, training unit instructor hours, and other administrative tasks.

(1) Training Workload

The following table illustrates the total number of hours of instruction by the training team in 2023.

2023 In-Service Instructor Hour

2023 Instructor Hours

210

According to the Chapman Alliance report on instructor-led training, research in instructional design has consistently shown that developing one hour of instructor-led training requires approximately 22 to 25 hours of preparation. The in-house training staff at the Watsonville Police Department delivered 210 hours of training.

(2) Calculation of Workload and Staffing Needs

Training Workload Calculation

Total Course Hours		210
<i>Multiplied by development time per each hour</i>	x	22
Total workload hours	=	4,620
	÷	1,720
Required Training Person	=	2.7

The above calculation serves as a basis for understanding the need for dedicated personnel to support the Department's training program. However, assigning three employees to training on a full-time basis would not be efficient due to the tempo of the training schedule, as in-house training is not conducted at all times.

To efficiently allocate personnel to meet training needs, the project team recommends assigning one (1) FTE sworn officer as the Department's Training Officer. Law enforcement agencies with full-time training officer roles integrate curriculum development, instructor support, and other instruction-related tasks within a single position. This position primarily functions as a program manager, with instruction-related tasks as appropriate. Establishing a Training Officer position enables the training supervisor, in Watsonville's case, the Administrative Sergeant, to oversee the Department's training program with a broader perspective focused on the program's strategic goals. This structure maintains the Administrative Analyst's role in handling support-related training tasks, such as travel coordination and documentation.

Recommendation:

Create one (1) FTE Training Officer position within the Professional Standards Division.

4. Records Unit

The Records Unit is responsible for maintaining accurate law enforcement records and data. It currently consists of five non-sworn professional staff members, including a Records Supervisor and four Police Clerks. There are three classifications within the Police Clerk position: Police Clerk III, Police Clerk II, and Police Clerk I. Due to budget constraints, one Police Clerk position remains unfilled.

The Records Unit does not track its workload extensively. The table below represents the 2023 workload metrics obtained by the MCG project team.

Records Unit Workload Metrics

2023 Records Workload Metrics

Incident/Crime Reports Processed	4,501
Reports Scanned	3,804
Report Requests Fulfilled	1,062

(1) Records Supervisor Calculation of Workload and Staffing Needs

The Records Supervisor tracked the supervisory workload at the request of the MCG project team over a ten-day period. The table below outlines the tasks completed by the Records Supervisor and the time spent on each task.

Supervisory Workload Tracking

Task	Task Hours (Over a Two-Week Period)
General Administrative Tasks	10.5
Phone and Email Correspondence	8
Report Issue Resolution	1
Cash Management	.25
Records Personnel Evaluations	2.25
Reporting	1
IT-Related Tasks	5.75
Subpoena Response	2.5
DOJ Validation Assignments	1
Research	5.25
NIBRS Report Review	7.75
RMS Tasks	8.25
Vehicle Release Coordination	2.5
Total Task Hours	56

The Records Supervisor documented 56 hours of supervisory-specific work tasks over a ten-workday period. The remaining tasks completed by the Supervisor during this time were non-supervisory in nature. To further evaluate the supervisory workload, this workload was annualized, followed by the application of a net annual work hour calculation.

Calculation of Supervisor Staffing Needs

Total Workload Hours		1,456
<i>Divided by total net available hours for 1 Supervisor</i>	÷	1,720
Total Number of Supervisors Needed	=	.85

The calculation above indicates that the Records Supervisor position is sufficiently staffed, considering the workload associated with supervisory tasks.

(2) Records Clerks Calculation of Workload and Staffing Needs

The table below illustrates the workload related to the Department's Records function.

Police Clerk Workload by Activity

Activity	Number	Minutes Per Activity	Total Minutes	Conversion to Hours
Incident/Crime Reports Processed	4,501	10	45,010	750
Reports Scanned	3,804	10	38,040	634
Calls Handled	20,000	5	100,000	1,667
Report Requests Fulfilled	1,062	30	31,860	531
Towed Vehicle Hearings	24	15	360	6
Towed Vehicle Paperwork (No Hearing)	1,230	10	12,300	205
Reports Submitted to Prosecutor	1,896	20	37,920	632
Reports Submitted Juvenile Court	138	20	2,760	46
Total	25,155	-	230,750	4,471

As the table indicates, the approximate workload for the Records Unit is 4,471 hours. By using the average net annual work hour value of 1,720 hours for non-sworn personnel, an analysis of staffing needs can be conducted.

Police Clerk Staffing Calculation

Total Workload Hours		4,471
<i>Divided by total net available hours for 1 employee (1,720)</i>	÷	1,720
Number of Positions Needed	=	2.6

As the table indicates the number of staff needed to perform records-related tasks is 3 clerks and there are a total of 4 staff assigned, excluding the Supervisor. There are no reported backlogs. Given the lack of reported workload backlogs and the calculation of required personnel, the Records Unit is adequately staffed at this time and has sufficient capacity to adapt to task increases and workload fluctuations.

(3) Paperless Transition Best Practice

Police agencies have worked extensively to reduce the use of paper in law enforcement processes. While paper may sometimes be necessary over a digital record, the Records Unit should seek to reduce the use of paper in its operations where possible. Staff

interviews indicated multiple opportunities to reduce paper use in the Department's operations.

Recommendation:

Identify opportunities to transition paper forms and processes to digital forms, processes, and documents.

5. Evidence Unit

The Evidence Unit consists of four non-sworn professional staff members: one Evidence Supervisor, one full-time Evidence Technician II, one full-time Evidence Technician III, and one part-time Evidence Technician I.

(1) Workload

The table below displays a snapshot of the individual items managed by the Evidence Unit.

Current Evidence Unit Inventory

Current Property & Evidence Inventory	
Physical Evidence	54,596
Digital Evidence	31,991
Total	86,587

The table below shows the number of items received by the Evidence Unit in the previous calendar year.

2023 Purged or Released Items

	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
2023 Items Purged or Released	10,794	899.5	207.6	29.6

Property and evidence functions within law enforcement agencies frequently store large amounts of items for significant periods, which increases space demands.

2023 Items Stored

	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
2023 Items Stored	2,425	202.1	46.6	6.6

The above table further illustrates this trend. The Watsonville Evidence Unit frequently receives and retains items, yet it can only return or destroy a much smaller percentage of them.

(2) Calculation of Workload and Staffing Needs

Evidence Technicians are non-sworn, line-level professional staff responsible for maintaining evidence and property held in the custody of the Watsonville Police Department. Within the Technician role, there are three classifications: Technician I, Technician II, and Technician III. While there is significant overlap among all three categories, each has distinct responsibilities as well.

In 2023, the Evidence Unit stored approximately 10,794 items and purged or released 2,425 items. Based on the experience of the MCG project team, the average time to perform all intake-related tasks is 15 minutes per item. Intake involves proper packaging, bar tagging, entering the item into databases, and placing it in the correct storage area. Releasing or purging an item takes approximately 25 minutes, although items are often purged in batches. Purging an item requires several steps: the associated case must be checked for adjudication status, the item must be inventoried to ensure it can be released (i.e., it is not contraband), and the rightful owner must be identified and contacted. The chart below indicates the time involved in performing common Evidence Unit tasks.

Summary of Evidence Unit Workload Elements

2023 Activity	Number	Minutes Per Item	Total Minutes	Total Hours
Items Released or Purged	2,425	15	36,375	606.25
Items Stored	10,794	25	269,850	4,497.5
Total	13,219		306,225	5,103.75

The chart indicates that performing the property room tasks requires approximately 5,103.75 hours. This figure does not include other functions such as administrative tasks, phone and email correspondence, walk-in assistance, or transferring items for analysis or court.

Using the average professional staff net availability of 1,720 work hours (available hours minus vacation, training, medical leave, and other types of leave), we can estimate the approximate number of positions.

Calculation of Technician Staffing Needs

Total Workload Hours		5,103.75
<i>Divided by total net available hours for 1 Technician</i>	÷	1,720
Total Number of Investigators Needed	=	2.9

The current staffing level for Evidence includes one Supervisor and 2.5 Technicians, which is adequate considering the Supervisor's existing workload and the personnel needed to support the Unit's operations. If the regulatory landscape changes and raises

demands on the Unit, or if another factor significantly escalates the workload, the Department should evaluate the conversion of the PT Technician role to a FT Technician position.

Recommendation:

Increase Evidence Technician staffing in the event of a significant workload increase by converting the PT Evidence Technician to an FT Evidence Technician.

6. Non-Sworn Mid-Management Position

As discussed in the Organizational Management Structure of the report, several support functions of the Department are assigned to sworn mid-level management positions for supervision and management. These functions, particularly the Records and Evidence functions, are subject to significant regulatory requirements surrounding their operations. To better align support functions so that sworn management personnel can concentrate on activities that require a high level of law enforcement knowledge and experience, a Support Services Manager position should be established.

