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LONG BEACH POLICE DEPARTMENT STRATEGIC PLAN

PEER COMPARISON REPORT

How Long Beach Compares With Other Cities

NCJRS

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*A Cooperative Effort of the
Long Beach Police Department
and the Office of the City Auditor*

February, 1994



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

OVERVIEW OF THE STRATEGIC PLAN

In the fall of 1992 the Long Beach Police Department initiated the development of a strategic plan with the assistance of the City Auditor's Office. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; and stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies

should be adjusted or completely modified if results fall short of desired outcomes.

PEER COMPARISON REPORT

A common element of private sector strategic planning is a competitive analysis. Such an analysis includes comparing the organization's operations with those of its competitors. This often provides important insights into strengths and weaknesses of an organization, the differences in products provided, and changes necessary to remain competitive in the future.

The Long Beach Police Department's operations are similar to those of other police departments in the State. Comparing these operations provides similar insights as a private sector competitive analysis.

The Long Beach Police Department's peer group was defined as the ten largest municipal police departments in the State. These include:

- Los Angeles
- San Diego
- San Jose
- San Francisco
- Long Beach
- Sacramento
- Fresno
- Oakland
- Santa Ana
- Anaheim

The comparison period was Fiscal Year 1991-92, which is the period from July 1, 1991 to June 30, 1992. Comparisons were made in the following areas:

- √ **Customer Base Comparison** -- includes differences in each department's customer base or population which can affect the type and level of services required of the department. These include population, economic, housing, and crime level comparisons.
- √ **Department Resource Comparison** -- includes differences in the level of resources available to each department. Comparisons include the amount and use of employee resources, and the level of financial resources spent on providing police services.
- √ **Department Expenditure Comparison** -- includes comparisons of how each police department spent its resources. Comparisons include the amount spent on personal services including salaries, retirement programs, worker's compensation, health and dental benefits, and overtime. It also includes comparisons of expenditures for non-personal services including outside contracts, fleet services, information and data processing services, facilities, and liability insurance expenditures.
- √ **Patrol Services Comparison** -- includes comparisons of the level of workload and effectiveness of each department's communications, direct patrol, and traffic operations. Comparisons include such things as dispatched calls per dispatcher and patrol officer, response times to different priority calls, and number of citations issued per traffic officer.
- √ **Investigative Services Comparison** -- includes comparisons of the level of

workload and effectiveness of each department's crimes against persons, crimes against property, illegal drug activity investigations, illegal vice activity, and illegal gang activity investigations. Comparisons include such things as the number of reported crimes per investigator, case clearance rates, and arrest rates.

- √ **Support Services Comparison** -- includes comparisons of differences in each department's major support services including police records management, personnel management, planning and budget management, community relations, internal affairs investigations, and police fleet vehicles. Comparisons include the percentage of each department's total employees devoted to these functions.

CUSTOMER BASE COMPARISON

Each city is unique in its population's characteristics, economic climate, and housing conditions. The differences between cities are important when comparing police agencies. Factors such as variations in composition of the population, particularly youth concentration, median income, poverty level, education characteristics, and population density influence the level of crime in a city. Identifying these variations helps to explain differences in resource allocation and effectiveness of police departments.

Population Characteristics Comparisons

Population characteristics of a community can have an impact on the level of crime within a community. Such factors as ethnic diversity, age, and education level of the population each

can affect the amount of crime committed as well as the police department's ability to successfully control crime.

In 1992, the population of Long Beach was 442,100. Long Beach ranks as the 2nd most populated city in Los Angeles County and 5th most populated in California. Long Beach's population, however, is well below the 4th largest city in the State, San Francisco, which had a population of 739,900 in 1992.

Among the ten most populated cities in California, Long Beach has one of the most ethnically diverse populations. According to 1990 U.S. Census Bureau information, Long Beach's ethnic composition was as follows:

- The Anglo population represented 49.5%
- The Black population represented 13.2%
- The Hispanic population represented 23.6%
- The Asian-Pacific Islander population represented 12.9%
- The remainder (less than 1%) was made up of other races including American Indian and Eskimo.

San Diego had the highest percentage (58.7%) of Anglos and Santa Ana the lowest (23.1%). State-wide, the Anglo population represented 57.2% of the total population.

Oakland had the highest percentage (42.8%) of Blacks and Santa Ana the lowest (2.2%). State-wide, the Black population represented 7.0% of the total population.

Santa Ana had the highest percentage (65.2%) of Hispanics and Oakland and San Francisco had

the lowest (13.9%). State-wide, the Hispanic population represented 25.8% of the population.

San Francisco had the highest percentage of Asian-Pacific Islanders (28.4%) and Anaheim had the lowest (9.0%). State-wide, the Asian-Pacific Islander population represented 9.1% of the total population.

With a median age of 30, Long Beach's population is relatively young compared to the other large cities in the State. San Francisco had the oldest population, with a median age of 35.7 years, and Santa Ana the youngest, with a median age of 25.9 years.

In 1990, 97,108 Long Beach residents, or 22.6% of Long Beach's population, were between the ages of 10 and 24 years. Santa Ana had the highest percentage of the population between 10 and 24 years (28.8%) and San Francisco had the lowest (17.2%). The percentage of Long Beach residents within this age group equaled the average among the ten cities. State-wide, 22.0% of the population fell between these ages in 1990, a slightly smaller percentage than in Long Beach.

Of persons 25 years old or more, 199,828 Long Beach residents graduated from high school according to the 1990 U.S. Census. This represented 75.5% of all residents 25 years or older. Among the ten largest cities in California, Long Beach ranked 5th in the percentage of high school graduates. San Diego ranked 1st with 82.3% and Santa Ana ranked 10th with 49.7%. The percentage of Long Beach's population which graduated from high school was above the average of 72.5% for the ten cities but below the State-wide percentage of 76.2%.

Economic Comparisons

The economy of a community, including its level of wealth or poverty, can have a significant

impact on the rate and severity of crime within the community. It can also impact a police department's ability to effectively address the community's crime problems.

The median household income in Long Beach was \$30,938 in 1990, 6th highest among the ten cities in California. San Jose ranked 1st with median household income of \$46,206, and Fresno ranked 10th with median income of \$24,923.

Long Beach also ranked 6th among the ten cities in per capita income. In 1990, Long Beach's per capita income was \$15,639. San Francisco ranked 1st with per capita income of \$19,695 and Santa Ana ranked 10th with per capita income of \$10,019.

In 1990, 69,694 persons, or 16.8% of the City's population, had income below the poverty level. This percentage ranked 6th highest compared to the ten largest cities in the State. Fresno had the highest percentage of its population below the poverty level, 24.0%, and San Jose had the lowest percentage, 9.3%.

Housing Comparisons

A number of housing factors can impact crime in a community. These include the distribution of housing between owner occupied, rented, and vacant; the level of overcrowding of persons in residential housing; and the age of residential housing stock.

In Long Beach, 38% of the housing units were owner-occupied in 1990, 8th highest among the ten most populated cities in the State. San Jose had the largest percentage of owner-occupied housing with 59% and San Francisco had the smallest with 32%.

About 55% percent of the housing units in Long Beach were renter-occupied, 3rd highest among

the ten cities. San Francisco had the highest percentage, 61%, and San Jose had the lowest, 37%.

In 1990, 6.7% of Long Beach housing units were vacant, the 2nd highest level among the ten cities. San Francisco had the highest vacancy level (7.0%) and San Jose the lowest (3.5%).

Housing units in Long Beach are relatively crowded compared to the other large cities in the State. With 16% of its housing units having 1.01 or more persons per room, Long Beach ranked 3rd highest in overcrowded housing among the ten cities. Eighty-four percent of the housing units had 1 person or less per room, 5% had 1.01 to 1.5 persons per room, and 11% had more than 1.5 persons per room.

Sacramento had the least crowded housing units with 92% having 1 person or less per room, 4% having 1.01 to 1.5 persons per room and 4% having more than 1.5 persons per room. Santa Ana had the most crowded housing units with 62% of the units with 1 person or less per room, 11% with 1.01 to 1.5 persons per room, and 27% of the units with more than 1.5 persons per room.

Long Beach has a relatively old housing stock. In 1990, the median year a residential structure was built was 1955. Only Oakland and San Francisco had older housing. The median year residential structures were built in these cities were 1947 and 1939, respectively. Cities with the newest housing stock were Fresno, San Diego, and San Jose.

Crime Comparisons

The U.S. Department of Justice Federal Bureau of Investigations (FBI) annually compiles information from over 16,000 city, county, and state law enforcement agencies to publish the Uniform Crime Report (UCR). The UCR

categorizes crimes into two groups: violent crimes and property crimes. Violent crimes include willful homicide, forcible rape, robbery, and aggravated assault. Property crimes include burglary, motor vehicle theft, and larceny-theft.

In 1992, reported violent and property crimes totaled 35,337 in Long Beach, 80.11 per 1,000 population. Long Beach ranked 7th among the ten largest cities in California. Oakland ranked the highest with 126.48 crimes reported per 1,000 population and San Jose the lowest with 49.37 crimes reported per 1,000 population. Long Beach's total reported crimes was below the average of 88.7 for the ten cities.

There were 6,925 violent crimes reported in Long Beach in 1992, or 15.70 violent crimes reported per 1,000 population. Long Beach ranked as the 4th highest among the ten largest cities in the State. Oakland had the most violent crimes reported per 1,000 population with 26.67 and Anaheim had the least with 6.26. Long Beach's reported violent crimes per 1,000 population was above the average of 14.84 per 1,000 population for the ten cities.

In 1992, there were 28,412 property crimes reported in Long Beach, or 64.41 per 1,000 population. Long Beach ranked 7th highest among the ten cities, with Fresno ranking 1st with 102.66 per 1,000 population and San Jose ranking 10th with 42.64 per 1,000 population. Among the ten cities, the average was 73.86 reported property crimes per 1,000 population, well above the level reported in Long Beach.

DEPARTMENT RESOURCE COMPARISON

A Police Department's ability to effectively provide services is significantly affected by the level of resources available to it.

Employee Resource Comparisons

For all police departments the personnel employed are the most important resource necessary for providing police services. In 1992, the Long Beach Police Department had 1.63 sworn employees per 1,000 persons living in the City. This places it fourth in the ratio of sworn personnel per 1,000 population, below Los Angeles, San Francisco, and Oakland. Long Beach also ranked slightly below the average of the ten cities, which was 1.66 sworn employees per 1,000 population.

The number of sworn employees in the Department increased significantly for FY 1993, to 1.80 sworn employees per 1,000 population. For 1994, the Department is budgeted to have 1.82 sworn employees per 1,000 population. Long Beach's ranking among its peers would remain at fourth, assuming the ratios of other cities remained unchanged.

In 1992, the Long Beach Police Department had .88 civilian employees per 1,000 persons living in the City. This places it third in the ratio of civilian personnel per 1,000 population, below Oakland, and Sacramento. Long Beach also ranked above the average of the ten cities, which was .73 civilian employees per 1,000 population.

The number of civilian employees in the Department increased slightly for FY 1993, to .89 civilian employees per 1,000 population. For 1994, the Department is budgeted to have .92 civilian employees per 1,000 population. Long Beach's ranking among its peers would remain at third, below Oakland and Sacramento and above the other cities, assuming the staffing level of the other cities remains the same.

The Long Beach Police Department ranked fifth in total employees per 1,000 population in 1992 with 2.51. Long Beach had fewer total employees per 1,000 population than Los

Angeles, Oakland, San Francisco, or Sacramento. However, it had more employees per 1,000 population than did San Diego, San Jose, Santa Ana, Anaheim, or Fresno, and was just above the average of 2.38 for the ten cities.

The total number of employees in the Department increased significantly for FY 1993, to 2.69 employees per 1,000 population. For 1994, the Department is budgeted to have 2.74 employees per 1,000 population. Long Beach's ranking among its peers would move from fifth to fourth assuming the other cities staffing levels remained unchanged.

Financial Resource Comparisons

Police Departments require financial resources to compensate their personnel, purchase needed equipment and supplies, acquire and maintain facilities, and fund operations.

Long Beach ranked fourth in the amount of money spent per capita on police services in 1992, spending \$215. Three cities, Los Angeles, Oakland, and San Francisco spent more than Long Beach. Long Beach also spent more per capita than the average of \$193 for the ten cities.

For FY 1994, Long Beach is budgeted to spend \$235 per capita on police services assuming the City's population remains unchanged.

Long Beach ranked seventh in the percentage of city general revenues committed to police services in 1992 with 42.4%. Two cities, San Diego and San Jose, ranked below Long Beach. Long Beach ranked below the average of 46.9% of general revenues committed to providing police services.

DEPARTMENT EXPENDITURE COMPARISON

How a police department spends its financial resources provides insight into its priorities and opportunities for reducing costs and improving future operations. To determine the Long Beach Police Department's expenditure levels relative to its peers we compared personal and non-personal expenditures of the ten departments.

Personal Services Expenditures Comparisons

Personal services expenditures are the costs of employing personnel. These costs include salaries paid to employees and costs for retirement programs, health and dental benefits, worker's compensation, and overtime.

Long Beach ranked ninth in the percentage of total expenditures spent for personal services in 1992 at 80.4%. This amount is well below the average of 87% for the ten cities. Only Anaheim spent less of its total budget on personal services than Long Beach.

For FY 1994, the Department is budgeted to spend 85.5% of its total budget on personal services. This would move Long Beach's ranking from ninth to seventh assuming the amount spent by the other cities remains unchanged.

The primary reason for the increase in percentage of total expenditures spent on personal services is the termination of the contract for services with the Los Angeles County Sheriff's Department. In FY 1992, Long Beach spent \$5.6 million for these services.

Long Beach ranked fourth among its peers in the amount of personal services expenditures per employee at \$71,683. Only San Francisco, Los Angeles, and Oakland spent more per employee

than Long Beach. Long Beach is also slightly above the average of \$70,040 for the ten cities.

