

WATSONVILLE, CA



MATRIX CONSULTING GROUP



Our approach is fact-based while also emphasizing stakeholder input to create detailed and achievable implementation strategies.

Our experience with police departments around the country includes multiple agencies in California.



SCOPE OF WORK AND TASK PLAN



EMPLOYEE INPUT

Extensive staff interviews and data collection led to the development of a descriptive profile. Anonymous employee survey to provide all staff with the opportunity for input into the process

CURRENT & PROJECTED RESOURCES

Detailed analysis of current and 10-year work requirements and staffing needs in the context of effective operations management.

FINAL REPORT

Tying together the elements of the project in a final report, which includes projected staffing needs through 2034.

FIELD OPERATIONS – CALL WORKLOADS

ALARM

Total

There were 24,442 Community-generated calls for service in 2024.

Most common calls are for disturbance, minor crimes, and quality of life issues.

These Top 10 call types count for about 45% of all community-generated workloads.

Most Common Call for Service Categories



THE IMPORTANCE OF PROACTIVITY

- Proactive time is the central metric used to evaluate the capacity of patrol staffing.
 - It is calculated as the percentage of on-duty staffing hours that are not spent responding to calls for service.
 - Adequate proactive time facilitates more engagement with the community.
 - ♦ At an overall level, proactive time should be at least 45% of total time in the field.

PATROL OPERATIONS – PROACTIVITY

Overall, proactivity is below the established benchmark.

Most hours of the day and all but one day of the week fall below proactive time targets.

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%

PATROL OPERATIONS – USE OF PROACTIVE TIME

The level of engagement in proactive activities shows the impacts of limited time available.

Officers-initiated activities are almost 34% of community-generated workloads.

Traffic stops are the highest activity; several categories may not even be officer-initiated activities in the same sense (e.g., follow-ups).

Most Common Categories of Self-Initiated Activity



FIELD OPERATIONS RECOMMENDATIONS

Call workloads by hour are impacted by the Department's deployment (schedule).

Moderately changing shift start times will help improve proactivity.

An additional officer should also be authorized for the day shift.

Recommended Change in Shift Work Hours

	Current	Alternative		
Day Shift	0600 - 1600	0700 - 1700		
Swing Shift	1500 - 0100	1300 - 2300		
Graveyard Shift	2000 - 0600	2200 - 0800		

FIELD OPERATIONS – ALTERNATIVE RESPONSE

Call Types Identified for Diversion

Currently, the WPD use Police Service Specialists to respond to lower priority calls for service.

Last year, PSS's responded to 311 lower priority calls in addition to other assigned duties.

Our analysis and comparative research show that there are opportunities to expand their use

Adding 2 additional PSSs to the 2 that currently Traff exist positively impacts patrol officers' proactivity.

This, together with previous recommendations, could raise overall proactive time from 32% to 39%.

Туре	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%

COMMUNITY SERVICES DIVISION

- Traffic enforcement is a significant issue in Watsonville.
- To address general enforcement needs and specialized needs (e.g., DUIs 10 crashes per month, on average), 2 additional officers should be added.
- Parking enforcement needs a dedicated supervisory position.
- Units in this Division are largely proactive and are difficult to track their effectiveness. Tracking needs to be enhanced.

PROFESSIONAL STANDARDS DIVISION

- The importance and demands of training has grown in the past few years. A dedicated training officer position is needed to identify training needs and to coordinate the program.
- In Records, continue efforts to transition records to e-sources.



SPECIAL OPERATIONS DIVISION

- The project team collaborated with the police department to develop a case task and workload-based approach for determining staffing requirements.
- Current investigative staffing is inadequate to handle current caseloads.
- A detective position should be added for these additional workloads.

ORGANIZATIONAL RECOMMENDATIONS

- Creating a lieutenant classification adds a vital link between first-line supervisors and top management.
- It also provides better oversight of operations and focuses sergeants more on field supervision.
- To achieve these advantages, the WPD should:
 - Reduce the number of Captains from 4 to 2.
 - Add 4 Lieutenants and 1 non-sworn mid-management position.
 - Restructure departmental units to better align the functionality of the WPD.

STAFFING PROJECTIONS

- Future staffing recommendations were completed by reviewing current population growth and crimes trends and expected population increases based on proposed developments, developable land and current zoning.
- This data was used to project staffing needs through 2034.



POPULATION PROJECTIONS

The population is expected to increase by an	(
average of 6.9% in 10 years.	

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Outside Downtown Downtown **Total**

Projected Population

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

CALLS FOR SERVICE PROJECTIONS

Calls for service are expected to increase an average of 12.5% because of increased commercial development.

Total	40,496	40,673	42,295	45,572	+12.5%
Downtown - COMM	8,000	8,041	8,829	11,456	+43.2%
Downtown - RES	1,157	1,210	1,713	2,241	+93.7%
Outside Downtown	31,339	31,422	31,753	31,875	+1.7%

2023

Projected Calls for Service

2024

2029

2034

11YR +/-

PROJECTIONS FOR SWORN STAFF

There is an expected increase of 10 sworn positions in the next 10 years compared to recommended levels.

Summary of Staffing Projections (Sworn)

Division	Auth.	Rec.	2029	2034	+/-10YR
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

PROJECTIONS FOR PROFESSIONAL STAFF

There is an expected increase of 4.5 professional staff positions in the next 10 years *compared to recommended levels*.

Division	Auth.	Rec.	2029	2034	+/-10YR
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

Summary of Staffing Projections (Civilian)

QUESTIONSAND DISCUSSION

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