The creation of the Support Services Manager position will move two existing units out of the reporting structure currently associated with the Professional Standards Division Captain and the Administrative Sergeant. The Records Unit and Evidence Unit are presently managed in their daily operations by non-sworn professional staff supervisors. Appointing a Support Services Manager to oversee both the Evidence and Records Units, as well as the Community Engagement Programs Unit and Police Activities League, offers several positive benefits to the Department. This position enables sworn leaders to concentrate on law enforcement-related managerial tasks that professional staff cannot complete, fosters support services-specific knowledge and expertise through the onboarding or promotion of a manager designated for support tasks, and establishes a career pathway for professional staff within the Department to promote and progress within the organization.

Recommendation:

Upon implementation of the new non-sworn support mid-management position, align the Records Unit and Evidence Unit so both report to the new Mid-management position.

5. Special Operations Division

The Special Operations Division is led by a Captain and consists of the Investigations Bureau, Special Investigations Unit, Special Response Unit, SCCACT, SCARE, Crime Scene Investigations, Unmanned Aerial Systems (UAS), Crime Analyst, and the Special Response Unit (which includes the special response team and crisis negotiation team). Unmanned Aerial Systems and the Special Response Unit are collateral duties for assigned members.

1. Captain

The captain is in overall charge of the special operations division. The captain has a total of 5 direct reports, including collateral duty unit sergeants over the special response team, crisis negotiation team, and the unmanned aerial systems unit. The captain also has collateral duties of handling public records requests, body-worn camera video redaction, marijuana liaison, and liaison with the planning commission and city IT. There are also special projects assigned to the captain. There are no specific performance metrics tracked for this position.

The position's span of control is reasonable, with 5 direct reports. The captain has other assigned tasks, including processing public records requests and redacting body-worn camera redaction. The captain can complete the work assigned, but there is limited capacity for the captain to take on additional tasks. Current staffing for this position is adequate to meet the workload demand.

2. Crime Analyst

The crime analyst produces statistical reports and also provides investigative support through case workups, and cell phone downloads. There is no performance metrics tracked for the analyst position and there is no reported backlog for the analyst. The analyst provides significant help to the detectives while also providing other crime analytics for the department.

There is a growing trend in police departments of using analysts to assist with investigative tasks that are complex, time-consuming, or don't require law enforcement credentials. Tasks that are being performed by analysts include recovering and reviewing videos, database checks, digital data extractions, developing case leads, and preparing case files. Performing these tasks can free up detectives' time so they can concentrate on interviews, reports, warrant writing, surveillance, and apprehension.

Performance measures for this position should be tracked so that the position can be analyzed so that future staffing assessments and workloads can be determined.

3. Investigations Bureau

Investigations consist of 1 sergeant and 6 detectives (1 vacancy). To conduct the workload analysis, net available work hours for detectives, caseloads, and average hours per investigation type are utilized.

(1) Caseload Data

WPD provided the project team with a spreadsheet from their records management system (RMS) database for tracking detective caseloads for 2023. The most recent complete caseload year is the most reflective of current service demand.

(2) Calculation of Detective Net Availability

Before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as hours dedicated to on-duty court or training time, and time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from WPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on duty and available to complete workloads and other field activities.

Net availability for detectives is different from patrol, in part because of court and administrative responsibilities. Workloads such as case plans, search warrant execution, and so forth that do not fit directly into case investigative hours are included within an estimated administrative time figure. The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted to calculate the total net available hours.

Base number: 2,080 scheduled work hours per year

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, including injuries and military leave, FMLA – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

From WPD Data: 264 hours of leave per year

On-Duty Training Time (subtracted from total work hours per year)

The average total number of hours spent per year in training that is completed while on duty and not on overtime.

Estimated: 50 hours of on-duty training time per year

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance on overtime is not included.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team. This equals approximately one 10-hour workday per month.

Estimated: 120 hours of on-duty court time per year

Administrative Time (subtracted from net available hours after leave, court, and training hours deducted)

The total number of hours per year spent completing administrative tasks while on duty, including staff meetings, returning phone calls, emails, search warrant preparation and planning, and various other activities including some operations that may not be directly captured in the case hours calculations.

This is calculated as an estimated 20% of net work hours after other deductions.

Estimated: 329 hours of administrative time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,317 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detective Net Availability

Base Annual Work Hours		2,080
Total Leave Hours	–	264
On-Duty Training Hours	–	50
On-Duty Court Time Hours	–	120
Administrative Hours	–	329
<hr/>		
Net Available Hours Per Detective	=	1,317

Overall, the detective has approximately 1,317 net available hours per year, representing the total time in which they can conduct investigations. 1,317 net available hours is low for a typical investigative unit. These hours will be used in the following sections.

4. Caseload Hours

Not all investigative cases require the same number of investigative hours, for example, a homicide investigation requires more investigative time (and resources) than a burglary. To account for this, MCG developed several case-type investigative caseload work hours. The average case hours were developed through dozens of studies and interviews with detectives working on each case type. The following case-type caseload workload hours were used to calculate staff resource needs:

(1) Homicide

Homicide cases are among the most complex and time-consuming investigations that are conducted. These cases receive a high level of scrutiny and therefore almost all investigative techniques are used. Also, because of complexity, they are typically handled

by a group of detectives, and additional resources are often used. The table below shows a breakdown of approximate caseload hours for homicides or officer-involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property / Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	60 hours	100%
Social media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls and write reports.	20 Hours	100%
Consult with DA	Conduct follow-up and write additional reports.	10 hours	100%
Total		<i>276 hours- If all tasks completed</i>	
On Average		276 hours	

This list is not all-inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that detectives work as a team and that not all investigative hours will be worked by a single detective (These are hours for the lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, approximately **276 hours** are allotted per case for the primary investigator.

Additionally, on average most departments assign a team of other detectives to assist during the early stages of a homicide investigation which represents approximately 40 hours per investigator assigned which is detailed under homicide investigation assist.

(2) Homicide Investigation Assist

As noted above when a homicide occurs it generally requires multiple detectives to respond to assist with the investigation, including assisting with warrants, interviews, crime scene canvassing, and locating additional witnesses. The team approach can include overtime and regularly scheduled shifts with the first 72 hours requiring significant resources. To account for a team approach, it is assumed that at least 4 detectives will assist with the investigation, contributing 40 hours for the work week (not including overtime). The calculation is 40 hours times 4 detectives or 160 hours total.

(3) Person Crimes

Person crimes cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes.

Approximate case hours were developed through numerous interviews with detectives, and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%

Task	Processes Involved	Approximate Time	% of Time Completed
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	10%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	10 hours	10%
Consult with DA	Conduct follow-up and write additional reports.	1 hour	20%
Total	<i>If all tasks are completed:</i>	82.0 hours	
	<i>On average:</i>	22.6 hours	

This list is not all-inclusive and does not contain all the elements of an investigation and not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Based on the percentage of how often each subtask is completed, each solvable case equates to an average of approximately **22.6 hours**.

(4) Sexual Assault

Sexual assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have fewer witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	50%
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam including report writing.	6 Hours	90%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	40%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	20%
Total	<i>If all tasks are completed:</i>	65.0 hours	
	<i>On average:</i>	26.6 hours	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **26.6 hours** per solvable case.

(5) Internet Crimes Against Children (ICAC)

Internet Crimes Against Children are complex investigative cases that rely heavily on digital forensic evidence that requires unique processes. These cases are treated more seriously by the judicial system; they tend to have fewer witnesses, thus requiring more time in interviews, search warrants to be written, and recovery and processing of evidence than other crimes. The chart below shows the approximate investigative time for ICAC investigations:

	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, and files, and write reports.	30 Hours	100%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	50%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	4 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	4 hours	10%
Total	<i>If all tasks are completed:</i>	86.0 hours	

Processes Involved	Approximate Time	% of Time Completed
<hr/>		
On average:	44.4 hours	

This list is not all-inclusive and does not contain all elements and not every sex assault case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **44.4 hours** per solvable case.

(6) Burglary / Property Crime

Burglary / Property Crimes are typically less complex investigative cases than personal crimes and generally require less investigative time or resources. These cases are treated less seriously by the judicial system, and they tend to have fewer witnesses. The following chart describes approximate investigative times for Burglary / Property Crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hour	50%
Suspect Interview	Interview(s), including report writing.	1 hour	50%
Jail Call Monitoring	Listen to calls, and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
<hr/>			
Total	<i>If all tasks are completed:</i>	<i>51.0 hours</i>	
	<i>On average:</i>	<i>16.9 hours</i>	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **16.9 hours** per solvable case.

(7) Financial Crimes

Financial crimes are difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait to comply with legal requests for information before they can proceed which can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates. These cases typically do not require a detective to respond to a scene and are often handled as follow-up after the occurrence. The following chart details processes and times associated with financial crimes:

	Processes Involved	Approximate Time	% of Time Completed
Document / Dig. Evid. Review	Review/ recover financial data, and files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/ computer evid.	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
<hr/>			
Total	<i>If all tasks are completed:</i>	<i>56.0 hours</i>	
	<i>On average:</i>	<i>29.6 hours</i>	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques

(trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **29.6 hours** per solvable case.