For FY 1994, Long Beach is budgeted to spend \$73,265 per employee on personal services. This would maintain Long Beach's ranking at fourth assuming the amount spent by the other cities remains unchanged.

Non-Personal Expenditures Comparisons

Non-personal expenditures are all costs not directly associated with employing personnel. These costs include outside contracts, fleet services, information and data processing, facilities, and liability insurance.

Long Beach ranked second in the percentage of total expenditures spent for personal services in 1992, spending 19.6% on non-personal services. Only Anaheim spends more of its budget on non-personal items. Long Beach was also well above the average percentage of 13% for the ten cities.

For FY 1994, Long Beach is budgeted to spend 14.5% of its budget on non-personal items. This would move Long Beach's ranking from second to fourth assuming the percentages spent by the other cities remains unchanged.

PATROL SERVICES COMPARISON

The highest demand and most visible services provided by the Police Department are provided by Patrol. These services include answering 911 emergency telephone calls, providing the first line of response to emergency situations, providing a sense of security within the community through routine area patrol, and controlling traffic through enforcement.

Communications Services Comparisons

The Long Beach Police Communications Center receives 911 emergency and non-emergency calls

for service. The Communications Center answers the calls, enters the information received from the caller into the Department's computer aided dispatch (CAD) system, and dispatches patrol units to handle the calls.

Long Beach ranked sixth in the number of calls for service resulting in a police unit dispatched with 529 calls per 1,000 population in 1992. This places Long Beach just below the average of 538 for the nine cities we were able to compare.

Long Beach ranked fifth in the number of dispatched calls per communications employee with an average of 3,630 in FY 1992. This places Long Beach slightly above the average of 3,560 for the nine cities we were able to compare.

For FY 1994, the number of dispatched calls per communications employee will increase to 3,806. This assumes the Communications Center is staffed at FY 1994 budgeted levels and the number of dispatched calls is the same as in 1992.

Long Beach ranked first out of seven in the average communications center cost per dispatched call for service, spending \$38 per call in 1992. This places Long Beach well above the average of \$20 per dispatched call for the seven cities we were able to compare.

During FY 1992 emergency calls for approximately 20% of Long Beach were handled by the Los Angeles County Sheriff's Department. As a result, the volume of calls handled by the Police Department's communications center was decreased. However, the Department was not able to fully decrease all costs. In addition, the Department needed to maintain its communications ability so it could effectively provide this service when the

contract with the LASD was terminated in June of 1993.

Long Beach ranked first out of the five cities we were able to compare, with each communications employee handling 6,419 field initiated calls. This places Long Beach significantly above the other cities, and nearly triple the average of 2,251 for the five cities.

Direct Patrol Services Comparisons

Direct patrol services include responding to emergency and non-emergency dispatched calls for service, providing security in an area by patrolling the area, and observing and intervening in unlawful activity. Patrol personnel and units are deployed by area and time of day based on projected demand for service from past experience.

Long Beach ranked sixth out of the nine cities we were able to compare in the number of dispatched calls for service per patrol employee, with 446 calls in 1992. This places Long Beach somewhat below the average of 497 for the nine cities.

For FY 1994, the number of dispatched calls per patrol employee will increase to 493. This assumes Patrol is staffed at the FY 1994 budgeted level and the number of dispatched calls is the same as in 1992.

Long Beach ranked second of the seven cities we were able to compare in cost per dispatched call for service, spending \$211 per dispatched call. This places Long Beach well above the average of \$161 for the seven cities.

Long Beach ranked first in quick response to priority 1 calls for service, responding in an average of 4.9 minutes in 1992. This places Long Beach well above the average of 7.2

minutes for the eight cities we were able to compare.

Long Beach ranked sixth among the eight cities we were able to compare in quick response to priority 2 calls for service, responding in an average of 22 minutes in 1992. It took Long Beach longer than the average of 18.1 minutes for the eight cities to respond to priority 2 calls.

Long Beach ranked fifth among the eight cities we were able to compare in quick response to priority 3 calls for service, responding in an average of 37.3 minutes in 1992. Long Beach's response to priority 3 calls was quicker than the average of 40.5 minutes for the eight cities.

Traffic Services Comparisons

Traffic services are provided with the goal of improving traffic safety through enforcing traffic laws, setting up sobriety checkpoints, making driving under the influence (DUI) arrests, and investigating traffic-related accidents.

Long Beach ranked fifth of the ten cities in the number of traffic fatalities per 100,000 population, with 10 in 1992. Oakland, Sacramento, Fresno and Los Angeles had higher rates. Long Beach was slightly above the average of 9.8 for the nine cities.

Long Beach ranked fourth of the seven cities we were able to compare in traffic citation issuance per employee, issuing an average of 702 traffic citations per employee in 1992. This placed Long Beach below the average of 731 for the seven cities.

Of the seven cities we were able to compare, Long Beach ranked tied for second with Los Angeles in DUI arrests, with 18 DUI's per traffic employee in 1992. This is above the average of 15 for the seven cities.

**INVESTIGATIVE SERVICES
COMPARISON**

Police departments conduct investigations of reported crimes and conduct special investigations with the intent of suppressing ongoing criminal activity. Investigations of reported crimes include efforts to identify the perpetrator of specific crimes against persons such as homicides, robberies, assaults, sexual assaults; or crimes against property such as burglaries, auto thefts, larceny thefts, and forgery or fraud.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the District Attorney or City Prosecutor. The investigators support the prosecution of suspects and often testify during criminal trials.

Special investigations to suppress criminal activity are focused primarily on illegal gang, drug, and vice activity. Investigators respond to complaints about these activities and attempt to suppress them through gathering intelligence, conducting searches and seizures, performing undercover activity, and making arrests of individuals involved in these activities.

Investigators in these areas also develop criminal cases and file the cases with the District Attorney or City Prosecutor. They also support prosecution of suspects and often testify during criminal trials.

Investigations of Crimes Against Persons Comparisons

Long Beach ranked sixth of the ten cities, with 89.5 crimes against persons reported for each person assigned to investigate these crimes. Fresno, Oakland, San Diego, San Francisco, and Sacramento each had higher levels of work load per investigator than Long Beach. Long Beach

also ranked below the average of 101.5 reported crimes per employee for the ten cities.

Of the eight cities we were able to compare, Long Beach ranked third in the amount spent for each reported crime against persons, spending \$1,019 in 1992. Only the cities of Anaheim and San Jose spent more per reported crime than Long Beach. Long Beach also spent significantly more than the average of \$847 for the eight cities we were able to compare.

Long Beach ranked second in the percentage of reported violent crimes cleared in 1992, clearing 46.2%. Only San Diego had a higher clearance rate. Long Beach also had a higher percentage of crimes cleared than the average of 40.1% for the ten cities.

Long Beach ranked fourth of the ten cities compared in the number of crimes against persons cases cleared per employee assigned, with 41.3 per employee. Only three cities, Fresno, San Diego, and Oakland had higher clearance rates per employee than Long Beach. Long Beach was also above the average of 40.6 for the ten cities.

Of the eight cities we were able to compare, Long Beach ranked fourth in the amount spent per crime against persons case cleared, spending \$2,207. Only Anaheim, Santa Ana, and San Jose spent more per case cleared. However, Long Beach was below the average of \$2,466 for the eight cities we were able to compare.

Investigations of Crimes Against Property Comparisons

Long Beach ranked seventh of the ten cities, with 524.2 crimes against property reported for each person assigned to investigate these crimes. Only Anaheim, San Francisco, and San Diego had lower levels of work load per investigator than Long Beach. Long Beach also ranked

below the average of 651.1 reported crimes per employee for the ten cities.

Long Beach ranked second of the eight cities we were able to compare in the amount spent per reported crime against property, spending \$166 in 1992. Only Anaheim spent more per reported crime than Long Beach. Long Beach also spent significantly more than the average of \$134 for the eight cities we were able to compare.

Long Beach ranked third in the percentage of reported property crimes cleared in 1992, clearing 17.85%. Only Anaheim and Sacramento had higher clearance rates. Long Beach also had a higher percentage of crimes cleared than the average of 15.42% for the ten cities.

Long Beach ranked fifth of the ten cities compared in the number of crimes against property cases cleared per employee assigned, with 93.6 per employee. Only four cities, Fresno, Sacramento, San Jose, and Oakland had higher clearance rates per employee than Long Beach. However, Long Beach was also below the average of 101.5 for the ten cities.

Of the eight cities we were able to compare, Long Beach ranked fourth in the amount spent per crime against property case cleared, spending \$932. Only San Diego, Santa Ana, and Anaheim spent more per case cleared. Long Beach also spent more per crimes against property case cleared than the average of \$874 for the eight cities we were able to compare.

Investigations of Illegal Drug Activity Comparisons

Long Beach ranked fifth of the ten cities in the number of illegal drug arrests per employee assigned, with 142. Oakland, San Diego, San Francisco, and Sacramento had more arrests per employee assigned. However, Long Beach was

slightly below the average of 172 arrests per employee assigned for the ten cities.

Long Beach ranked third in expenditure per illegal drug arrest, spending \$870. Two cities, Fresno and Anaheim, spent more per arrest than Long Beach. Long Beach was slightly above the average of \$808 for the eight cities we were able to compare.

Investigations of Vice Crime Comparisons

Long Beach ranked fourth of the ten cities in the number of vice arrests per employee assigned, with 114. Fresno, San Francisco, and Sacramento had more arrests per employee assigned. Long Beach was above the average of 91 arrests per employee assigned for the ten cities.

Long Beach ranked sixth out of the eight cities we were able to compare in expenditure per vice arrest, spending \$868. Only Sacramento and Fresno spent less per arrest than Long Beach. Long Beach was significantly below the average of \$1,102 for the eight cities we were able to compare.

Illegal Gang Activity Comparisons

To identify the extent of Long Beach's gang crime problems relative to its peers we compared the estimated number of gang members per 1,000 population. Long Beach ranked second, with 20.4 estimated gang members per 1,000 population, of the nine cities we were able to compare. Long Beach was also significantly above the average of 10.7 for the nine cities.

Long Beach also had the second highest number of estimated gang members per employee assigned to gang crime, with 2,903. Long Beach's gang work load per employee is nearly three times that of the average of the nine cities we were able to compare.

During FY 1993 the Long Beach Police Department significantly increased its level of gang enforcement and investigations. For FY 1994, the Police Department is budgeted to have twenty-nine employees committed to gang crime. Given this increase in gang enforcement and investigations personnel, the number of estimated gang members per employee would decrease to 310. Long Beach's rank would move from second to fifth, assuming the other cities remain unchanged.

Long Beach ranked eighth of the eight cities we were able to compare in the amount spent per estimated gang member, spending \$40. This amount was well below the average of \$471 per estimated gang member for the eight cities.

SUPPORT SERVICES COMPARISONS

In addition to direct services provided to the public, police departments provide indirect services which support the direct services. Major support services include police records management, personnel management, planning and budget management, community relations, internal affairs investigations, and police fleet vehicles.

Records Management Services Comparisons

Long Beach ranked second of the ten cities in percentage of total employees devoted to providing records services, with 8.4%. Long Beach ranked significantly above the average of 5.9% for the ten cities.

Long Beach ranked eighth of the nine cities we were able to compare in the number of sworn employees per police records employees with 8.0. Only Sacramento had fewer sworn employees per records employee. Long Beach also had substantially fewer sworn employees per records employee than the average of 12.1 for the nine cities we were able to compare.

Personnel Management Services Comparison

Long Beach ranked sixth of the ten cities in percentage of total employees devoted to providing personnel management services, with .88%. Long Beach ranked below the average of 1.02% for the ten cities.

Planning and Budget Management Services Comparison

Long Beach ranked eighth of the ten cities in percentage of total employees devoted to providing planning and budget services, with .58%. Long Beach ranked significantly below the average of 1.16% for the ten cities.

Community Relations Comparison

Long Beach ranked fifth of the eight cities we were able to compare in percentage of total employees devoted to providing community relations services, with 1.68%. Long Beach ranked below the average of 1.6% for the eight cities we were able to compare.

Internal Affairs Investigations Comparisons

Long Beach ranked second of the ten cities in percentage of total employees devoted to providing internal affairs investigations, with .94%. Only San Diego had a larger percentage of its employees devoted to internal affairs investigations. Long Beach ranked substantially above the average of .61% for the ten cities.

Long Beach had the fewest number of sworn employees, 68, per internal affairs investigator of the ten cities, ranking it tenth. Long Beach was also well below the average of 140 for the ten cities.

Long Beach had the highest rate of citizen complaints per police employee with .26. This rate placed Long Beach substantially above the

average of .15 for the nine cities we were able to compare.

Police Vehicle Comparisons

Long Beach ranked second highest in the number of patrol sergeants or officers per marked police vehicle with 3.5 per vehicle. Only San Francisco, which has a higher than normal number of walking beats, had a higher ratio.

Long Beach ranked third highest in the number of sworn employees per police vehicle with 2.3 per vehicle. Only San Francisco and Los Angeles had a higher ratio. Long Beach was at the average of 2.3 for the eight cities we were able to compare.

Long Beach ranked fourth highest in the number of employees per police vehicle with 3.6 per vehicle. Los Angeles, San Francisco, and Oakland had a higher ratio. Long Beach was also above the average of 3.2 for the eight cities we were able to compare.

INTRODUCTION

INTRODUCTION

OVERVIEW OF THE STRATEGIC PLAN

In the fall of 1992 the Long Beach Police Department initiated the development of a strategic plan with the assistance of the City Auditor's Office. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; and stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies

should be adjusted or completely modified if results fall short of desired outcomes.

PEER COMPARISON REPORT

A common element of private sector strategic planning is a competitive analysis. Such an analysis includes comparing the organization's operations with those of its competitors. This often provides important insights into strengths and weaknesses of an organization, the differences in products provided, and changes necessary to remain competitive in the future.

The Long Beach Police Department's operations are similar to those of other police departments in the State. Comparing these operations provides similar insights as a private sector competitive analysis.

The Long Beach Police Department's peer group was defined as the ten largest municipal police departments in the State. These include:

- Los Angeles
- San Diego
- San Jose
- San Francisco
- Long Beach
- Sacramento
- Fresno
- Oakland
- Santa Ana
- Anaheim

The comparison period was Fiscal Year 1991-92, which is the period from July 1, 1991 to June 30, 1992. Comparisons were made in the following areas:

- √ **Customer Base Comparison** -- includes differences in each department's customer base or population which can affect the type and level of services required of the department. These include population, economic, housing, and crime level comparisons.
- √ **Department Resource Comparison** -- includes differences in the level of resources available to each department. Comparisons include the amount and use of employee resources, and the level of financial resources spent on providing police services.
- √ **Department Expenditure Comparison** -- includes comparisons of how each police department spent its resources. Comparisons include the amount spent on personal services including salaries, retirement programs, worker's compensation, health and dental benefits, and overtime. It also includes comparisons of expenditures for non-personal services including outside contracts, fleet services, information and data processing services, facilities, and liability insurance expenditures.
- √ **Patrol Services Comparison** -- includes comparisons of the level of workload and effectiveness of each department's communications, direct patrol, and traffic operations. Comparisons include such things as dispatched calls per dispatcher and patrol officer, response times to different priority calls, and number of citations issued per traffic officer.
- √ **Investigative Services Comparison** -- includes comparisons of the level of workload and effectiveness of each department's crimes against persons, crimes against property, illegal drug activity investigations, illegal vice activity, and illegal gang activity investigations. Comparisons include such things as the number of reported crimes per investigator, case clearance rates, and arrest rates.
- √ **Support Services Comparison** -- includes comparisons of differences in each department's major support services including police records management, personnel management, planning and budget management, community relations, internal affairs investigations, and police fleet vehicles. Comparisons include the percentage of each department's total employees devoted to these functions.

DATA COLLECTION METHODOLOGY

Each police department organizes its operations somewhat differently than any other police department. In addition, each department defines terms and keeps track of information and statistics differently.

To provide a valid comparison required developing a consistent basis for comparison. This was accomplished in two ways, by identifying existing sources of information that were tracked consistently for each police agency, and by taking each department's information and putting it into a consistent format.

Sources of Consistently Reported Information

Three sources of consistently tracked information were identified. They are:

- √ The U.S. Department of Commerce's Bureau of the Census for population, economic, and housing information.
- √ The California State Department of Justice (DOJ) and the Federal Bureau of Investigation (FBI) Uniform Crime Reporting System for reported crime and crime clearance rates.
- √ The California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS) Annual Report of Fatal and Injury Motor Vehicle Traffic Accidents for traffic fatality, injury, and enforcement information.

Information Not Consistently Reported

For information not consistently reported by each police department we developed a survey instrument to collect this information. The survey included expenditures by category (i.e. salaries, health benefits, outside contracts), expenditures by police function (i.e. patrol, crimes against persons investigations, police records management), and distribution of employees among police functions. A copy of the survey instrument is included as appendix I of this report.

The survey also included key department statistics such as number of dispatched calls, average response times, and number of fleet vehicles. Definition of terms to be used in completing the survey were also provided to facilitate the consistent collection of information.

The survey was faxed or mailed to each police department following a call to the chief of police of each department asking for assistance. Each department was asked to complete the survey as much as possible and return it to either the Long

Beach Police Department or the Office of the Long Beach City Auditor.

To ensure the surveys were completed as consistently as possible site visits were conducted at each of the police departments involved. These site visits were conducted jointly by a Deputy Chief of Police of the Long Beach Police Department and a Deputy City Auditor of the Long Beach City Auditor's Office. During these site visits the completed survey instruments were reviewed in detail to ensure they were completed consistently.

DATA ANALYSIS METHODOLOGY

The data from the completed survey questionnaires were entered into a computer spreadsheet (Microsoft Excel for Windows Version 4.0) model developed by the City Auditor's Office. This model calculated the distribution of personnel and financial resources, ratios, work load levels, and measures of effectiveness.

USE OF EXHIBITS

Throughout this report exhibits are used to provide information on the rankings of the ten police departments on various factors. Where possible, Long Beach is highlighted to facilitate its comparison.

Most of the exhibits show the ten cities compared in the order they rank on each particular factor. Each ranking is in descending order. For example, for the comparison of sworn personnel per 1,000 population the city with the largest number is ranked 1, the city with the smallest number is ranked 10.

For some factors information required to make a comparison was not available from all cities. In

these cases the initials NA, meaning Not Available, are substituted. These cities appear at the bottom of the ranking so they do not affect the ranking of the other cities.

For each comparative ranking an average of the ten cities is provided. This average is the arithmetic mean of the factors of each of the ten cities for which information is provided.

USE OF SPECIFIC RANKINGS

It is important that the comparisons contained in this report be viewed in their entirety rather than individually. The use of one individual comparison to reach conclusions about police operations can result in distorted or out of context conclusions.

COMPLETENESS OF DATA

In all cases, the best available data was used to develop the comparisons. In some cases, data was incomplete or unavailable. In situations where the absence of data for one or more cities significantly compromised the accurate presentation of comparisons we chose not to include those comparisons. In situations where complete data was not available for all cities, but meaningful comparisons could still be presented, we chose to present the comparisons with partial information.

It is also important to note that we were dependent on the individual cities to provide accurate information. The information was not audited for accuracy during its collection.

CONTRACT WITH THE L.A. COUNTY SHERIFF'S DEPARTMENT

In November of 1990, the LA County Sheriff's Department began patrolling approximately

twenty percent of the City of Long Beach under a Memorandum of Understanding between the City and the LASD. The purpose of this arrangement was to improve City-wide service by concentrating deployment of the LBPB in the remainder of the City.

For comparisons of specific work load or effectiveness the operations of only the Long Beach Police Department were included. It should be noted that the contract with the LASD was terminated on June 30, 1993. The entire City is now patrolled by the Long Beach Police Department effective July 1, 1993. As a result, such factors as the number of calls received and dispatched, number of reported crimes per investigator, and number of arrests will increase substantially.

CUSTOMER BASE COMPARISON

**CUSTOMER BASE
COMPARISON**

CUSTOMER BASE COMPARISON

Each city is unique in its population's characteristics, economic climate, and housing conditions. The differences between cities are important when comparing police agencies. Factors such as variations in composition of the population, particularly youth concentration, median income, poverty level, education characteristics, and population density influence the level of crime in a city. Identifying these variations helps to explain differences in resource allocation and effectiveness of police departments.

Presented below are comparisons of population, economic, housing characteristics, as well as reported crime among the ten most populated cities in California.

POPULATION CHARACTERISTICS COMPARISONS

Population characteristics of a community can have an impact on the level of crime within a community. Such factors as ethnic diversity, age, and education level of the population each can affect the amount of crime committed as well as the police department's ability to successfully control crime. To identify differences in Long Beach's population relative to its peers we compared the total number of people living in each city, as well as the ethnic composition, median age, and education level of the populations of each city.

Total Population

In 1992, the population of Long Beach was 442,100. Long Beach ranks as the 2nd most populated city in Los Angeles County and 5th

most populated in California. Long Beach's population, however, is well below the 4th largest city in the State, San Francisco, which had a population of 739,900 in 1992.

Exhibit 1

Comparison of 1992 Population		
Rank	City	1992 Population
1.	Los Angeles	3,575,000
2.	San Diego	1,150,600
3.	San Jose	806,200
4.	San Francisco	739,900
5.	Long Beach	442,100
6.	Sacramento	385,200
7.	Fresno	381,200
8.	Oakland	380,200
9.	Santa Ana	304,500
10.	Anaheim	279,100

Long Beach's population declined to 437,800 in 1993. It was the only city of the ten to experience a decrease in population from 1992 to 1993.

Ethnic Composition of Population

Among the ten most populated cities in California, Long Beach has one of the most ethnically diverse populations. According to 1990 U.S. Census Bureau information, Long Beach's ethnic composition was as follows:

- The Anglo population represented 49.5%
- The Black population represented 13.2%
- The Hispanic population represented 23.6%
- The Asian-Pacific Islander population represented 12.9%

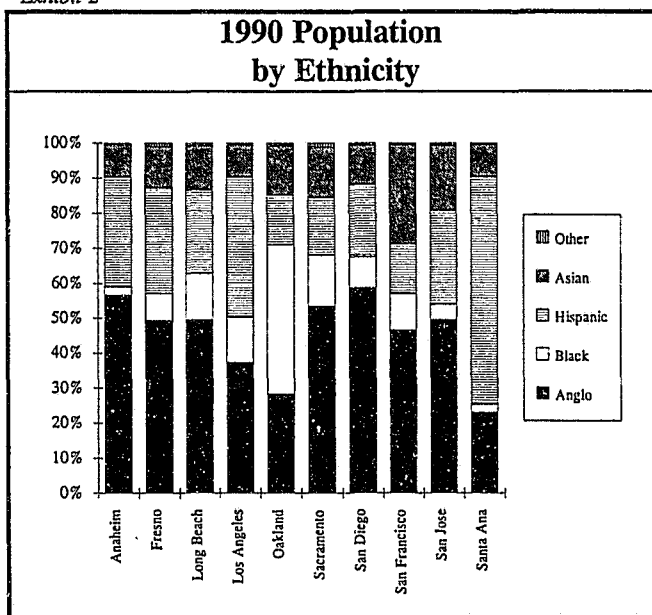
- The remainder (less than 1%) was made up of other races including American Indian and Eskimo.

San Diego had the highest percentage (58.7%) of Anglos and Santa Ana the lowest (23.1%). State-wide, the Anglo population represented 57.2% of the total population.

Oakland had the highest percentage (42.8%) of Blacks and Santa Ana the lowest (2.2%). State-wide, the Black population represented 7.0% of the total population.

Santa Ana had the highest percentage (65.2%) of Hispanics and Oakland and San Francisco had the lowest (13.9%). State-wide, the Hispanic population represented 25.8% of the population.

Exhibit 2



San Francisco had the highest percentage of Asian-Pacific Islanders (28.4%) and Anaheim had the lowest (9.0%). State-wide, the Asian-Pacific Islander population represented 9.1% of the total population.

Median Age of Population

With a median age of 30, Long Beach's population is relatively young compared to the other large cities in the State. San Francisco had the oldest population, with a median age of 35.7 years, and Santa Ana the youngest, with a median age of 25.9 years. Long Beach's median age was below the average of 30.6 years for the ten cities, as well as the State-wide median age of 31.4 years.

Exhibit 3

Comparison of Median Age of Population in 1990		
Rank	City	Median Age
1.	San Francisco	35.7
2.	Oakland	32.6
3.	Sacramento	31.8
4.	Los Angeles	30.6
5.	San Diego	30.5
6.	San Jose	30.4
7.	Long Beach	30.0
8.	Anaheim	29.9
9.	Fresno	28.4
10.	Santa Ana	25.9
Average		30.6

Median age of the population State-wide was 31.4 years in 1990

Percentage of Population Between 10 and 24 Years of Age

In 1990, 97,108 Long Beach residents, or 22.6% of Long Beach's population, were between the ages of 10 and 24 years. Santa Ana had the highest percentage of the population between 10 and 24 years (28.8%) and San Francisco had the lowest (17.2%). The percentage of Long Beach residents within this age group equaled the average among the ten cities. State-wide, 22.0% of the population fell between these ages in

1990, a slightly smaller percentage than in Long Beach.

Exhibit 4

Comparison of Percentage of Population 10 to 24 Years Old in 1990		
Rank	City	Percentage of Population 10 - 24
1.	Santa Ana	28.8%
2.	Fresno	24.0%
3.	San Diego	24.0%
4.	Anaheim	23.4%
5.	Los Angeles	23.0%
6.	Long Beach	22.6%
7.	San Jose	22.4%
8.	Sacramento	20.7%
9.	Oakland	20.3%
10.	San Francisco	17.2%
Average		22.6%

Percentage of population 10 - 24 years was 22.0% State-wide in 1990

Percentage of Population That Are High School Graduates

Of persons 25 years old or more, 199,828 Long Beach residents graduated from high school. This represented 75.5% of all residents 25 years or older. Among the ten largest cities in California, Long Beach ranked 5th in the percentage of high school graduates. San Diego ranked 1st with 82.3% and Santa Ana ranked 10th with 49.7%. The percentage of Long Beach's population which graduated from high school was above the average of 72.5% for the ten cities but below the State-wide percentage of 76.2%.

Exhibit 5

Comparison of Percentage of High School Graduates in 1990		
Rank	City	Percentage
1.	San Diego	82.3%
2.	San Francisco	78.0%
3.	San Jose	77.2%
4.	Sacramento	76.9%
5.	Long Beach	75.5%
6.	Anaheim	75.4%
7.	Oakland	74.4%
8.	Fresno	69.0%
9.	Los Angeles	67.0%
10.	Santa Ana	49.7%
Average		72.5%

Percentage of high school graduates of persons 25 years or more was 76.2% State-wide in 1990.

ECONOMIC COMPARISONS

The economy of a community, including its level of wealth or poverty, can have a significant impact on the rate and severity of crime within the community. It can also impact a police department's ability to effectively address the community's crime problems.

To determine how Long Beach's economy compares with its peers, we compared the median household income, per capita income, and percentage of the population below poverty levels of the ten cities.

Median Household Income

Household income includes the income of all persons 15 years old and over occupying a housing unit. Many households, however, consist of only one person.

The median household income in Long Beach was \$30,938 in 1990, 6th highest among the ten

cities in California. San Jose ranked 1st with median household income of \$46,206, and Fresno ranked 10th with median income of \$24,923. The median income in Long Beach fell below the average of \$33,015 for the ten cities, as well as the State-wide median of \$35,798.