(8) Domestic Assault

Domestic Assault cases generally require less investigative time because the victim and suspect are known; however, they do require some investigation for successful prosecution. The chart below describes the estimated investigative time for these cases:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	2 hours	20%
Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	<i>If all tasks are completed:</i>	21.0 hours	
	<i>On average:</i>	8.7 hours	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **8.7 hours** per solvable case.

(9) Missing / Runaway

Missing / Runaway cases typically involve interviewing the reporting party, the last person to have seen them, checking last known locations, close friends and relatives, and entering information into teletype. Depending on leads and investigation required by law or agency policy these cases range from 2 to 4 hours with an average of about **3 hours**.

(10) General Crimes / Officer Assist

General crimes / Officer assists can vary greatly depending on the type of crime or assistance needed. These cases are typically lower-level crimes where some follow-up is needed or an Officer needs assistance with a case they are working on. This can include assisting with a cell phone download, social media, or open-source search, warrant preparation, or other investigative techniques. Depending on the type of crime and investigative need these cases take between 2 and 6 hours with an average of **4 hours**.

(11) Drug Crimes / Officer Assist

Drug crimes / Officer assistance can vary greatly depending on the type of assistance needed. These cases are typically lower-level crimes where some follow-up is needed or an Officer needs assistance with a case they are working on. This can include assisting with a cell phone download, social media, or open-source search, warrant preparation, or other investigative techniques. Depending on the type of crime and investigative need these cases take between 4 and 8 hours with an average of **6 hours**.

(12) Inactive / Suspended Case / Information / Referral

Detectives are assigned cases that become inactive or suspended due to no additional leads, lack of victim cooperation, or no additional evidence. Though the case does not end up as a prosecutable case, it does require the detective to review the case and attempt contact with the victim(s) or witnesses. Other cases are for information only or result in a referral to another agency. Depending on the type of crime and investigative need these cases take between 1 and 3 hours with an average of **2 hours**.

5. Caseload Workload Hours Analysis

Detectives have specialties but may be assigned any type of case. To determine the caseload the project team reviewed the total number of assigned cases and then sorted the cases by case type. Using the caseload hours by case type the total caseloads for detectives were then calculated.

(1) Investigations Bureau

The investigations bureau has current authorized staffing of 1 sergeant and 6 detectives (with 1 current vacancy). It should be noted that 1 detective was on long-term leave in 2023. The department reported that more than 500 cases were referred and reviewed by investigations in 2023. The following cases were assigned in 2023:

2023 Caseload

Case Type	Number	Hours Per Case	Total Hours
Accessory After the Fact	2	22.6	45.2
Aggravated Mayhem	2	22.6	45.2
Arson	1	22.6	22.6
Assault with a Deadly Weapon	12	22.6	271.2
Assault with Intent to Cause Mayhem	1	22.6	22.6
Attempted Burglary	1	16.9	16.9
Attempted Murder	4	22.6	90.4
Battery	7	22.6	158.2
Brandishing A Weapon	2	22.6	45.2
Burglary	22	16.9	371.8
Carry concealed Firearm	1	22.6	22.6
Child Abuse	18	26.6	478.8
Child Endangerment	8	26.6	212.8
Criminal Conspiracy	1	22.6	22.6
Criminal Threats	1	22.6	22.6
Discharge a Firearm	11	22.6	248.6
Driving with suspended License	1	4	4
Elder Crimes	2	22.6	45.2
Extortion	1	22.6	22.6
Felon in Possession of a Firearm	2	22.6	45.2
Forcible Sexual Penetration	5	26.6	133
Fraud	1	29.6	29.6
Grand theft	9	16.9	152.1
Homicide	5	276	1380
Homicide Assist*	5	160	800
Indecent Exposure	1	22.6	22.6
INFO	3	2	6

Case Type	Number	Hours Per Case	Total Hours
Invasion of Privacy	1	22.6	22.6
Kidnapping	2	22.6	45.2
Mental Health Disorder	1	4	4
Misc. Person Crimes	8	22.6	180.8
Missing Person	2	3	6
Obscene Sexual Material	13	44.4	577.2
Parole Violation	1	22.6	22.6
Possession for Sale controlled substance	1	6	6
Possession of Drugs	1	6	6
REGSEX	28	2	56
Resist Peace Officer	3	4	12
Robbery	7	22.6	158.2
Sex Assault	12	26.6	319.2
Simple Battery	1	22.6	22.6
Stalking	1	22.6	22.6
SUSPICIOUS	3	4	12
Theft	1	16.9	16.9
Threats	1	4	4
Trespassing	1	16.9	16.9
Vandalism	5	16.9	84.5
Total	217		6,332.9

*Not included in case total.

As the table above indicates, the caseload assigned represents approximately 6,332 hours.

(2) Summary of Workload Hours

As mentioned above, the criminal investigation division currently comprises 1 sergeant and 6 authorized detective positions with 1 current vacancy. Using the previous calculation of net available caseload hours and the total 2023 caseload, the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		6,332
<i>Divided by total net available hours for 1 detective (1,317)</i>	÷	1,317
Number of Detectives Needed	=	4.80

As the table indicates, 4.8 detectives are recommended to work the assigned caseload and there are 6 detective positions currently authorized though there is 1 vacancy. The

assigned caseload is more than can be effectively investigated with the current staffing of 6 detectives with 1 current vacancy.

As seen from the caseload, very few property crime cases are assigned. This is due to the high number of person crimes assigned, with only 5 detectives currently working on cases. Interviews indicated that workable property crime cases are not assigned because there is an insufficient number of detectives to work them. Even if fully staffed with 6 detectives, there are likely more property crimes that could be assigned than currently are based on the fact that there are typically more property crimes committed than person crimes in most cities. Adding 1 detective to the authorized strength would allow the department to investigate more property crimes and provide additional resources to work on personal crimes should there be a spike in those crimes.

The sergeant's current span of control is 1 supervisor to 6 detectives, which is reasonable for the unit. Adding 1 detective would not dramatically change the span of control.

Recommendation:

Increase staffing by 1 detective for a total of 1 sergeant and 7 detectives assigned to the Investigations Bureau.

6. Special Investigations Unit

The Special Investigations Unit (when filled) is a proactive enforcement team that investigates long-term chronic locations and repeat offenders. The unit also assisted with surveillance and arrests as well as parking issues and community events. The unit has authorized staffing of 1 sergeant and 3 officers, though there are no personnel currently assigned. There are no performance metrics tracked for the unit since it is not staffed and therefore a workload analysis was not conducted.

The special investigations unit provided the department with proactive capabilities to address, community tips, and investigative resources to work problem locations and repeat offenders. Without the unit, proactive work must be performed by patrol units which is not as effective because they may have to respond to calls for service and can typically spend less time working on problem locations. Many problem locations and repeat offender investigations require surveillance, the use of human intelligence resources, and time. The special investigations unit should be maintained and staffed when more personnel are hired.

7. Task Forces

Two detectives are assigned to multi-agency task forces. One detective is assigned to the Santa Cruz Auto Theft Reduction and Enforcement (SCARE) task force, which focuses

on county-wide auto theft cases within Santa Cruz County. The other detective is assigned to the Santa Cruz County Anti-Crime Team (SCCACT), which focuses on county-wide violent crime and gangs. No performance metrics are reported for the multi-jurisdictional units because the cases can span more than one jurisdiction.

Participation in multi-agency task forces provides the Watsonville Police Department resources to investigate complex crimes that require extensive surveillance, additional staff, and equipment. The task forces allow the department to conduct investigations that may not have been able to conduct due to expense or the number of resources needed. The department should continue to participate in these multi-agency task forces with the two assigned personnel.

8. Crime Scene Investigators.

Crime scene investigations are a collateral duty for specially trained personnel. The CSI personnel respond to crime scenes, process the scene, and collect evidence. Currently, 3 personnel are assigned to this position as collateral duty. Crime scene performance measures are not tracked.

9. Special Response Unit (Collateral Duty)

The special response unit consists of the special response team and the crisis negotiation team. The unit responds to higher-risk incidents where special training and equipment are more likely to reduce the risk to the community. The special response team currently consists of 1 sergeant and 6 officers/detectives with 6 vacancies. The crisis negotiation team is comprised of 1 sergeant and 5 officers/detectives with 2 vacancies. These are all collateral duty assignments with 1 day of additional training per month for special response team members with 5 additional hours for snipers. The unit also held seven active shooter presentations for the community on overtime. The team responded to 5 callouts in 2023. Though there are only a few callouts per year, having a team of trained and equipped personnel to respond to higher-risk incidents helps to mitigate the danger to the community.

6. Organizational Structure and Management

The Watsonville Police Department is led by a Chief of Police, who is the highest-ranking officer in the department and is responsible for overseeing all facets of its operations. Duties include leadership and administration, strategic planning, personnel management, community engagement, operational oversight, and accountability.