Exhibit 6

Rank	City	Income
1.	San Jose	\$46,206
2.	Anaheim	\$39,620
3.	Santa Ana	\$35,162
4.	San Diego	\$33,686
5.	San Francisco	\$33,414
6.	Long Beach	\$30,938
7.	Los Angeles	\$30,925
8.	Sacramento	\$28,183
9.	Oakland	\$27,095
10.	Fresno	\$24,923
	Average	\$33,015

Median household income was \$35,798 State-wide in 1990

Per Capita Income

Long Beach also ranked 6th among the ten cities in per capita income. In 1990, Long Beach's per capita income was \$15,639. San Francisco ranked 1st with per capita income of \$19,695 and Santa Ana ranked 10th with per capita income of \$10,019.

Long Beach's per capita income was slightly above the average of \$15,088 for the ten cities, but below the State-wide amount of \$16,409.

Exhibit 7

Rank	City	Income
1.	San Francisco	\$19,695
2.	San Jose	\$16,905
3.	San Diego	\$16,401
4.	Los Angeles	\$16,188
5.	Anaheim	\$15,746
6.	Long Beach	\$15,639
7.	Oakland	\$14,676
8.	Sacramento	\$14,087
9.	Fresno	\$11,528
10.	Santa Ana	\$10,019
	Average	\$15,088

Per capita income was \$16,409 State-wide in 1990

Percentage of the Population Below the Poverty Level

In 1990, 69,694 persons, or 16.8% of the City's population, had income below the poverty level. This percentage ranked 6th highest compared to the ten largest cities in the State. Fresno had the highest percentage of its population below the poverty level, 24.0%, and San Jose had the lowest percentage, 9.3%.

Long Beach's percentage below the poverty level was more than the average of 16% for the ten cities, as well as the State-wide percentage of 12.5%.

Exhibit 8

Comparison of Percentage of Population Below the Poverty Level in 1990		
Rank	City	Percentage
1.	Fresno	24.0%
2.	Los Angeles	18.9%
3.	Oakland	18.8%
4.	Santa Ana	18.2%
5.	Sacramento	17.2%
6.	Long Beach	16.8%
7.	San Diego	13.4%
8.	San Francisco	12.7%
9.	Anaheim	10.6%
10.	San Jose	9.3%
	Average	16.0%

Percent of the population below the poverty level was 12.5% State-wide in 1990

The Census uses the Social Security Administration's definition for the poverty level which originated in 1964. In essence, the poverty level was determined based on the amount a family spends on food. It was calculated as the equivalent of the cost to feed a family. The poverty level differs by size of family and is adjusted annually to account for inflation. Poverty thresholds are applied on a national basis and not adjusted for regional variations in the cost of living.

HOUSING COMPARISONS

A number of housing factors can impact crime in a community. These include the distribution of housing between owner occupied, rented, and vacant; the level of overcrowding of persons in residential housing; and the age of residential housing stock. To identify Long Beach's housing characteristics relative to its peers, we compared the distribution of housing units, the level of housing overcrowding, and the age of residential housing.

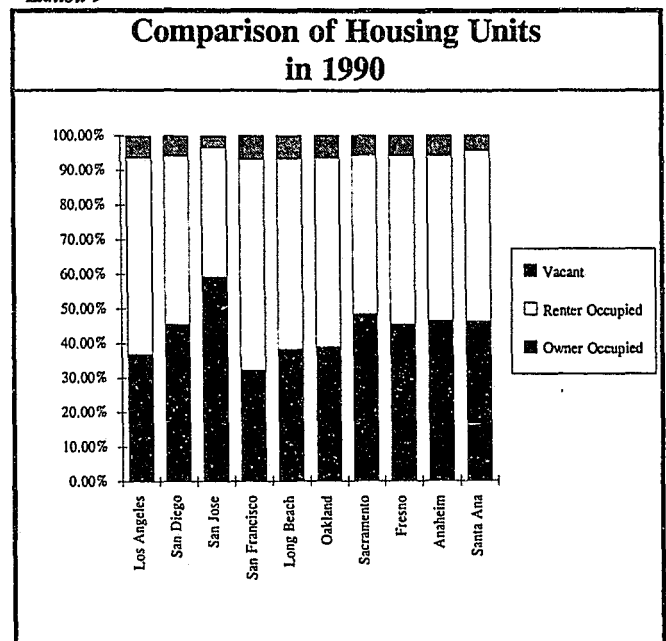
Distribution of Housing Units

In Long Beach, 38% of the housing units were owner-occupied in 1990, 8th highest among the ten most populated cities in the State. San Jose had the largest percentage of owner-occupied housing with 59% and San Francisco had the smallest with 32%. Long Beach's percentage of owner-occupied housing was below the average of 41% for the ten cities.

About 55% percent of the housing units in Long Beach were renter-occupied, 3rd highest among the ten cities. San Francisco had the highest percentage, 61%, and San Jose had the lowest, 37%. The average percentage of renter-occupied housing was 53% among the ten cities, slightly below the percentage in Long Beach.

In 1990, 6.7% of Long Beach housing units were vacant, the 2nd highest level among the ten cities. San Francisco had the highest vacancy level (7.0%) and San Jose the lowest (3.5%). Long Beach's vacancy rate was above the average percentage of 6.1% among the ten cities.

Exhibit 9

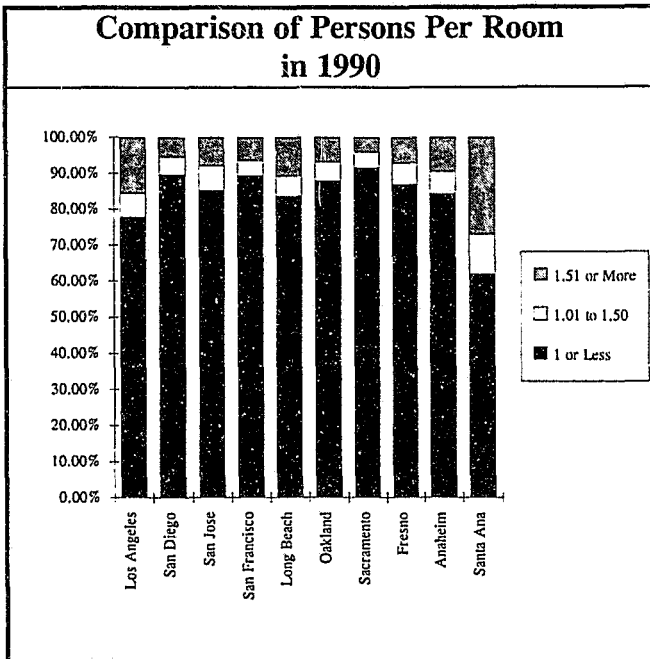


Level of Housing Overcrowding

Housing units in Long Beach are relatively crowded compared to the other large cities in the State. With 16% of its housing units having 1.01 or more persons per room, Long Beach ranked 3rd highest in overcrowded housing among the ten cities. Eighty-four percent of the housing units had 1 person or less per room, 5% had 1.01 to 1.5 persons per room, and 11% had more than 1.5 persons per room.

Sacramento had the least crowded housing units with 92% having 1 person or less per room, 4% having 1.01 to 1.5 persons per room and 4% having more than 1.5 persons per room. Santa Ana had the most crowded housing units with 62% of the units with 1 person or less per room, 11% with 1.01 to 1.5 persons per room, and 27% of the units with more than 1.5 persons per room.

Exhibit 10



Among the ten cities, the average percentage of housing units with 1 person or less per room is 83% (slightly below Long Beach's percentage),

the average percentage of housing units with 1.01 to 1.5 persons per room is 6% (slightly above Long Beach percentage), and the average percentage of housing units with more than 1.5 persons per room is 11% (equal to Long Beach's percentage).

Age of Residential Housing

Long Beach has a relatively old housing stock. In 1990, the median year a residential structure was built was 1955. Only Oakland and San Francisco had older housing. The median year residential structures were built in these cities were 1947 and 1939, respectively. Cities with the newest housing stock were Fresno, San Diego, and San Jose. The median year residential structures were built in these cities was 1970. Among the ten cities, the middle of the range was 1961.

Exhibit 11

Rank	City	Year
1.	San Francisco	1939
2.	Oakland	1947
3.	Long Beach	1955
4.	Los Angeles	1959
5.	Sacramento	1964
6.	Anaheim	1968
7.	Santa Ana	1968
8.	Fresno	1970
9.	San Diego	1970
10.	San Jose	1970
	Average	1961

CRIME COMPARISONS

The U.S. Department of Justice Federal Bureau of Investigations (FBI) annually compiles information from over 16,000 city, county, and

state law enforcement agencies to publish the Uniform Crime Report (UCR). The purpose of the report is to produce a reliable set of criminal statistics which can be used by law enforcement agencies, criminologists, sociologists, and the public.

The UCR categorizes crimes into two groups: violent crimes and property crimes. Violent crimes include willful homicide, forcible rape, robbery, and aggravated assault. Property crimes include burglary, motor vehicle theft, and larceny-theft.

Total Crimes Reported Per 1,000 Population

In 1992, reported violent and property crimes totaled 35,337 in Long Beach, 80.11 per 1,000 population. Long Beach ranked 7th among the ten largest cities in California. Only Santa Ana, Anaheim, and San Jose had lower crime rates.

Exhibit 12

Rank	City	Crimes Per 1,000 Pop.
1.	Oakland	126.48
2.	Fresno	116.73
3.	San Francisco	103.46
4.	Sacramento	99.62
5.	Los Angeles	94.69
6.	San Diego	80.18
7.	Long Beach	80.11
8.	Santa Ana	69.22
9.	Anaheim	67.11
10.	San Jose	49.37
	Average	88.70

Note: Excludes reported arsons.

Oakland ranked the highest with 126.48 crimes reported per 1,000 population and San Jose the

lowest with 49.37 crimes reported per 1,000 population. Long Beach's total reported crimes was below the average of 88.7 for the ten cities.

Violent Crimes Per 1,000 Population

There were 6,925 violent crimes reported in Long Beach in 1992, or 15.70 violent crimes reported per 1,000 population. Long Beach ranked as the 4th highest among the ten largest cities in the State.

Oakland had the most violent crimes reported per 1,000 population with 26.67 and Anaheim had the least with 6.26. Long Beach's reported violent crimes per 1,000 population was above the average of 14.84 per 1,000 population for the ten cities.

Exhibit 13

Rank	City	Violent Crimes 1,000 Pop.
1.	Oakland	26.67
2.	Los Angeles	24.87
3.	San Francisco	18.48
4.	Long Beach	15.70
5.	Fresno	14.07
6.	San Diego	12.86
7.	Sacramento	12.13
8.	Santa Ana	10.61
9.	San Jose	6.73
10.	Anaheim	6.26
	Average	14.84

Homicides Per 1,000 Population

In 1992, there were 104 willful homicides in Long Beach, or 0.24 per 1,000 population. Long Beach ranked 3rd among the ten largest

cities in California. Only Los Angeles and Oakland had a higher homicide rate.

Oakland had the highest number with 0.43 per 1,000 population and San Jose had the lowest with 0.05 per 1,000 population. The level of homicides in Long Beach was slightly above the average of 0.20 per 1,000 population for the top ten cities .

Exhibit 14

Comparison of Homicides Per 1,000 Population in 1992		
Rank	City	Homicides Per 1,000 Pop.
1.	Oakland	0.43
2.	Los Angeles	0.31
3.	Long Beach	0.24
4.	Fresno	0.21
5.	Santa Ana	0.19
6.	San Francisco	0.16
7.	San Diego	0.13
8.	Anaheim	0.13
9.	Sacramento	0.12
10.	San Jose	0.05
Average		0.20

Forcible Rapes Reported Per 1,000 Population

There were 218 forcible rapes reported in Long Beach in 1992, or 0.49 per 1,000 population. Long Beach ranked 7th highest of the ten largest cities in California. Only San Diego, Anaheim, and Santa Ana had a lower rate of forcible rapes than Long Beach.

Oakland had the highest number of forcible rapes with 1.10 per 1,000 population, and Santa Ana had the lowest with 0.24 per 1,000 population. Among the ten cities, the average was 0.53 per 1,000 population, slightly above the level reported in Long Beach.

Exhibit 15

Comparison of Forcible Rapes Reported Per 1,000 Population in 1992		
Rank	City	Forcible Rapes 1,000 Pop.
1.	Oakland	1.10
2.	Sacramento	0.62
3.	San Jose	0.56
4.	Fresno	0.53
5.	San Francisco	0.53
6.	Los Angeles	0.52
7.	Long Beach	0.49
8.	San Diego	0.42
9.	Anaheim	0.32
10.	Santa Ana	0.24
Average		0.53

Robberies Reported Per 1,000 Population

In 1992, there were 3,583 robberies reported in Long Beach, or 8.12 per 1,000 population. Long Beach ranked 4th highest with Fresno also having 8.12 per 1,000 population.

Exhibit 16

Comparison of Robberies Reported Per 1,000 Population in 1992		
Rank	City	Robberies Per 1,000 Pop.
1.	Oakland	12.13
2.	San Francisco	11.19
3.	Los Angeles	11.05
4.	Fresno	8.12
4.	Long Beach	8.12
6.	Santa Ana	6.52
7.	Sacramento	6.03
8.	San Diego	4.62
9.	Anaheim	3.19
10.	San Jose	1.53
Average		7.25

Oakland had the highest number of robberies reported with 12.13 per 1,000 population and San Jose had the lowest with 1.53 per 1,000 population. Long Beach's reported number of robberies per 1,000 population was above the average of 7.25 for the ten cities.

Aggravated Assaults Reported Per 1,000 Population

There were 3,020 aggravated assaults reported in Long Beach in 1992, or 6.85 per 1,000 population. Among the ten cities, Long Beach ranked 4th highest.