1. Assistant Chief

The Assistant Chief supports the Chief of Police in managing department operations, providing leadership, and overseeing administration. Furthermore, the Assistant Chief is responsible for overseeing the Media and Communication Assistant, Public Records Requests, Planning Commission, and IT projects.

2. Media and Communications Assistant

The Media and Communications Assistant manages social media and develops internal and external communications. The assistant also assists with body-worn video redaction when necessary. PIO responsibilities are now a city function, although there is close coordination between the communications assistant and the PIO regarding police-related content. The department's Facebook and X accounts are highly active with content. The department's Facebook account boasts 31,000 active followers, while the X account has 2,934. This represents a significant concentration, considering the city has a population of approximately 51,525 residents.

The media and communications assistant plays a crucial role in keeping the community informed about police department news and events. This includes a recent officer-involved shooting, during which the department posted a detailed review of the critical incident.

The position has no reported backlog, and the social media and other information sharing are current and active. The position is adequately staffed for its current responsibilities.

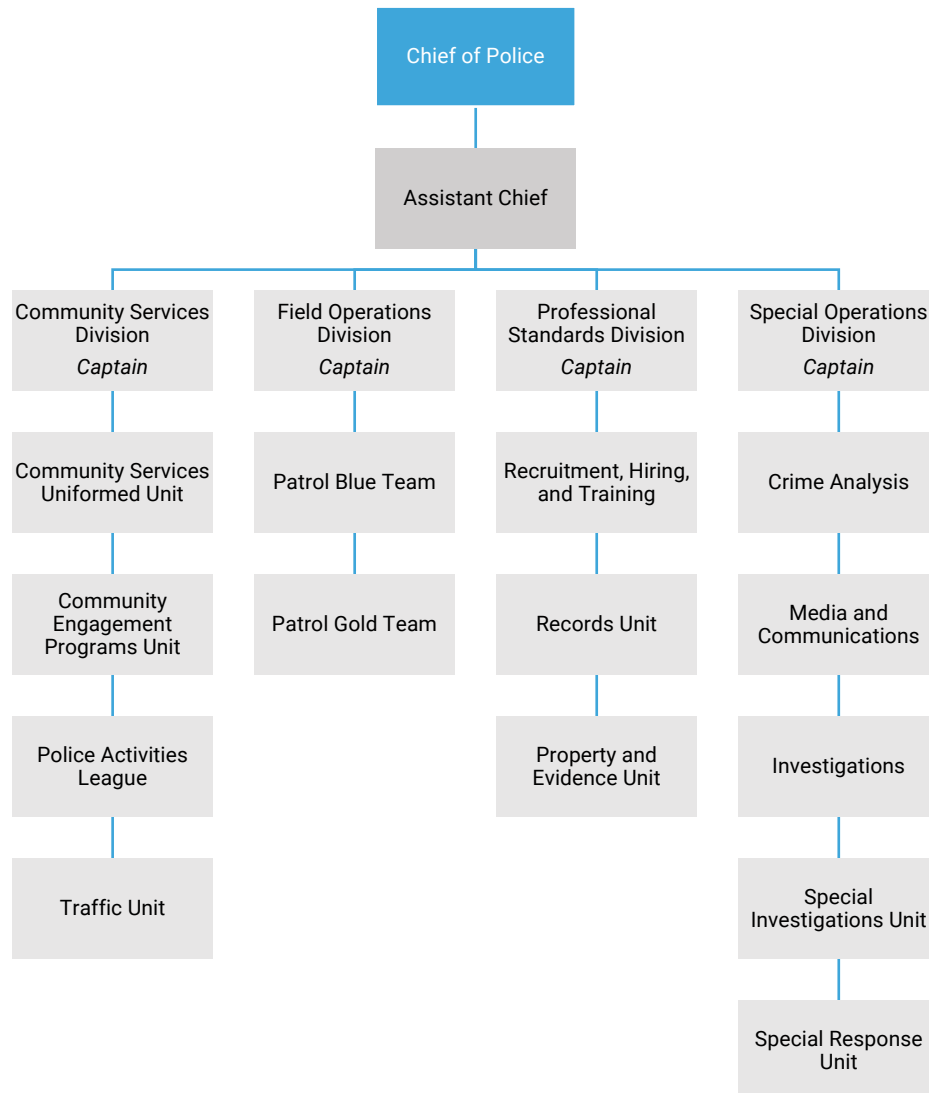
3. Organizational Structure

Designing a suitable organizational structure involves several factors, including the organization's complexity, the need for accountability and accessibility of key managers, its experience and history, and cost.

A proper organizational structure should ensure unity of command and a proper supervisory span of control. While this span of control may vary depending on several factors, a typical department's span of control is three to five at the top level and often

broader at the lower levels. An effective organizational structure should ensure that supervisors are not spread too thin across the department.

The chart below shows the organizational structure of the Watsonville Police Department:

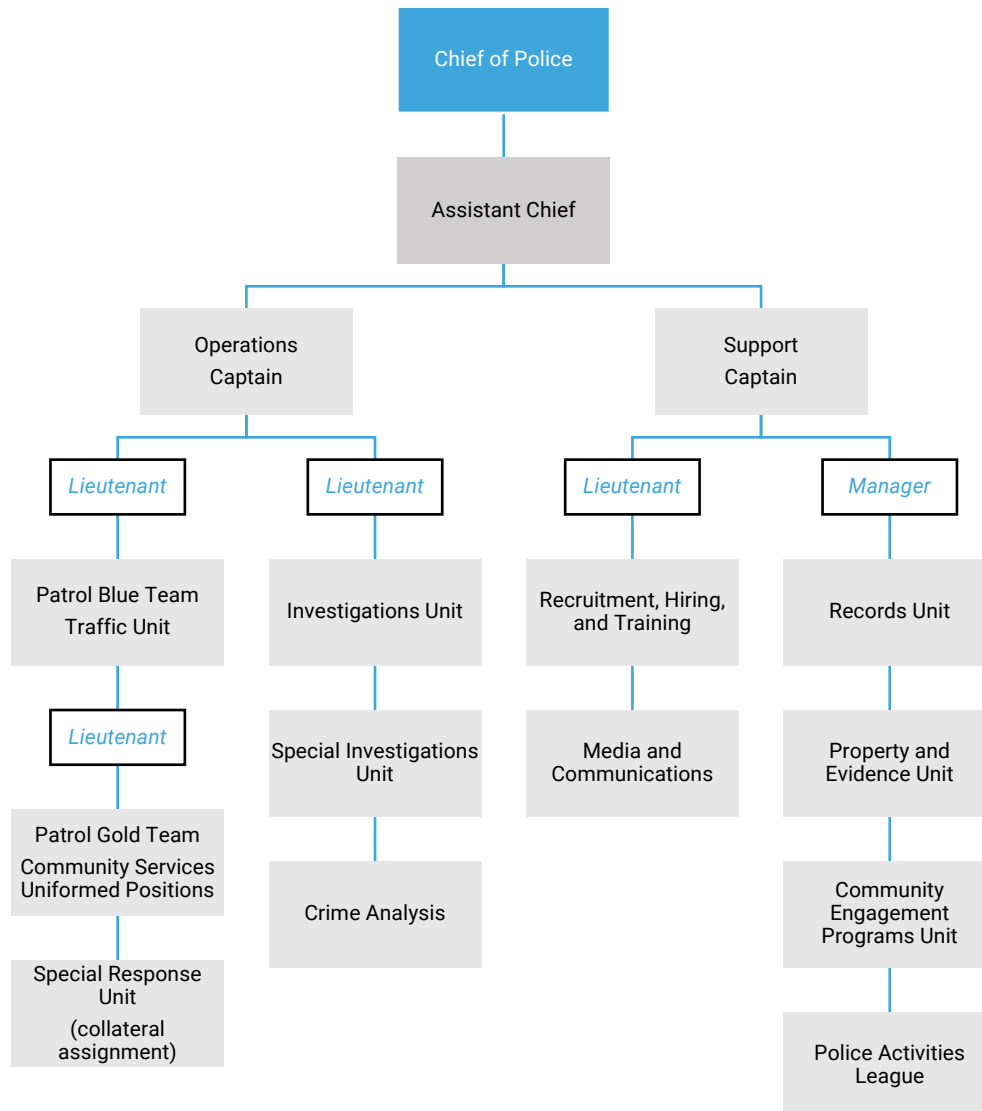


As illustrated above, each of the four divisions is led by a Captain. While the role and responsibilities of a Captain can vary based on the size and structure of a department, it is considered an executive management position in Watsonville. Since the department does not have a Lieutenant position, Sergeants fulfill both middle management and first-line supervisory roles. This practice may be common in smaller police departments, but it is atypical for departments the size of Watsonville. The benefits of having a Lieutenant include the following:

- Lieutenants serve as mid-level managers who act as a vital link between higher-ranking and lower-ranking officers. They bridge the gap and ensure that directives from the top are implemented effectively.
- Lieutenants supervise sergeants to ensure that daily operations run smoothly, protocols are followed, and officers perform their duties correctly and efficiently.
- Lieutenants play a vital role in making decisions regarding tactical operations and resource distribution.
- Lieutenants serve as incident commanders during major events, coordinating the response, managing resources, and ensuring that operations are conducted effectively and safely.
- Lieutenants often manage complex situations and conflicts that lower-ranking officers may not be prepared to handle. A lieutenant's experience and authority enable them to resolve issues effectively, maintaining order and discipline within the department.
- As Patrol Watch Commanders, Lieutenants provide crucial oversight of patrol operations, ensuring that all activities are carried out efficiently and in line with department policies and procedures.

It is challenging for a Captain to effectively and efficiently execute both executive manager and middle manager tasks at the same time. Similarly, it is challenging for a Sergeant to effectively and efficiently carry out both first-line supervisor and middle manager duties concurrently. While executive management roles are essential in police departments for strategic planning and oversight, too many of them can diminish a department's efficiency and effectiveness.

Furthermore, the current organizational structure shows significant differences in spans of responsibility and control. The structure outlined below includes positions in middle management:



As shown above, this organizational structure reduces the number of Captains and increases the number of Lieutenants. It also organizes operational, support, and administrative units into distinct structures to ensure that lines of authority and responsibility are clearly defined and as direct as possible. This structure emphasizes unity of command, assigns responsibility and authority, and facilitates coordination of efforts to work together harmoniously while accomplishing the department's mission.

Adding Lieutenants will create a vital link between first-line supervisors and upper management. They will also ensure that the department's daily operations run smoothly, protocols are followed, and officers perform their duties correctly and efficiently. Patrol Lieutenants will provide essential oversight and allow Sergeants to focus solely on first-line supervisory responsibilities.

The project team's scope of work included a survey to gauge the department's employees' attitudes on various topics, including communication. A majority (71%) of respondents disagreed or strongly disagreed with the statement that clear communication is evident from the top of the organization.

#	Statement	SD	D	A	SA	NO
	There is clear communication from the top of the organization.	31%	41%	24%	2%	2%

Survey respondents identified communication practices as the department's most significant opportunity for improvement. As mentioned earlier, adding Lieutenants will create an essential link between first-line supervisors and upper management, facilitating better communication throughout the organization.

The organizational chart also includes a non-sworn manager. Currently, non-sworn staff members report to sworn police officers. While much public discussion focuses on finding ways to increase the number of police officers to meet the demand for police services, it is equally important to explore alternative methods of managing that demand. Many police departments across the United States employ non-sworn managers and supervisors to oversee non-sworn staff. Unlike their sworn counterparts, non-sworn managers and supervisors typically do not rotate positions. Many non-sworn and professional staff roles require a skill set that police officers do not acquire. The benefits of having non-sworn managers and supervisors include the following:

- Allow sworn police officers more time to accomplish crime prevention and reduction tasks, including community policing.
- Non-sworn supervisors and managers have skills that are better suited for immediate tasks.
- The expense of non-sworn personnel is lower than that of sworn personnel.
- Enhance community relations and support police legitimacy.

Recommendations:

Reduce the number of Captain positions from 4 to 2.

Add a non-sworn mid-management position to the department.

Add 4 Lieutenant positions to the department.

Reorganize the department's organizational structure to align functions better and create consistent control and responsibilities management spans.

7. Analysis of Projected Service and Staffing Needs

The following sections provide a plan for public safety services over a 10-year planning horizon to assess how growth and development in Watsonville will shape service need demand, and how staffing needs will evolve in turn.

(1) Introduction and Methodology

Our analysis takes into account a number of different data sources in order to provide a realistic simulation of how development activity will shape growth in the city, and how that growth will affect service needs.

The basic foundation for our analysis is the current relationship between workload and population in Watsonville. This is analyzed through:

- Analysis of police computer-aided dispatch data.
- Analysis of fire computer-aided dispatch data, including medical calls.
- Calculations made from NIBRS (National Incident Based Reporting System) crime data, selecting for categories that directly translate to UCR (Uniform Crime Reporting) Part I crimes (e.g., robbery, larceny, etc.) in order to provide for a level analysis.
- 2020 Census data and more recent ACS (American Community Survey) estimates for population, housing units, household size, and unit occupancy.

With the understanding of workload and population achieved through these data sources, the project team collected planning data on land use, anticipated development projects, and other relevant data. Importantly, the project team also met with community development staff to better understand individual projects, the magnitude and location of each project, and any obstacles or conditionalities remaining toward a project being completed as planned or as originally conceptualized.

(2) Overview of Development in Watsonville

(2.1) Anticipated Development

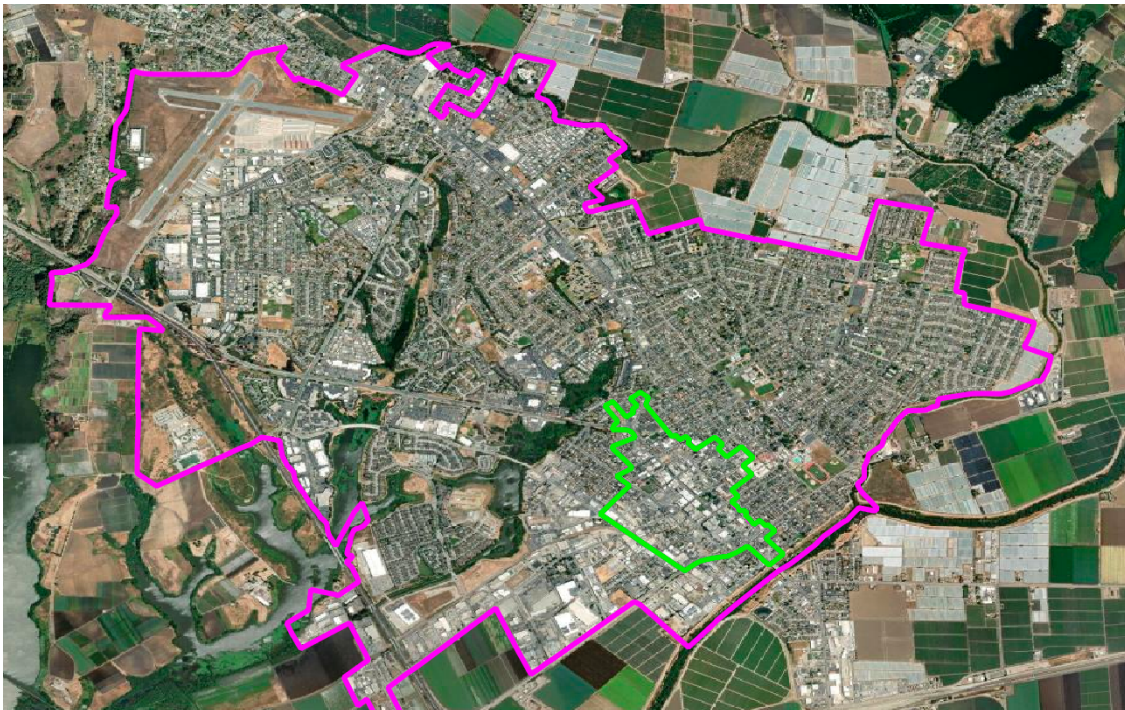
The project team was provided with necessary data and information from community development staff to learn about new development projects that are either under construction, planned, or proposed within the city and the magnitude of each in terms of the number of units (residential or commercial) each would yield.

Planned development within Watsonville centers around the plan to revitalize their downtown area. As a result, project staff utilized an analytic model that separates the

downtown planned development from the development that is planned outside of the downtown area.

The following graphic outlines the delineation from the downtown versus non-downtown areas within Watsonville:

Downtown vs. Non-Downtown Areas – Watsonville, CA



The green line surrounds the downtown area and is surrounded by the greater area within the City of Watsonville, of which the boundary lines are portrayed in pink.

The following table lists each project known to the project team that may complete over the next 10 years, including:

- The number of units represented by each if the project is built to the fullest scope of plans, whether the project is currently permitted, preliminary, or is entirely conceptual.
- An estimated timeframe for completion of construction.
- The project team's assessment of the likelihood for the project being completed based on any obstacles or conditionalities to development, as well as the project's timeframe (projects further out will generally have lower probability).

- Expected value (EV) of units built, multiplying the number of units by the probability of completion. This represents an average scenario rather than a deterministic estimate.

Watsonville Anticipated and Potential Development Projects

Name	Zone ⁴	# Units	Year	% Prob.	EV
Sparrow Terrace Affordable Housing Project	Outside Downtown	72	2024	100%	72
36 Airport Rd	Outside Downtown	13	2030	95%	12
Evan Court	Outside Downtown	5	2030	95%	5
Hillcrest	Outside Downtown	144	2028	100%	144
Downtown Specific Plan ⁵	Downtown	3,886	2050	60%	2,332

The expected value (EV) column represents the total number of units planned multiplied by the probability that the project is built – i.e., the ‘average’ scenario. It does *not* imply that for each project that does get built, the number of units will be reduced. Units that are already entitled, for instance, have a much higher probability of being built.