Oakland had the highest level of reported aggravated assaults, 13.01 per 1,000 population, and Anaheim had the lowest level, 2.62. The average number of aggravated assaults reported per 1,000 population among the ten cities was 6.86, almost exactly the same as the number reported in Long Beach.

Exhibit 17

Rank	City	Assaults Per 1,000 Pop.
1.	Oakland	13.01
2.	Los Angeles	12.99
3.	San Diego	7.68
4.	Long Beach	6.85
5.	San Francisco	6.60
6.	Sacramento	5.37
7.	Fresno	5.21
8.	San Jose	4.60
9.	Santa Ana	3.66
10.	Anaheim	2.62
	Average	6.86

Total Property Crimes Reported Per 1,000 Population

In 1992, there were 28,412 property crimes reported in Long Beach, or 64.41 per 1,000 population. Long Beach ranked 7th highest among the ten cities, with Fresno ranking 1st with 102.66 per 1,000 population and San Jose ranking 10th with 42.64 per 1,000 population.

Among the ten cities, the average was 73.86 reported property crimes per 1,000 population, well above the level reported in Long Beach.

Exhibit 18

Rank	City	Property Crimes Per 1,000 Pop.
1.	Fresno	102.66
2.	Oakland	99.81
3.	Sacramento	87.49
4.	San Francisco	84.98
5.	Los Angeles	69.82
6.	San Diego	67.33
7.	Long Beach	64.41
8.	Anaheim	60.85
9.	Santa Ana	58.61
10.	San Jose	42.64
	Average	73.86

Note: Excludes reported arsons.

Burglaries Reported Per 1,000 Population

Reported burglaries totaled 7,554 in Long Beach in 1992, or 17.13 per 1,000 population. This level ranked 4th highest among California's ten largest cities.

Fresno ranked the highest with 24.69 per 1,000 population and San Jose ranked the lowest with 8.40. The average among the top ten cities was

16.56 per 1,000 population, less than in Long Beach.

Exhibit 19

Comparison of Burglaries Reported Per 1,000 Population in 1992		
Rank	City	Burglaries Per 1,000 Pop.
1.	Fresno	24.69
2.	Oakland	23.33
3.	Sacramento	18.96
4.	Long Beach	17.13
5.	Los Angeles	16.16
6.	San Francisco	15.99
7.	San Diego	14.29
8.	Anaheim	14.19
9.	Santa Ana	12.45
10.	San Jose	8.40
Average		16.56

Motor Vehicle Thefts Reported Per 1,000 Population

There were 6,318 motor vehicle thefts reported in Long Beach in 1992, or 14.32 per 1,000 population. Among the ten largest cities in the State, Long Beach ranked 7th highest.

Fresno had the most reported auto thefts per 1,000 population with 34.13 and San Jose had the least with 4.70. Reported auto thefts in Long Beach were below the average of the ten cities which was 17.48 per 1,000 population

Exhibit 20

Comparison of Motor Vehicle Thefts Reported Per 1,000 Population in 1992		
Rank	City	Auto Thefts Per 1,000 Pop.
1.	Fresno	34.13
2.	Sacramento	21.23
3.	Oakland	20.43
4.	Los Angeles	19.02
5.	San Diego	17.58
6.	San Francisco	17.12
7.	Long Beach	14.32
8.	Santa Ana	13.80
9.	Anaheim	12.45
10.	San Jose	4.70
Average		17.48

Larcenies-Thefts Reported Per 1,000 Population

In 1992, larcenies-thefts reported in Long Beach totaled 14,540, or 32.96 per 1,000 population. Long Beach ranked 8th highest when compared with the ten largest cities in California.

Oakland had the highest number of larceny thefts per 1,000 population, 56.05, and San Jose had the lowest, 29.53. The level of larcenies-thefts reported in Long Beach was below the average of 39.82 per 1,000 population.

Exhibit 21

Rank	City	Larcenies - Thefts Per 1,000 Pop.
1.	Oakland	56.05
2.	San Francisco	51.87
3.	Sacramento	47.29
4.	Fresno	43.84
5.	San Diego	35.46
6.	Los Angeles	34.65
7.	Anaheim	34.20
8.	Long Beach	32.96
9.	Santa Ana	32.36
10.	San Jose	29.53
	Average	39.82

DEPARTMENT RESOURCE COMPARISON

**RESOURCE
COMPARISON**

DEPARTMENT RESOURCE COMPARISON

A Police Department's ability to effectively provide services is significantly affected by the level of resources available to it. We collected resource information from the ten largest cities in California to determine how the resources available to the Long Beach Police Department compares with the resources available to its peers. The following sections compare the level of employee and financial resources of the police departments of the ten cities.

The number of sworn employees in the Department increased significantly for FY 1993, to 1.80 sworn employees per 1,000 population. For 1994, the Department is budgeted to have 1.82 sworn employees per 1,000 population. Long Beach's ranking among its peers would remain at fourth, between Oakland and San Diego, assuming the ratios of other cities remained unchanged.

EMPLOYEE RESOURCE COMPARISON

For all police departments the personnel employed are the most important resource necessary for providing police services. To determine the level of employee resources available to the Long Beach Police Department in comparison with its peers we compared the number of sworn, civilian, and total employees. Because of differences in populations of the ten cities, comparisons are in number of employees per 1,000 population.

In addition, we compared the percentage of total employees that are sworn; and the percentage of employees at the command, supervisory, and police officer levels.

Sworn Employees Per 1,000 Population

In 1992, the Long Beach Police Department had 1.63 sworn employees per 1,000 persons living in the City. This places it fourth in the ratio of sworn personnel per 1,000 population, below Los Angeles, San Francisco, and Oakland. Long Beach also ranked slightly below the average of the ten cities, which was 1.66 sworn employees per 1,000 population.

Exhibit 22

Comparison of Sworn Employees per 1,000 Population in 1992		
Rank	City	Number
1.	Los Angeles	2.35
2.	San Francisco	2.26
3.	Oakland	1.88
4.	Long Beach	1.63
5.	San Diego	1.61
6.	Sacramento	1.59
7.	San Jose	1.51
8.	Santa Ana	1.34
9.	Anaheim	1.25
10.	Fresno	1.18
	Average	1.66

Note: Includes 43 LASD sworn personnel working for Long Beach under contract. For FY 1994, the sworn staffing level for Long Beach is budgeted to increase to 1.82 per 1,000 population.

Civilian Employees Per 1,000 Population

In 1992, the Long Beach Police Department had .88 civilian employees per 1,000 persons living in the City. This places it third in the ratio of civilian personnel per 1,000 population, below Oakland, and Sacramento. Long Beach also ranked above the average of the ten cities, which was .73 civilian employees per 1,000 population.

The number of civilian employees in the Department increased slightly for FY 1993, to .89 civilian employees per 1,000 population. For 1994, the Department is budgeted to have .92 civilian employees per 1,000 population. Long Beach's ranking among its peers would remain at third, below Oakland and Sacramento and above the other cities, assuming the staffing level of the other cities remains the same.

Exhibit 23

Comparison of Civilian Employees per 1,000 Population		
Rank	City	Number
1.	Oakland	1.1
2.	Sacramento	0.96
3.	Long Beach	0.88
4.	Los Angeles	0.79
5.	Anaheim	0.64
6.	Santa Ana	0.61
7.	San Diego	0.6
8.	Fresno	0.6
9.	San Jose	0.56
10.	San Francisco	0.52
Average		0.73

Note: Includes 3 LASD civilian personnel working in Long Beach under contract. For FY 1994, the civilian staffing level for Long Beach is budgeted to increase to .92 per 1,000 population.

Total Employees Per 1,000 Population

The Long Beach Police Department ranked fifth in total employees per 1,000 population in 1992 with 2.51. Long Beach had fewer total employees per 1,000 population than Los Angeles, Oakland, San Francisco, or Sacramento. However, it had more employees per 1,000 population than did San Diego, San Jose, Santa Ana, Anaheim, or Fresno, and was just above the average of 2.38 for the ten cities.

The total number of employees in the Department increased significantly for FY 1993, to 2.69 employees per 1,000 population. For

1994, the Department is budgeted to have 2.74 employees per 1,000 population. Long Beach's ranking among its peers would move from fifth to fourth assuming the other cities staffing levels remained unchanged.

Exhibit 24

Comparison of Total Employees per 1,000 Population		
Rank	City	Number
1.	Los Angeles	3.14
2.	Oakland	2.97
3.	San Francisco	2.77
4.	Sacramento	2.55
5.	Long Beach	2.51
6.	San Diego	2.21
7.	San Jose	2.07
8.	Santa Ana	1.95
9.	Anaheim	1.89
10.	Fresno	1.78
Average		2.38

Note: includes 43 sworn and 3 civilian LASD personnel working in Long Beach under contract. For FY 1994, the total staffing level for Long Beach is budgeted to increase to 2.74 per 1,000 population.

Percentage of Employees That Are Sworn

The Long Beach Police Department has placed an emphasis on civilianizing its work force to reduce costs. As a result, the percentage of the Department's employees that are sworn is lower than some of its peers at 63.8%. Long Beach ranked eighth in this percentage, with only Oakland and Sacramento having a lower percentage. Long Beach also ranked below the average of 69.3% for the ten cities.

For FY 1994 the percentage of total employees that are sworn would increase to 65.73% as budgeted. Long Beach would remain at seventh in ranking assuming the other cities staffing levels remained unchanged.

Exhibit 25

Comparison of Percentage of Total Employees That Are Sworn		
Rank	City	Number
1.	San Francisco	81.3%
2.	Los Angeles	75.0%
3.	San Jose	73.0%
4.	San Diego	73.0%
5.	Santa Ana	68.6%
6.	Fresno	66.4%
7.	Anaheim	66.2%
8.	Long Beach	63.8%
9.	Oakland	63.0%
10.	Sacramento	62.5%
Average		69.3%

Percentage of Sworn Personnel at Command Level

Long Beach had the highest percentage of sworn employees at the command level in 1992 with 6.04% at the level of Lieutenant or above. Sacramento had a nearly equal percentage with 6.03%. Long Beach was also well above the average of the ten cities, which was 5.13%.

Since 1992, Long Beach has reduced the number of command officers by four and increased the number of non-command sworn personnel substantially. For FY 1994, the Department's budgeted staffing level includes 4.68% of sworn personnel at the command level. Long Beach would move from first to eighth in ranking assuming the other cities staffing levels remained unchanged.

Exhibit 26

Comparison of Percentage of Sworn Personnel at Command Level		
Rank	City	Number
1.	Long Beach	6.04%
2.	Sacramento	6.03%
3.	San Francisco	5.93%
4.	Oakland	5.19%
5.	Anaheim	5.16%
6.	Santa Ana	5.13%
7.	San Jose	5.10%
8.	San Diego	4.69%
9.	Fresno	4.23%
10.	Los Angeles	3.77%
Average		5.13%

Note: For FY 1994, Long Beach is budgeted to have 4.68% of its sworn personnel at the command level.

Percentage of Sworn Personnel at Sergeant Level

Long Beach ranked fourth in the percentage of sworn employees at the sergeant level in 1992 with 14%. Only Oakland, San Jose, and Sacramento had a higher percentage of sworn personnel at the sergeant level. Long Beach was also slightly above the average of 13.6%.

Exhibit 27

Comparison of Percentage of Sworn Personnel at Sergeant Level		
Rank	City	Number
1.	Oakland	18.9%
2.	San Jose	18.4%
3.	Anaheim	14.3%
4.	Long Beach	14.0%
5.	San Diego	13.0%
6.	Santa Ana	12.2%
7.	Fresno	12.0%
8.	Sacramento	11.9%
9.	San Francisco	11.0%
10.	Los Angeles	10.3%
Average		13.6%

For FY 1994, the Department's budgeted staffing level includes 13.52% of sworn personnel at the sergeant level. Long Beach would remain ranked fourth assuming the other cities staffing levels remained unchanged.

Percentage of Personnel at Police Officer Level

Long Beach ranked eighth in the percentage of sworn employees at the police officer level in 1992 with 80% of total sworn personnel at the police officer level. Only San Jose and Oakland had a lower percentage of sworn personnel at the police officer level. Long Beach was also slightly below the average of 81.3%.

Exhibit 28

Comparison of Percentage of Sworn Personnel at Police Officer Level		
Rank	City	Number
1.	Los Angeles	86.0%
2.	Fresno	83.7%
3.	San Francisco	83.1%
4.	Santa Ana	82.6%
5.	San Diego	82.3%
6.	Sacramento	82.1%
7.	Anaheim	80.5%
8.	Long Beach	80.0%
9.	San Jose	76.5%
10.	Oakland	75.9%
	Average	81.3%

For FY 1994, the Department's budgeted staffing level includes 81.8% of sworn personnel at the police officer level. Long Beach would move from being ranked eighth to seventh assuming the other cities staffing levels remained unchanged.

FINANCIAL RESOURCE COMPARISON

Police Departments require financial resources to compensate their personnel, purchase needed equipment and supplies, acquire and maintain facilities, and fund operations.

To determine the level of financial resources available to the Long Beach Police Department relative to its peers we compared the amount of police expenditures per capita, or resident of the city. We also compared the percentage of each city's general revenues that were committed to providing police services.

Police Expenditures Per Capita

Long Beach ranked fourth in the amount of money spent per capita on police services in 1992, spending \$215. Three cities, Los Angeles, Oakland, and San Francisco spent more than Long Beach. Long Beach also spent more per capita than the average of \$193 for the ten cities.

Exhibit 29

Comparison of Police Expenditures Per Capita in 1992		
Rank	City	Number
1.	Los Angeles	\$278
2.	Oakland	\$252
3.	San Francisco	\$248
4.	Long Beach	\$215
5.	Sacramento	\$175
6.	Anaheim	\$172
7.	Santa Ana	\$163
8.	San Jose	\$147
9.	Fresno	\$146
10.	San Diego	\$130
	Average	\$193

For FY 1994, Long Beach is budgeted to spend \$235 per capita on police services assuming the City's population remains unchanged.