However, given that it is unlikely that every single potential project is built – particularly conceptual ideas such as redevelopment or undeveloped parcels for example, it would be unrealistic to assume that such a project has a 100% chance of being built in that timeframe. However, as noted in the table above, there are two projects that have been assigned a ‘100%’ probability factor by project staff, as these projects (Sparrow Terrace and Hillcrest) are definitely going to yield their planned units.

In total, **2,565 additional units are to be expected as a part of this analysis through the projections horizon**. The impacts of the plans relating to the revitalization of the downtown area are incorporated through the 11-year time horizon – through calendar year 2034.

⁴ The four projects zoned as “Outside Downtown” are included as a result of research on development within the City. This is a result of a lack of permit data provided.

⁵ The ‘Downtown Specific Plan’ calculations take the EV of 2,332 units and projects them to be finished through calendar year 2050, as is according to this development plan. The analysis below accounts for these units through calendar year 2034.

(2.2) Projection of Future Population and Service Needs

Using the existing relationship of population per housing units, population can then be estimated over the projection period:

	Projected Housing Units				
	2023	2024	2029	2034	11YR +/-
Outside Downtown	13,614	13,650	13,794	13,847	+1.7%
Downtown	941	984	1,393	1,823	+93.7%
Total	14,555	14,634	15,187	15,670	+7.7%

The addition of the development projections outlined in the previous section to the housing unit stocked are modeled against the current per capita population per housing unit each geographic area of the city. As shown above, population projects are expected to increase the number of housing units in both areas of the city, resulting in a net 7.7% increase overall in the projected 10-year period.

Using this relationship, the forecasted population is modeled each year by patrol beat over the next decade, as shown in the following table:

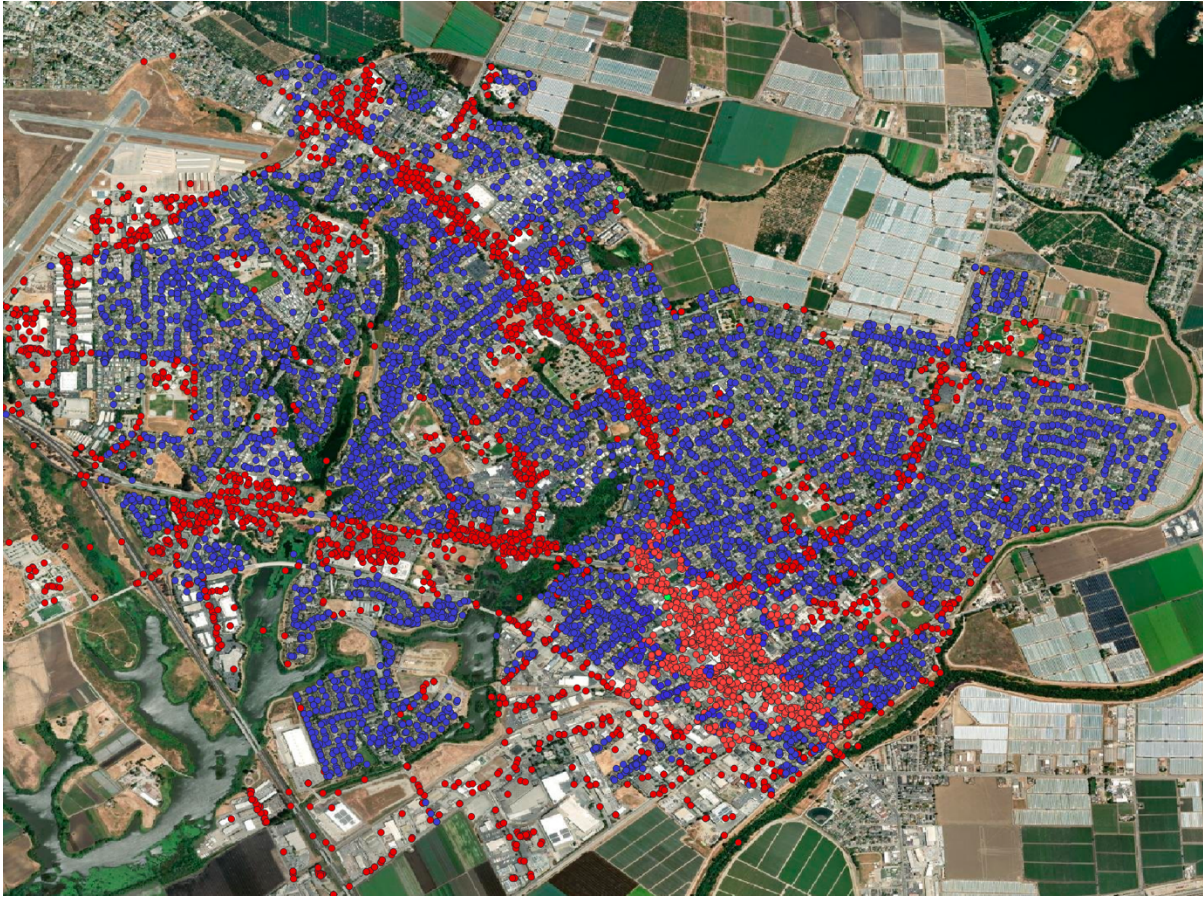
	Projected Population				
	2023	2024	2029	2034	11YR +/-
Outside Downtown	49,492	49,623	50,146	50,339	+1.7%
Downtown	2,981	3,117	4,413	5,775	+93.7%
Total	52,473	52,740	54,559	56,114	+6.9%

Over the next decade, the population of Watsonville will increase by an estimated 6.9%, totaling **approximately just over three thousand new residents**.

(2.3) Projecting the Impact of Growth on Calls for Service

To calculate the most accurate depicts of the growth in calls for service for Watsonville PD over the projection horizon, project staff have geolocated all calls for service in Watsonville, with corresponding colors utilized for identifying calls for service at a commercial or residential location.

This mapping is shown below:



Red pins identify calls for service occurring at commercial land use locations, while blue pins correspond to residential land use locations.

This practice allows project staff to more accurately project the calls for service within the growing downtown area based upon the planned zoning type. As a result, the table below incorporates this differentiation between commercial and residential crimes for the downtown area, combined with non-downtown projected service needs:

	Projected Calls for Service				
	2023	2024	2029	2034	11YR +/-
Outside Downtown	31,339	31,422	31,753	31,875	+1.7%
Downtown - RES	1,157	1,210	1,713	2,241	+93.7%
Downtown - COMM	8,000	8,041	8,829	11,456	+43.2%
Total	40,496	40,673	42,295	45,572	+12.5%

Part I Crimes are also projected through calendar year 2034, which have also been allocated geospatially according to demand throughout all geographic areas of the city:

Projected Crime Occurrences

	2023	2024	2029	2034	11YR +/-
Outside Downtown	379	380	384	385	+1.6%
Downtown	57	60	84	110	+93.0%
Total	436	440	468	495	+13.5%

As a result of the impact of new development throughout Watsonville, call for service demand for WPD is projected to increase by an estimated 12.5% over the 10-year time horizon. Further, Part I crimes are projected to increase by an estimated 13.5% compared to current Part I crime rates over that same time period.

(3) Projection of Staffing Needs

The service needs forecast provides the basis for the projection of staffing needs throughout the next decade, as the impacts of growth and development are modeled against the workload drivers of individual positions. Importantly, the staffing projections are based on needs in order to maintain the *same level of service* that is provided now⁶ as service needs evolve in the future. Consequently, without making the staffing additions and assuming the growth impacts occur as projected, service levels would otherwise diminish as a result of said growth impacts.

The staffing projections are constructed position-by-position and are based on the isolated workload factors driving their staffing needs. In order to make the analysis more replicable in the future, the staffing methodologies used for each position are grouped into a series of categories, as follows:

⁶ "Current" staffing levels are the levels that are commended to achieve an adequate level of service for current staffing levels. See previous sections of the current state assessment that recommend staffing to meet current staffing needs.

Overview of Staffing Methodology Categories



Workload-Based

The staffing needs of many positions are directly tied to handling a measurable workload that scales with growth and development. For instance, patrol officer staffing is driven by call for service workload, which translates to staffing needs based on proactive time targets and turnover factors.

Example: Detective positions are driven by the number of cases that are generated, which can be modeled by using UCR Part I crime occurrences as an index variable.



Ratio-Based

Needs for the position form a direct relationship to another variable, whereby staffing can be expressed as a ratio.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.



Fixed Coverage

Staffing needs that are based on achieving a set level of deployment or coverage, as determined by a coverage objective, scheduling, and net availability factors.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.



Non-Scaling

Positions that occupy a role that, within the general frame of the analysis, will not scale with growth. Many of these are unique positions, such as the chief of police, while others are driven by workloads that are not significantly impacted by growth and development.

Example: The chief of police, as well as certain administrative support positions.



Span of Control

Supervisors scale based on the targeted number of direct reports for that function.

Example: Patrol sergeant staffing is based on maintaining a span of control ratio.

Descriptions for the methodology used are added for each position in the department.

(3.1) Comprehensive List of Staffing Projections

The following table presents the results of the staffing projection analysis, which builds upon the service need forecast to translate anticipated needs into staffing requirements. It should be noted that “Rec.” column refers to the staffing levels as recommended in this

report for the year 2024, with successive projected years shown in five-year increments (through calendar year 2034).

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Command Staff						
Command Staff	Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Assistant Chief	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	4	2	2	2
	Lieutenant	NEW POSITION Non-scalable Executive position. Staffing does not scale directly with service needs.	-	4	4	4
	Manager	NEW POSITION Non-scalable Executive position. Staffing does not scale directly with service needs.	-	1	1	1

Office of the Chief

Administration	Fiscal Manager	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Youth Specialist	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Community Organizer (P/T)	Non-scalable Unique role – staffing does not scale directly with service needs.	0.5	0.5	0.5	0.5
	Media & Comms Spec.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Executive Asst.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Community Services Division						
Community Services	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Officer (CARE)	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	SRO	Ratio-based Scales in relation to school student population(s).	1.5	1.5	1.5	1.5
	Police Svcs. Spec.	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	3	4	5	5
Community Engagement Programs	Program Coord.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Admin. Analyst	Non-scalable Unique role – staffing does not scale directly with service needs.	1	-	-	-
	Senior Admin. Analyst	Non-scalable Unique role – staffing does not scale directly with service needs.	-	1	1	1
Police Activities League (PAL)	Recreation Supervisor	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Rec. Coordinator (FT)	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Rec. Coordinator (PT)	Non-scalable Unique role – staffing does not scale directly with service needs.	5.5	5.5	5.5	5.5
Traffic Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Officer (Traffic)	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	2	6	7	7
	Traffic Crash Investigator	NEW POSITION Scales in relation to calls for service, which can be used as a proxy for associated workload.	-	1	2	2

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Parking Enf. Supervisor	NEW POSITION Based on span of control ratio of 1 position per 7 reports.	-	1	2	2
	Parking Enf. Ofc.	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	2.5	3	4	4

Patrol Division

Admin	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
Patrol	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	6	6	6	6
	Corporal	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	6	6	7	7
	Officer	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	30	31	33	35
	Officer (K9)	Non-scalable Unique role – staffing maintained as outlined by department.	2	2	2	2
Community Services Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
SCCACT	Officer	Non-scalable Unique role – staffing maintained as outlined by department.	1	1	1	1
SCARE	Officer	Non-scalable Unique role – staffing maintained as outlined by department.	1	1	1	1

Professional Standards Division

Professional Standards Division	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Admin. Analyst	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Records	Supervisor	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Records Clerk	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	4	4	5	5
Evidence	Supervisor	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Evid. Technician	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	2.5	2.5	3	3

Special Operations Division

Crime Analysis	Crime Analyst	Ratio-based. Staffing scales based upon 1 analyst per 100 sworn FTE.	1	1	1	1
Investigations Bureau	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	2	2
	Detective	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	6	7	8	8
Special Investigations	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Officer	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	3	3	4	4
Training	Officer	Non-scalable Unique role – staffing does not scale directly with service needs.	–	1	1	1
Task Forces	Detective	Non-scalable Unique role – staffing maintained as outlined by department.	2	2	2	2

(3.2) Summary of Staffing Projections

The projections outlined in the previous table amount to the total following staffing changes over the next decade, separated by sworn and civilian staffing categories:

Summary of Staffing Projections (*Sworn*)

<i>Division</i>	<i>Auth.</i>	<i>Rec.</i>	<i>2029</i>	<i>2034</i>	<i>+/-10YR</i>
Command Staff	6	8	8	8	0
Office of the Chief	0	0	0	0	0
Community Services Division	6.5	11.5	13.5	13.5	2
Patrol Division	48	49	52	54	5
Professional Standards Division	1	1	1	1	0
Special Operations Division	13	15	18	18	3
Total	74.5	84.5	92.5	94.5	10

Summary of Staffing Projections (*Civilian*)

<i>Division</i>	<i>Auth.</i>	<i>Rec.</i>	<i>2029</i>	<i>2034</i>	<i>+/-10YR</i>
Command Staff	0	1	1	1	0
Office of the Chief	4.5	4.5	4.5	4.5	0
Community Services Division	15	17.5	20.5	20.5	3
Patrol Division	0	0	0	0	0
Professional Standards Division	9.5	9.5	11	11	1.5
Special Operations Division	1	1	1	1	0
Total	30	33.5	38	38	4.5

Over the next decade, an additional 10 sworn positions and 4.5 civilian positions are needed beyond what is recommended in the current staffing analysis *in order to provide the same level of service* as growth and development occur in the city.

Recommendation:

By 2034, increase staffing by an additional 10 sworn positions and 4.5 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development.

Appendix: Results of the Police Department Employee Survey

Introduction and Key Highlights

Matrix Consulting Group (MCG) was retained by the City of Watsonville (CA) to complete a Staffing Study of the Watsonville Police Department (WPD). The scope of work included a survey to gauge the attitudes of the employees of the department on various topics about the Department and serving the community. An employee survey is important in any police study today.

MCG project staff arrived at these specific questions and themes after consultation with members of the WPD administration and staff during the early stages of the project.

The initial round of invitations was distributed on July 11, 2024, and the survey was closed to responses on July 26, 2024. Of the 90 total invitations sent to WPD employees, there were a total of 52 responses (either partial or complete) received by the project team, resulting in a response rate of 58%. This rate of return provides a representative sample of all employees to reach findings on perceptions for the subjects in the survey.

Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note:

- WPD respondents expressed high levels of satisfaction relating to several key service factors, including:
 - The service level that WPD provides to the community,
 - WPD's emphasis on community policing, and
 - WPD's relationship with members of the Watsonville community.
- Overall, mixed to somewhat negative responses were provided relating to the department's ability to continue to provide adequate levels of service in the future.
- Concerns were expressed relating to the effectiveness of internal communications.
- While patrol respondents expressed high levels of satisfaction with a variety of topics, there are several aspects of patrol operations that received high levels of dissatisfaction, including, but not limited to:
 - The lack of proactive time available to address problems in the city,
 - The lack of adequate backup unit presence,

- The lack of adequate response times to low-priority calls for service, and
- The lack of alternative response resources to properly address issues.

General findings for all demographic, general topic, patrol-related, and open-ended responses are provided in the sections below.

1. Respondent Demographics and Background Information

Of the 52 responding employees, there were a total of 34 (65%) sworn employees compared to 18 (35%) civilian employees. Total respondents are also indicated below (n=52).

Employment Status	%	#
Sworn employee	65%	34
Civilian employee	35%	18
<i>Total Respondents</i>	<i>100%</i>	<i>52</i>

Most responding employees (n=16; 31%) have been employed by WPD for 15 years or more, followed closely by 13 respondents who have been employed by WPD for between 5 and 10 years. Employees of WPD tenured less than two years accounted for 19% of all respondents, while those employed between 2 and 5 years accounted for 12% of the respondent pool. Three respondents (6%) have served WPD between 11 and 15 years, while the remaining four respondents (8%) declined to respond to the question.

Employee Tenure	%	#
Less than 2 years	19%	10
Between 2 and 5 years	12%	6
Between 5 and 10 years	25%	13
Between 11 and 15 years	6%	3
15 years or more	31%	16
Prefer not to answer	8%	4

A majority of responding employees (78%) have not transferred from another law enforcement agency. The remaining 11 respondents (22%) have worked for another law enforcement agency in the past.

Employee Lateral Transfer Status	%	#
Yes	22%	11
No	78%	40

A majority of respondents (n=33, 65%) indicated being of Hispanic or Latino descent. Another 10 respondents (20%) identify as White, followed by 1 respondent who identifies as Asian⁷. The remaining 7 respondents (14%) declined to respond to this question.

Employee Race/Ethnicity	%	#
White	20%	10
Black or African American	0%	0
Native American	0%	0
Asian	2%	1
Hispanic or Latino	65%	33
Pacific Islander	0%	0
Other race	0%	0
Prefer not to answer	14%	7

A majority of responding employees (48%) were currently assigned to the Field Operations Division within WPD. This is followed by 23% of respondents (n=12) currently assigned to the Professional Standards Division, and 13% (n=7) who are currently assigned to the Community Services Division. The remaining respondents are currently assigned to the Office of the Chief or Special Operations Division.

Employee Current Assignment	%	#
Office of the Chief ¹	4%	2
Community Services Division	13%	7
Field Operations Division	48%	25
Professional Standards Division	23%	12
Special Operations Division	12%	6

A majority of respondents (n=18, 36%) indicated that they were non-supervisory, sworn personnel throughout the organization, followed by 30% (n=15) of whom were supervisory (Sergeant and above), sworn personnel. Non-supervisory, civilian personnel accounted for 24% of the respondent pool while the remaining 10% of the respondent pool (n=5) consisted of supervisory civilian personnel.