Percentage of City General Revenues Committed to Police Services

Long Beach ranked seventh in the percentage of city general revenues committed to police services in 1992 with 42.4%. Two cities, San Diego and San Jose, ranked below Long Beach. Long Beach ranked below the average of 46.9% of general revenues committed to providing police services.

Exhibit 30

Comparison of Percentage of City General Revenues Spent On Police in 1992		
Rank	City	Number
1.	Oakland	59.9%
2.	Santa Ana	55.0%
3.	Los Angeles	53.0%
4.	Fresno	51.7%
5.	Anaheim	44.7%
6.	Sacramento	42.9%
7.	Long Beach	42.4%
8.	San Jose	38.8%
9.	San Diego	34.1%
10.	San Francisco	NA
	Average	46.9%

Note: City general revenues are not the same as a city's general fund. General revenues include tax revenues, intergovernmental revenues, and miscellaneous revenues. General revenues are defined and consistently tracked by the State Controller. The general fund is an accounting mechanism and is defined differently by each city.

DEPARTMENT EXPENDITURE COMPARISON

**EXPENDITURE
COMPARISON**

DEPARTMENT EXPENDITURE COMPARISON

How a police department spends its financial resources provides insight into its priorities and opportunities for reducing costs and improving future operations. To determine the Long Beach Police Department's expenditure levels relative to its peers we compared personal and non-personal expenditures of the ten departments.

PERSONAL SERVICES EXPENDITURES

Personal services expenditures are the costs of employing personnel. These costs include salaries paid to employees and costs for retirement programs, health and dental benefits, worker's compensation, and overtime.

To determine the level of personal services expenditures of the Long Beach Police Department relative to its peers we compared the percentage of total expenditures spent for personal services and the amount spent per department employee. We also compared the amount spent per employee for salaries, retirement programs, worker's compensation, health and dental benefits, and overtime.

Percentage of Total Expenditures Spent on Personal Services

Long Beach ranked ninth in the percentage of total expenditures spent for personal services in 1992 at 80.4%. This amount is well below the average of 87% for the ten cities. Only Anaheim spent less of its total budget on personal services than Long Beach.

For FY 1994, the Department is budgeted to spend 85.5% of its total budget on personal services. This would move Long Beach's

ranking from ninth to seventh assuming the amount spent by the other cities remains unchanged.

The primary reason for the increase in percentage of total expenditures spent on personal services is the termination of the contract for services with the Los Angeles County Sheriff's Department. In FY 1992, Long Beach spent \$5.6 million for these services.

Exhibit 31

Comparison of Percentage of Total Expenditures for Personal Services		
Rank	City	Number
1.	San Francisco	94.6%
2.	San Jose	91.5%
3.	Los Angeles	90.5%
4.	Oakland	90.2%
5.	Sacramento	89.8%
6.	San Diego	88.7%
7.	Fresno	84.9%
8.	Santa Ana	83.9%
9.	Long Beach	80.4%
10.	Anaheim	75.6%
	Average	87.0%

Personal Services Expenditure Per Employee

Long Beach ranked fourth among its peers in the amount of personal services expenditures per employee at \$71,683. Only San Francisco, Los Angeles, and Oakland spent more per employee than Long Beach. Long Beach is also slightly above the average of \$70,040 for the ten cities.

For FY 1994, Long Beach is budgeted to spend \$73,265 per employee on personal services. This would maintain Long Beach's ranking at

fourth assuming the amount spent by the other cities remains unchanged.

Exhibit 32

Rank	City	Number
1.	San Francisco	\$84,784
2.	Los Angeles	\$80,075
3.	Oakland	\$76,604
4.	Long Beach	\$71,683
5.	Santa Ana	\$70,037
6.	Fresno	\$69,601
7.	Anaheim	\$68,840
8.	San Jose	\$65,120
9.	Sacramento	\$61,584
10.	San Diego	\$52,071
	Average	\$70,040

Salary Expenditures Per Employee

While Long Beach ranked relatively high in total personal services expenditure per employee, it ranked relatively low, at eighth, in salary expenditures per employee spending \$39,462. Only Anaheim's and Fresno's salary expenditures per employee rank lower than Long Beach. Long Beach is also considerably below the average of \$42,854 for the ten cities.

For FY 1994 Long Beach is budgeted to spend \$41,168 on salaries per employee. This would move Long Beach's ranking from eighth to seventh assuming the amount spent by the other cities remains unchanged.

Exhibit 33

Rank	City	Number
1.	Santa Ana	\$52,121
2.	San Jose	\$48,071
3.	San Francisco	\$47,771
4.	Los Angeles	\$46,617
5.	San Diego	\$41,665
6.	Oakland	\$41,399
7.	Sacramento	\$39,926
8.	Long Beach	\$39,462
9.	Anaheim	\$36,737
10.	Fresno	\$34,772
	Average	\$42,854

Retirement Program Expenditures per Employee

All cities compared provide some form of retirement or pension benefits for their police employees. Most are members of the Public Employee's Retirement System (PERS) and contribute a percentage of each employee's salary to the system. These contributions are to cover future pension benefits provided to the employee.

Long Beach ranked fifth among the ten cities in the amount spent per employee on retirement programs spending \$13,458 in 1992. San Francisco, Los Angeles, Oakland, and Fresno each spent more per employee on retirement programs. Long Beach also spent less than the average of \$14,066 for the ten cities.

Exhibit 34

Comparison of Retirement Program Expenditure Per Employee in 1992		
Rank	City	Number
1.	San Francisco	\$25,859
2.	Los Angeles	\$23,689
3.	Oakland	\$19,931
4.	Fresno	\$18,915
5.	Long Beach	\$13,458
6.	Anaheim	\$10,483
7.	San Jose	\$8,971
8.	Sacramento	\$8,263
9.	Santa Ana	\$7,519
10.	San Diego	\$3,570
	Average	\$14,066

For FY 1994, Long Beach is budgeted to spend \$14,411 per employee on retirement programs. This would maintain Long Beach's ranking at fifth assuming the amount spent by the other cities remains unchanged.

Many cities, including Long Beach, have underfunded their pension programs in the past, and have accumulated past pension liabilities. The payment of a portion of these pension liabilities are included in the current retirement benefit expenditures.

Worker's Compensation Expenditures Per Employee

Worker's compensation expenditures are to provide for medical care and lost income for employees injured in the course of their employment. Long Beach ranked as number one in the amount spent per employee on worker's compensation benefits, spending \$6,820 per employee in 1992. This amount is more than twice the average of \$3,233 for the ten cities.

Exhibit 35

Comparison of Worker's Compensation Expenditure Per Employee in 1992		
Rank	City	Number
1.	Long Beach	\$6,820
2.	Anaheim	\$6,326
3.	Sacramento	\$3,517
4.	Los Angeles	\$3,036
5.	San Francisco	\$2,766
6.	Oakland	\$2,631
7.	San Jose	\$2,488
8.	Santa Ana	\$1,709
9.	Fresno	\$1,580
10.	San Diego	\$1,453
	Average	\$3,233

For FY 1994, Long Beach is budgeted to spend \$7,297 per employee on worker's compensation. This would maintain Long Beach's ranking at first assuming the amount spent by the other cities remains unchanged.

Health and Dental Benefit Expenditures Per Employee

Health and dental benefit expenditures are to provide benefits and coverage to employees. Long Beach ranked fourth in the amount spent per employee on health and dental benefits, spending \$5,186 in 1992. The cities of Anaheim, Oakland, and Los Angeles ranked higher than Long Beach. Long Beach is also above the average of \$4,417 for the ten cities.

Exhibit 36

Comparison of Average Health and Dental Benefit Expenditure Per Employee in 1992		
Rank	City	Number
1.	Anaheim	\$7,390
2.	Oakland	\$5,236
3.	Los Angeles	\$5,205
4.	Long Beach	\$5,186
5.	Sacramento	\$4,831
6.	Santa Ana	\$4,688
7.	San Jose	\$3,821
8.	Fresno	\$3,603
9.	San Francisco	\$2,170
10.	San Diego	\$2,035
	Average	\$4,417

For FY 1994, Long Beach is budgeted to spend \$5,550 per employee on health and dental benefits. This would move Long Beach's ranking from fourth to second assuming the amount spent by the other cities remains unchanged.

Overtime Expenditures Per Employee

Overtime expenditures are to compensate employees who work hours in addition to their normal work week. Long Beach ranked fourth in the amount of overtime expenditure per employee in 1992, spending \$4,241. The cities of Oakland, Fresno, and San Francisco spent more per employee on overtime. Long Beach is also above the average of \$3,696 for the ten cities.

One of the reasons for the level of overtime spending by Long Beach and some other cities was the additional personnel time required to respond to the civil disturbance resulting from the verdict in the first Rodney King beating case.

Exhibit 37

Comparison of Overtime Expenditure Per Employee in 1992		
Rank	City	Number
1.	Oakland	\$7,406
2.	San Francisco	\$5,519
3.	Fresno	\$5,104
4.	Long Beach	\$4,241
5.	San Diego	\$3,348
6.	Santa Ana	\$3,263
7.	Anaheim	\$2,555
8.	Sacramento	\$2,232
9.	San Jose	\$1,769
10.	Los Angeles	\$1,527
	Average	\$3,696

For FY 1994, Long Beach is budgeted to spend \$2,941 per employee on overtime. This would move Long Beach's ranking from fourth to sixth assuming the amount spent by the other cities remains unchanged.

NON-PERSONAL EXPENDITURES

Non-personal expenditures are all costs not directly associated with employing personnel. These costs include outside contracts, fleet services, information and data processing, facilities, and liability insurance.

To determine the level of non-personal expenditures of the Long Beach Police Department relative to its peers we compared the percentage of total expenditures spent on non-personal items and the amount spent per Department employee. We also compared the amount spent per employee on outside contracts, fleet services, information and data processing, facilities, and liability insurance. In addition, we compared the amount spent per vehicle for fleet services.

Percentage of Total Expenditures Spent on Non-Personal Services

Long Beach ranked second in the percentage of total expenditures spent for personal services in 1992, spending 19.6% on non-personal services. Only Anaheim spends more of its budget on non-personal items. Long Beach was also well above the average percentage of 13% for the ten cities.

For FY 1994, Long Beach is budgeted to spend 14.5% of its budget on non-personal items. This would move Long Beach's ranking from second to fourth assuming the percentages spent by the other cities remains unchanged.

Exhibit 38

Comparison of Percentage of Total Expenditures for Non-Personal Services		
Rank	City	Number
1.	Anaheim	24.4%
2.	Long Beach	19.6%
3.	Santa Ana	16.1%
4.	Fresno	15.1%
5.	San Diego	11.3%
6.	Sacramento	10.2%
7.	Oakland	9.8%
8.	Los Angeles	9.5%
9.	San Jose	8.5%
10.	San Francisco	5.4%
	Average	13.0%

Outside Contract Expenditure Per Employee

Police departments contract with private vendors and service providers for a broad range of products and services. These include equipment such as radios, computers, and weapons; supplies such as paper, pencils, and forms; and services such as uniform cleaning and equipment repair.

In addition to these items, Long Beach contracted for services with the Los Angeles County Sheriff's Department in 1992, spending \$5.6 million for these services.

Long Beach ranked first in the amount spent per employee on outside contracts in 1992, spending \$5,915 per employee. Long Beach's outside contract expenditures were nearly three times the average of \$1,951 for the ten cities.

For FY 1994, with the termination of the contract with the Los Angeles County Sheriff's Department, the Department is budgeted to spend \$357 per employee on outside contracts. This would move Long Beach's ranking from first to ninth assuming the expenditure level of the other cities remains unchanged.

Exhibit 39

Comparison of Outside Contract Expenditures Per Employee in 1992		
Rank	City	Number
1.	Long Beach	\$5,915
2.	San Francisco	\$3,671
3.	Santa Ana	\$3,273
4.	Anaheim	\$2,351
5.	Sacramento	\$1,084
6.	San Diego	\$912
7.	San Jose	\$853
8.	Oakland	\$676
9.	Los Angeles	\$544
10.	Fresno	\$231
	Average	\$1,951

Fleet Services Expenditures Per Employee

Fleet services expenditures are those costs associated with acquiring, maintaining, and operating the fleet of vehicles necessary to support the police function. These vehicles include black and white police vehicles,

motorcycles, unmarked detective vehicles, and undercover vehicles.

Long Beach ranked seventh out of seven in the amount spent per employee for fleet services, spending \$2,095. Long Beach expenditures were well below the average of \$3,088 for the seven cities.

For FY 1994, Long Beach is budgeted to spend \$2,340 per employee on fleet services. This would move Long Beach's ranking from seventh to sixth assuming the amount spent by the other cities remains unchanged.

Exhibit 40

Rank	City	Number
1.	Anaheim	\$4,177
2.	Santa Ana	\$3,521
3.	Oakland	\$3,381
4.	Sacramento	\$3,274
5.	Fresno	\$3,039
6.	San Jose	\$2,128
7.	Long Beach	\$2,095
8.	Los Angeles	NA
9.	San Diego	NA
10.	San Francisco	NA
	Average	\$3,088

Fleet Services Expenditure Per Vehicle

Long Beach ranked fifth out of six in the amount spent per vehicle for fleet services, spending \$7,554. Long Beach fleet expenditures per vehicle were well below the average of \$9,643 for the six cities.

Exhibit 41

Rank	City	Number
1.	Fresno	\$12,300
2.	Oakland	\$12,267
3.	Anaheim	\$9,654
4.	Sacramento	\$9,547
5.	Long Beach	\$7,554
6.	San Jose	\$6,537
7.	Los Angeles	NA
8.	San Diego	NA
9.	San Francisco	NA
10.	Santa Ana	NA
	Average	\$9,643

For FY 1994, Long Beach is budgeted to spend \$6,567 per vehicle for fleet services. This would maintain Long Beach's ranking at fifth assuming the amount spent by the other cities remains unchanged.