⁷ Due to the small percentage of respondents from this response category, these respondents will be excluded from any crosstabulations across employee's current assignment.

Employee Current Rank	%	#
Civilian: Non-Supervisory	24%	12
Civilian: Supervisory	10%	5
Sworn, Non-Supervisory: Police Officer, Corporal, or Detective	36%	18
Sworn, Supervisory: Sergeant or Above	30%	15

2. Multiple Choice Questions

The following two sections report responses to questions relating to 1) General Topics of the Watsonville Police Department and 2) topics specific to the patrol and field services within the Field Operations Division. The general topics section was asked to all respondents, regardless of current assignment, while the patrol specific questions were asked to those respondents who indicated that they were currently assigned to patrol-related assignments within the Field Operations Division.

Questions regarding these topics were asked in statement form, asking respondents to indicate their level of agree (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

General Questions

General topics questions were asked to all staff members. These questions cover topics such as WPD's level of service to the community, their relationship with the community, training and technological resources, internal communication, and many others. The findings are presented in the table below:

#	Statement	SD	D	A	SA	NO
1	The department provides a high level of service to the community.	2%	6%	53%	35%	4%
2	Community policing is a high priority for the department.	6%	12%	47%	33%	2%
3	In general, we have a good relationship with the community.	4%	0%	57%	35%	4%
4	I received enough initial training to be effective at my job.	0%	15%	67%	17%	2%
5	I receive enough continual training to be effective at my job.	6%	14%	61%	14%	4%
6	I have the technology necessary to complete my job tasks adequately and efficiently.	23%	17%	52%	8%	0%
7	There is clear communication from the top of the organization.	31%	41%	24%	2%	2%
8	Supervisory spans of control are adequate.	12%	29%	51%	6%	2%
9	We have the resources we need to complete our jobs effectively.	18%	31%	45%	2%	4%
10	The department is adjusting accordingly to the changing needs of the city.	10%	31%	49%	2%	8%
11	The department is prepared to provide an adequate level of service to the community in the future.	12%	43%	37%	4%	4%

Responding employees indicated having high levels of agreement relating to a large majority of topics covered in the matrix above, including:

- The high level of service that WPD provides to the community and WPD's emphasis on community policing,
- The relationship that the Watsonville Police Department has with the community,

- The adequacy of initial and continual training at WPD,
- Supervisory spans of control throughout the organization,
- Adequate resources provided to employees (including technology) for them to complete work tasks efficiently, and
- The adjustments made within the department to meet the changing needs of the city.

While these questions showed results with high levels of agreement among WPD employees, two key topic areas covered in the matrix above resulted in higher rates of disagreement – the clarity of communication from the top of the organization and the ability of the department to meet service needs in the future. These topics are covered further in the section below.

General Topics Opportunities for Improvement

Expansion of these statements from the matrix above are provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#7: “There is clear communication from the top of the organization.”

Most (71%) respondents disagreed or strongly disagreed to the statement above regarding the clarity of communication from the top of the organization. These findings are consistent across a majority of respondent demographic categories with the exception of employee tenure, as shown below:

Employee Tenure	SD	D	A	SA	NO
Less than 2 years	0%	20%	70%	10%	0%
Between 2 and 5 years	20%	80%	0%	0%	0%
Between 5 and 10 years	27%	45%	18%	0%	9%
Between 11 and 15 years	0%	67%	33%	0%	0%
15 years or more	50%	38%	13%	0%	0%
Prefer not to answer	75%	25%	0%	0%	0%

Employees with less than 2 years of tenure agreed to this statement 80% of the time. However, all other counterparts disagreed with this statement at a higher rate.

#11: “The department is prepared to provide an adequate level of service to the community in the future.”

Just over half of responding employees (55%) disagreed or strongly disagreed to the statement above. Findings indicate that this finding is consistent across a majority of employee demographics, with the exception of employee status, as shown below:

Employee Status	SD	D	A	SA	NO
Sworn	19%	50%	32%	0%	0%
Civilian	0%	29%	47%	12%	12%

Sworn employees disagreed or strongly disagreed with this statement at a rate more than two times that of their civilian counterparts.

3. Patrol Specific Questions

MCG project staff and WPD administration also selected questions to ask specifically to patrol officers of WPD. These questions are pertinent to gauge opinions relating to daily operations of patrol efforts and services directed toward the community. These questions were also asked in statement form, asking patrol officers to indicate their level of agreement with said statement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

All respondents provided their current patrol team, assignment, a majority of which were from the Blue Team (64%). The remaining respondents indicated being assigned to the Gold Team (36%).

Current Team Assignment	%	#
Blue Team	64%	14
Gold Team	36%	8

The level of opinion matrix containing statements only applicable to the responding patrol officers is shown below:

#	Statement	SD	D	A	SA	NO
1	We have sufficient proactive time available to address problems in the community.	26%	35%	35%	4%	0%
2	Most of the time, there are adequate backup units available.	26%	39%	26%	0%	9%
3	Our response times to lower-priority calls are adequate.	13%	43%	35%	4%	4%
4	Our response times to higher-priority calls are adequate.	0%	13%	61%	22%	4%
5	Our current shift schedule works well operationally.	4%	26%	57%	13%	0%
6	Our shift schedule allows for a good work/life balance.	9%	26%	48%	9%	9%
7	The amount of overtime I am required to work is reasonable.	9%	30%	39%	13%	9%
8	Patrol sergeants have sufficient presence in the field.	13%	13%	57%	17%	0%
9	We have adequate mental health response programs to meet the needs of the Watsonville community.	30%	39%	17%	13%	0%

Results presented above show that patrol officers expressed a positive outlook and high levels of agreement relating to most of the topics above, including:

- Response times to high priority calls for service,
- The current shift schedule's ability for operational efficiency,
- The work/life balance provided by the current shift schedule,
- The reasonableness of the amount of overtime that officers are forced to work,
- The adequacy of the presence of patrol sergeants in the field.

However, several topics covered above resulted in higher levels of disagreement across all responding patrol employees. These topics are evaluated further in the section below.

Patrol Division Opportunities for Improvement

Expansion of these statements from the matrix above is provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#1: “We have sufficient proactive time to address problems in the community.”

Most respondents (61%) disagreed or strongly disagreed that patrol units have sufficient proactive time to address problems in the community. These findings are consistent across most relevant demographic categories with the exception of patrol team assignment, as shown below:

Patrol Team Assignment	SD	D	A	SA	NO
Blue Team	14%	36%	50%	0%	0%
Gold Team	50%	25%	13%	13%	0%

While both patrol teams disagree or strongly disagree at a higher rate than any level of agreement, members of the Gold Team express 50% higher rates of disagreement with this statement compared to their Blue Team counterparts.

#2: “Most of the time, there are adequate backup units available.”

More than half (65%) of responding patrol officers disagreed or strongly disagreed with the statement above relating to the adequate presence of backup units in the field. Again, these findings varied across patrol team, as shown below:

Patrol Team Assignment	SD	D	A	SA	NO
Blue Team	14%	43%	36%	0%	7%
Gold Team	50%	38%	0%	0%	13%

Again, both teams expressed higher levels of disagreement compared to agreement; however, the rate at which the Gold Team disagreed (88%) is significantly higher than that of the Blue Team (54%).

#3: “Our response times to lower priority calls are adequate.”

Just over half (56%) of responding patrol units feel that their response times to low priority calls for service are inadequate. This finding is consistent across all relevant respondent demographic categories.

#9: “We have adequate mental health response programs to meet the needs of the Watsonville community.”

A large majority of respondents (70%) of responding patrol officers disagreed or strongly disagreed to the statement above regarding the adequacy of mental-health response programs meet the needs of the Watsonville community. These findings are consistent across all relevant respondent demographics.

4. Open-Ended Responses

The concluding sections of the survey asked respondents to answer in open-ended form, indicating what they thought were 1) the top three strengths of WPD, and 2) the top three opportunities for improvement at WPD. Keyword phrase analysis was used by MCG project staff to analyze these open-ended responses. The most frequent topics of responses are displayed in the following tables.

Top 3 Strengths of WPD

The top response from employees relating to the strengths of WPD were the level of service provided to the Watsonville community, including both sworn and civilian personnel. This response was followed by the experience and dedication of the personnel within the organization, noting both sworn and civilian personnel.

Rank	Response Category
1	Community Service
2	Personnel

Top Three Opportunities of Improvement within WPD

The most frequent opportunity for improvement at WPD in the eyes of responding employees was an improvement in the communication practices throughout the organization, followed by the need for increased staffing levels throughout the organization. Another response category of note is the desire to have increased and expanded recruitment/retention efforts on behalf of the agency.

Rank	Response Category
1	Communication
2	Staffing
3	Recruitment/Retention