Information and Data Processing Expenditures Per Employee

Long Beach ranked first of the four cities we were able to compare in the amount spent per employee on information and data processing services, spending \$2,450 per employee in 1992. This is significantly above the average of \$1,731 for the four cities we were able to compare.

Exhibit 42

Comparison of Information and Data Processing Expenditure Per Employee in 1992		
Rank	City	Number
1.	Long Beach	\$2,450
2.	Los Angeles	\$2,131
3.	San Diego	\$1,214
4.	San Francisco	\$1,129
5.	San Jose	NA
6.	Fresno	NA
7.	Sacramento	NA
8.	Oakland	NA
9.	Santa Ana	NA
10.	Anaheim	NA
Average		\$1,731

For FY 1994, Long Beach is budgeted to spend \$1,654 per employee on information and data processing services. This would move Long Beach's ranking from first to second assuming the amount spent by the other cities remains unchanged.

Facilities Expenditures Per Employee

Long Beach ranked fourth of the seven cities we were able to compare in the amount spent per employee on facilities, spending \$1,379 per employee in 1992. This is significantly below the average of the cities, which was \$2,000.

Exhibit 43

Comparison of Facilities Expenditure Per Employee in 1992		
Rank	City	Number
1.	Anaheim	\$8,102
2.	Oakland	\$1,416
3.	Los Angeles	\$1,402
4.	Long Beach	\$1,379
4.	Long Beach	\$1,379
6.	Sacramento	\$270
7.	Fresno	\$138
8.	San Diego	NA
9.	San Jose	NA
10.	San Francisco	NA
Average		\$2,000

For FY 1994, Long Beach is budgeted to spend \$1,210 per employee on facilities. This would move Long Beach's ranking from fourth to fifth assuming the amount spent by the other cities remains unchanged.

Liability Insurance Expenditures Per Employee

Long Beach ranked fifth of the five cities we were able to compare in the amount spent on liability insurance per employee, spending \$947. This is below the average of \$1,489 for the five cities.

For FY 1994, Long Beach is budgeted to spend \$1,893 per employee on liability insurance. This would move Long Beach's ranking from fifth to second assuming the amount spent by the other cities remains unchanged.

Exhibit 44

Comparison of Liability Insurance Expenditures Per Employee in 1992		
Rank	City	Number
1.	Santa Ana	\$2,099
2.	Los Angeles	\$1,799
3.	Anaheim	\$1,370
4.	Fresno	\$1,231
5.	Long Beach	\$947
6.	San Diego	NA
7.	San Jose	NA
8.	San Francisco	NA
9.	Sacramento	NA
10.	Oakland	NA
	Average	\$1,489

PATROL SERVICES COMPARISON

PATROL SERVICES COMPARISON

The highest demand and most visible services provided by the Police Department are provided by Patrol. These services include answering 911 emergency telephone calls, providing the first line of response to emergency situations, providing a sense of security within the community through routine area patrol, and controlling traffic through enforcement.

To determine the Long Beach Police Department's patrol work load and effectiveness relative to that of its peers we compared the communications, direct patrol, and traffic operations of the ten departments.

COMMUNICATIONS SERVICES

The Long Beach Police Communications Center receives 911 emergency and non-emergency calls for service. The Communications Center answers the calls, enters the information received from the caller into the Department's computer aided dispatch (CAD) system, and dispatches patrol units to handle the calls.

Dispatched Calls Per 1,000 Population

As an indication of general demand for patrol services we compared the number of calls for service that resulted in a police unit being dispatched to the scene. Long Beach ranked sixth, dispatching 529 calls per 1,000 population in 1992. This places Long Beach just below the average of 538 for the nine cities we were able to compare.

Exhibit 45

Comparison of Dispatched Calls Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Fresno	796
2.	Oakland	774
3.	San Diego	608
4.	Sacramento	552
5.	Santa Ana	536
6.	Long Beach	529
7.	San Francisco	514
8.	San Jose	270
9.	Los Angeles	262
10.	Anaheim	NA
Average		538

Note: Includes 184,761 calls dispatched by the LBPD and 49,291 dispatched by the LASD for a total of 234,052 dispatched calls in FY 1992.

Dispatched Calls Per Communications Employee

As an indication of the level of work load for the police departments' communications call takers and dispatchers we compared the number of dispatched calls handled per communications employee. Long Beach ranked fifth of the nine cities we were able to compare, with each Long Beach communications employee handling an average of 3,630 dispatched calls for service in FY 1992. This places Long Beach slightly above the average of 3,560 for the nine cities we were able to compare.

For FY 1994, the number of dispatched calls per communications employee will increase to 3,806. This assumes the Communications Center is staffed at FY 1994 budgeted levels and the

number of dispatched calls is the same as in 1992.

Exhibit 46

Comparison of Dispatched Calls Per Communications Employee in FY 1992		
Rank	City	Number
1.	Santa Ana	4,950
2.	San Diego	4,514
3.	Oakland	3,885
4.	Fresno	3,878
5.	Long Beach	3,630
6.	San Francisco	3,167
7.	Sacramento	2,389
8.	Los Angeles	2,066
9.	San Jose	1,565
10.	Anaheim	NA
Average		3,560

Communications Center Cost Per Dispatched Call

Long Beach ranked first out of seven in the average communications center cost per dispatched call for service, spending \$38 per call in 1992. This places Long Beach well above the average of \$20 per dispatched call for the seven cities we were able to compare.

During FY 1992 emergency calls for approximately 20% of Long Beach were handled by the Los Angeles County Sheriff's Department. As a result, the volume of calls handled by the Police Department's communications center was decreased. However, the Department was not able to fully decrease all costs. In addition, the Department needed to maintain its communications ability so it could effectively provide this service when the contract with the LASD was terminated in June of 1993.

Exhibit 47

Comparison of Communications Cost Per Dispatched Call in FY 1992		
Rank	City	Number
1.	Long Beach	\$38
2.	Santa Ana	\$25
3.	San Jose	\$20
4.	Sacramento	\$19
5.	Oakland	\$17
6.	San Diego	\$16
7.	Fresno	\$7
8.	Los Angeles	NA
9.	San Francisco	NA
10.	Anaheim	NA
Average		\$20

Field Initiated Call Per Communications Employee

Officers in the field initiate calls to the communications center for various reasons including stopping a motorist for a traffic violation, conducting a field interview, checking for wants and warrants on a vehicle or individual, and checking to see if items are stolen. Communication center dispatchers respond to information requests or log information into the Department's CAD system.

Long Beach ranked first out of the five cities we were able to compare, with each communications employee handling 6,419 field initiated calls. This places Long Beach significantly above the other cities, and nearly triple the average of 2,251 for the five cities.

Exhibit 48

Comparison of Field Initiated Calls Per Communications Employee in FY 1992		
Rank	City	Number
1.	Long Beach	6,419
2.	San Jose	2,176
3.	Sacramento	1,312
4.	San Francisco	917
5.	Fresno	431
6.	Los Angeles	NA
7.	San Diego	NA
8.	Oakland	NA
9.	Santa Ana	NA
10.	Anaheim	NA
Average		2,251

DIRECT PATROL SERVICES

Direct patrol services include responding to emergency and non-emergency dispatched calls for service, providing security in an area by patrolling the area, and observing and intervening in unlawful activity. Patrol personnel and units are deployed by area and time of day based on projected demand for service from past experience.

Dispatched Calls Per Patrol Employee

As an indication of how busy Long Beach's patrol personnel are compared with patrol personnel in the other cities we compared the number of dispatched calls for service per patrol employee. Long Beach ranked sixth out of the nine cities we were able to compare, dispatching 446 calls for service per patrol employee in 1992. This places Long Beach somewhat below the average of 497 for the nine cities.

For FY 1994, the number of dispatched calls per patrol employee will increase to 493. This

assumes Patrol is staffed at the FY 1994 budgeted level and the number of dispatched calls is the same as in 1992.

Exhibit 49

Comparison of Dispatched Calls Per Patrol Employee in FY 1992		
Rank	City	Number
1.	Fresno	917
2.	Oakland	634
3.	Santa Ana	610
4.	San Diego	594
5.	Sacramento	509
6.	Long Beach	446
7.	San Francisco	300
8.	San Jose	277
9.	Los Angeles	187
10.	Anaheim	NA
Average		497

Dispatched Calls Per Patrol Sergeant and Police Officer

Long Beach also ranked sixth out of the eight cities we were able to compare, dispatching 502 calls for service per patrol sergeant and police officer in 1992. This places Long Beach somewhat below the average of 598 for the nine cities.

For FY 1994, the number of dispatched calls per patrol sergeant and police officer will increase to 540. This assumes Patrol is staffed at the FY 1994 budgeted level and the number of dispatched calls is the same as in 1992.

Exhibit 50

Comparison of Dispatched Calls Per Patrol Sergeant & Police Officer in FY 1992		
Rank	City	Number
1.	Fresno	1025
2.	Oakland	728
3.	Santa Ana	683
4.	San Diego	651
5.	Sacramento	575
6.	Long Beach	502
7.	San Francisco	322
8.	San Jose	301
9.	Los Angeles	NA
10.	Anaheim	NA
	Average	598

Patrol Cost Per Dispatched Call

Long Beach ranked second of the seven cities we were able to compare in cost per dispatched call for service, spending \$211 per dispatched call. This places Long Beach well above the average of \$161 for the seven cities.

Exhibit 51

Comparison of Patrol Cost Per Dispatched Call in FY 1992		
Rank	City	Number
1.	San Jose	\$306
2.	Long Beach	\$211
3.	Santa Ana	\$147
4.	Oakland	\$134
5.	Sacramento	\$134
6.	Fresno	\$105
7.	San Diego	\$91
8.	Los Angeles	NA
9.	San Francisco	NA
10.	Anaheim	NA
	Average	\$161

Response to Priority 1 Dispatched Calls For Service

Priority 1 dispatched calls for service are the highest priority for patrol personnel. These calls include situations where the life or property of an individual is in imminent danger. These would include crimes in progress such as shootings, rapes, and burglaries. It also includes violent domestic disturbances, reports of individuals with guns, and other officers in need of assistance.

Long Beach ranked first in quick response to priority 1 calls for service, responding in an average of 4.9 minutes in 1992. This places Long Beach well above the average of 7.2 minutes for the eight cities we were able to compare.

Response time is defined as the time between when an emergency call is received in the communications center until a unit is on the scene.

Exhibit 52

Comparison of Response Times to Priority 1 Calls In Minutes in 1992		
Rank	City	Number
1.	Long Beach	4.9
2.	Anaheim	5.1
3.	San Jose	6.5
4.	San Diego	7.0
5.	Sacramento	7.0
6.	Los Angeles	7.3
7.	Fresno	8.4
8.	Santa Ana	11.4
9.	San Francisco	NA
10.	Oakland	NA
	Average	7.2

Response to Priority 2 Dispatched Calls For Service

Priority 2 calls for service include disturbances of the peace or general well being such as family disputes, gang groups, loud parties, or other situations where fairly immediate assistance is needed, however, no life or property is at immediate risk.

Long Beach ranked sixth among the eight cities we were able to compare in quick response to priority 2 calls for service, responding in an average of 22 minutes in 1992. It took Long Beach longer that the average of 18.1 minutes for the eight cities to respond to priority 2 calls.

Exhibit 53

Rank	City	Number
1.	Anaheim	6.8
2.	Sacramento	8.0
3.	San Jose	11.5
4.	Santa Ana	12.8
5.	Fresno	18.8
6.	Long Beach	22.0
7.	Los Angeles	30.8
8.	San Diego	34.0
9.	San Francisco	NA
10.	Oakland	NA
	Average	18.1

Response to Priority 3 Dispatched Calls For Service

Priority 3 calls for service are the lowest in priority for patrol personnel. These calls are those where there is no substantial threat to an individual's life or property but police action is required. These situations would include such things as taking a report on a crime where a

substantial amount of time has elapsed since the occurrence of the crime, or parking problems.

Long Beach ranked fifth among the eight cities we were able to compare in quick response to priority 3 calls for service, responding in an average of 37.3 minutes in 1992. Long Beach's response to priority 3 calls was quicker than the average of 40.5 minutes for the eight cities.

Exhibit 54

Rank	City	Number
1.	Sacramento	10.0
2.	Anaheim	15.1
3.	Santa Ana	29.3
4.	San Jose	34.4
5.	Long Beach	37.3
6.	Los Angeles	49.9
7.	San Diego	73.0
8.	Fresno	74.7
9.	San Francisco	NA
10.	Oakland	NA
	Average	40.5

Field Initiated Calls Per Patrol Sergeant or Police Officer

Officers in the field initiate calls to the communications center for various reasons including stopping a motorist for a traffic violation, conducting a field interview, checking for wants and warrants on a vehicle or individual, and checking to see if items are stolen.

Long Beach sergeants and police officers in the field ranked first in the number of field initiated calls, averaging 888 per sergeant or police officer in 1992. This is well above the average

of 366 for the five cities we were able to compare.

Exhibit 55

Rank	City	Number
1.	Long Beach	888
2.	San Jose	419
3.	Sacramento	315
4.	Fresno	114
5.	San Francisco	93
6.	Los Angeles	NA
7.	San Diego	NA
8.	Oakland	NA
9.	Santa Ana	NA
10.	Anaheim	NA
Average		366

Patrol Sergeants and Police Officers Per Marked Police Vehicle

An essential tool for the police officer responding to calls for service or patrolling an area is the marked patrol unit. To determine the availability of police vehicles to Long Beach Police Officers relative to its peers we compared the ratio of patrol sergeants and officers to marked police vehicles.

Long Beach ranked second highest in the number of patrol sergeants or officers per marked police vehicle with 3.5 per vehicle. Only San Francisco, which has a higher than average number of walking beats, had a higher ratio. Long Beach was also well above the average of 2.6 for the eight cities we were able to compare.

Exhibit 56

Rank	City	Number
1.	San Francisco	4.2
2.	Long Beach	3.5
3.	Oakland	2.7
4.	San Jose	2.5
5.	Sacramento	2.2
6.	San Diego	2.1
7.	Fresno	2.0
8.	Anaheim	1.9
9.	Los Angeles	NA
10.	Santa Ana	NA
Average		2.6

TRAFFIC SERVICES COMPARISON

Traffic services are provided with the goal of improving traffic safety through enforcing traffic laws, setting up sobriety checkpoints, making driving under the influence (DUI) arrests, and investigating traffic-related accidents.

Traffic Fatalities Per 100,000 Population

As an indication of how effective the traffic services provided by the Long Beach Police Department are, we compared the number of traffic fatalities per 100,000 population in 1992.

Long Beach ranked fifth of the ten cities with an average of 10 traffic fatalities per 100,000 population in 1992. Oakland, Sacramento, Fresno and Los Angeles had higher rates. Long Beach was slightly above the average of 9.8 for the nine cities.

Exhibit 57

Traffic Fatalities Per 100,000 Population in CY 1992		
Rank	City	Number
1.	Oakland	12.9
2.	Sacramento	12.2
3.	Fresno	10.8
4.	Los Angeles	10.4
5.	Long Beach	10.0
6.	San Diego	9.3
7.	San Francisco	8.2
8.	Anaheim	7.9
9.	Santa Ana	6.9
10.	San Jose	6.6
Average		9.8

Exhibit 58

Traffic Citations Per Traffic Employee in FY 1992		
Rank	City	Number
1.	Sacramento	920
2.	Santa Ana	916
3.	Anaheim	801
4.	Long Beach	702
5.	Oakland	688
6.	San Diego	612
7.	Los Angeles	478
8.	Fresno	NA
9.	San Francisco	NA
10.	San Jose	NA
Average		731

Traffic Citations Per Traffic Employee

As a measure of how busy the traffic section of the Long Beach Police Department is we compared the number of citations issued per employee. Long Beach ranked fourth of the seven cities we were able to compare, issuing an average of 702 traffic citations per employee in 1992. This placed Long Beach below the average of 731 for the seven cities.

Expenditure Per Traffic Citation

Long Beach ranked fourth of the six cities we were able to compare in traffic expenditures per traffic citation issued, spending \$136 for each citation issued in 1992. This is slightly below the average of \$141 for the six cities.

Exhibit 59

Expenditure Per Traffic Citation Issued in FY 1992		
Rank	City	Number
1.	Santa Ana	\$186
2.	Oakland	\$152
3.	Anaheim	\$141
4.	Long Beach	\$136
5.	Sacramento	\$126
6.	San Diego	\$106
7.	Fresno	NA
8.	Los Angeles	NA
9.	San Francisco	NA
10.	San Jose	NA
Average		\$141

Traffic Citations Per 1,000 Population

The number of traffic citations issued per 1,000 population provides an indication of the level of traffic enforcement effort. Of the eight cities we were able compare, Long Beach ranked fifth, issuing 112 citations per 1,000 population in 1992. This places Long Beach below the average of 130 for the seven cities.

Exhibit 60

Traffic Citations Per 1,000 Population in FY 1992		
Rank	City	Number
1.	San Diego	183
2.	Anaheim	169
3.	Oakland	160
4.	Los Angeles	135
5.	Long Beach	112
6.	Sacramento	108
7.	Santa Ana	90
8.	San Jose	82
9.	Fresno	NA
10.	San Francisco	NA
Average		130

Exhibit 61

DUI Arrest Per Traffic Employee in FY 1992		
Rank	City	Number
1.	Sacramento	22
2.	Long Beach	18
2.	Los Angeles	18
4.	Santa Ana	17
5.	Anaheim	14
6.	San Diego	12
7.	Oakland	1
8.	Fresno	NA
9.	San Francisco	NA
10.	San Jose	NA
Average		15

DUI Arrests Per Traffic Employee

Of the seven cities we were able to compare, Long Beach ranked tied for second with Los Angeles in DUI arrests, with 18 DUI's per traffic employee in 1992. This is above the average of 15 for the seven cities.

**INVESTIGATIVE
COMPARISON**

INVESTIGATIVE SERVICES COMPARISON

INVESTIGATIVE SERVICES COMPARISON

Police departments conduct investigations of reported crimes and conduct special investigations with the intent of suppressing ongoing criminal activity. Investigations of reported crimes include efforts to identify the perpetrator of specific crimes against persons such as homicides, robberies, assaults, sexual assaults; or crimes against property such as burglaries, auto thefts, larceny thefts, and forgery or fraud.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the District Attorney or City Prosecutor. The investigators support the prosecution of suspects and often testify during criminal trials.

Special investigations to suppress criminal activity are focused primarily on illegal gang, drug, and vice activity. Investigators respond to complaints about these activities and attempt to suppress them through gathering intelligence, conducting searches and seizures, performing undercover activity, and making arrests of individuals involved in these activities.

Investigators in these areas also develop criminal cases and file the cases with the District Attorney or City Prosecutor. They also support prosecution of suspects and often testify during criminal trials.

To determine the Long Beach Police Department's level of investigative work load and effectiveness relative to its peers we compared the crimes against persons, crimes against property, drug crime suppression, and vice crime suppression activities of the ten departments.

CRIMES AGAINST PERSONS INVESTIGATIONS

Crimes against persons include homicide, robbery, forcible rape, and aggravated assault.

Violent Crimes Against Persons Per 1,000 Population

As an indication of how many of these crimes occur in Long Beach relative to the other cities, we compared the number of violent crimes against persons reported per 1,000 population. Long Beach ranked third of the ten cities, with 18.3 crimes reported per 1,000 population. The cities of Oakland and Los Angeles had higher rates of reported violent crimes than Long Beach. Long Beach was also somewhat above the average of 14.8 for the ten cities.

Exhibit 62

Comparison of Violent Crimes Against Persons Reported Per 1000 Population in FY 1992		
Rank	City	Number
1.	Oakland	25.8
2.	Los Angeles	25.0
3.	Long Beach	18.3
4.	San Francisco	17.5
5.	Fresno	13.1
6.	San Diego	12.4
7.	Sacramento	12.4
8.	Santa Ana	10.7
9.	San Jose	6.6
10.	Anaheim	6.6
Average		14.8

Reported Crimes Against Persons Per Employee Assigned to Crimes Against Persons

As an indication of the level of crimes against persons work load in Long Beach relative to its peers we compared the number of crimes against persons reported for each employee assigned to work these cases.

Long Beach ranked sixth of the ten cities, with 89.5 crimes against persons reported for each person assigned to investigate these crimes. Fresno, Oakland, San Diego, San Francisco, and Sacramento each had higher levels of work load per investigator than Long Beach. Long Beach also ranked below the average of 101.5 reported crimes per employee for the ten cities.

Exhibit 63

Comparison of Reported Violent Crimes Against Persons Per Employee Assigned to Crimes Against Persons in FY 1992		
Rank	City	Number
1.	Fresno	178.1
2.	Oakland	139.2
3.	San Diego	109.7
4.	San Francisco	108.6
5.	Sacramento	105.4
6.	Long Beach	89.5
7.	Los Angeles	82.3
8.	Santa Ana	79.7
9.	Anaheim	72.4
10.	San Jose	50.6
	Average	101.5

Expenditure Per Reported Crime Against Persons

We also were interested in comparing how much was spent by each city for each reported crime against persons. Long Beach ranked third of the

eight cities we were able to compare, spending \$1,019 per crime against persons reported in 1992. Only the cities of Anaheim and San Jose spent more per reported crime than Long Beach. Long Beach also spent significantly more than the average of \$847 for the eight cities we were able to compare.

Exhibit 64

Comparison of Expenditure Per Reported Violent Crime Against Persons in FY 1992		
Rank	City	Number
1.	Anaheim	\$1,240
2.	San Jose	\$1,207
3.	Long Beach	\$1,019
4.	Sacramento	\$777
5.	Santa Ana	\$746
6.	San Diego	\$673
7.	Oakland	\$632
8.	Fresno	\$484
9.	Los Angeles	NA
10.	San Francisco	NA
	Average	\$847

Percentage of Reported Violent Crimes Against Persons Cleared

The percentage of cases cleared is a measure of how effectively a police department is investigating crimes committed. For a crime to be considered cleared at least one person must be arrested, charged with committing a crime, and turned over to the court for prosecution. Crime clearances reported in one year may be for offenses committed in prior years. In addition, several crimes may be cleared by the arrest of one person, or the arrest of many people may clear only one crime.

Long Beach ranked second in the percentage of reported violent crimes cleared in 1992, clearing

46.2%. Only San Diego had a higher clearance rate. Long Beach also had a higher percentage of crimes cleared than the average of 40.1% for the ten cities.

Exhibit 65

Rank	City	Number
1.	San Diego	55.9%
2.	Long Beach	46.2%
3.	San Jose	45.8%
4.	Fresno	45.0%
5.	Los Angeles	44.6%
6.	Anaheim	38.0%
7.	Sacramento	38.0%
8.	Oakland	30.9%
9.	Santa Ana	28.7%
10.	San Francisco	27.5%
	Average	40.1%

Crimes Against Persons Cleared Per Employee Assigned to Crimes Against Persons

As an indication of the effectiveness of crimes against persons investigations we compared the number of cases cleared per employee assigned to work these cases.

Long Beach ranked fourth of the ten cities compared in the number of crimes against persons cases cleared per employee assigned, with 41.3 per employee. Only three cities, Fresno, San Diego, and Oakland had higher clearance rates per employee than Long Beach. Long Beach was also above the average of 40.6 for the ten cities.

Exhibit 66

Rank	City	Number
1.	Fresno	80.0
2.	San Diego	61.3
3.	Oakland	43.1
4.	Long Beach	41.3
5.	Sacramento	40.0
6.	Los Angeles	36.7
7.	San Francisco	29.9
8.	Anaheim	27.5
9.	San Jose	23.2
10.	Santa Ana	22.9
	Average	40.6

Expenditure Per Crime Against Persons Case Cleared

Long Beach ranked fourth of the eight cities we were able to compare in the amount spent per crime against persons case cleared, spending \$2,207. Only Anaheim, Santa Ana, and San Jose spent more per case cleared. However, Long Beach was below the average of \$2,466 for the eight cities we were able to compare.

Exhibit 67

Comparison of Expenditure Per Violent Crime Against Persons Case Cleared in FY 1992		
Rank	City	Number
1.	Anaheim	\$3,263
2.	San Jose	\$2,634
3.	Santa Ana	\$2,602
4.	Long Beach	\$2,207
5.	Sacramento	\$2,047
6.	Oakland	\$2,042
7.	San Diego	\$1,203
8.	Fresno	\$1,076
9.	Los Angeles	NA
10.	San Francisco	NA
	Average	\$2,466

Exhibit 68

Comparison of Property Crimes Reported Per 1000 Population in FY 1992		
Rank	City	Number
1.	Fresno	102.6
2.	Oakland	98.1
3.	Sacramento	86.8
4.	San Francisco	81.1
5.	Los Angeles	70.8
6.	San Diego	69.7
7.	Long Beach	67.0
8.	Anaheim	61.8
9.	Santa Ana	61.6
10.	San Jose	44.6
	Average	74.4

CRIMES AGAINST PROPERTY INVESTIGATIONS

Crimes against property include burglary/theft, auto theft, larceny theft, and forgery or fraud cases.

Crimes Against Property Reported Per 1000 Population

As an indication of how many of these crimes occur in Long Beach relative to the other cities, we compared the number of crimes against property reported per 1,000 population. Long Beach ranked seventh of the ten cities, with 67 crimes reported per 1,000 population. Only the cities of Anaheim, Santa Ana, and San Jose had lower rates of reported property crimes than Long Beach. Long Beach was also somewhat below the average of 74.4 for the ten cities.

Reported Crimes Against Property Per Employee Assigned

As an indication of the level of crimes against property work load in Long Beach relative to its peers we compared the number of crimes against property reported for each employee assigned to work these cases.

Long Beach ranked seventh of the ten cities, with 524.2 crimes against property reported for each person assigned to investigate these crimes. Only Anaheim, San Francisco, and San Diego had lower levels of work load per investigator than Long Beach. Long Beach also ranked below the average of 651.1 reported crimes per employee for the ten cities.

Exhibit 69

Comparison of Reported Property Crimes Per Employee Assigned to Crimes Against Persons in FY 1992		
Rank	City	Number
1.	Fresno	1,219.2
2.	Oakland	890.1
3.	Sacramento	705.5
4.	San Jose	678.8
5.	Los Angeles	596.0
6.	Santa Ana	551.4
7.	Long Beach	524.2
8.	Anaheim	485.8
9.	San Francisco	435.0
10.	San Diego	425.5
Average		651.1

Exhibit 70

Comparison of Expenditure Per Reported Property Crime in FY 1992		
Rank	City	Number
1.	Anaheim	\$185
2.	Long Beach	\$166
3.	San Diego	\$160
4.	Santa Ana	\$148
5.	San Jose	\$138
6.	Oakland	\$107
7.	Sacramento	\$94
8.	Fresno	\$70
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$134

Expenditure Per Reported Crime Against Property

We also were interested in comparing how much was spent by each city for each reported crime against property. Long Beach ranked second of the eight cities we were able to compare, spending \$166 per crime against property reported in 1992. Only Anaheim spent more per reported crime than Long Beach. Long Beach also spent significantly more than the average of \$134 for the eight cities we were able to compare.

Percentage of Reported Crimes Against Property Cleared

The percentage of cases cleared is a measure of how effectively a police department is investigating crimes committed. For a crime to be considered cleared at least one person must be arrested, charged with committing a crime, and turned over to the court for prosecution. Crime clearances reported in one year may be for offenses committed in prior years. In addition, several crimes may be cleared by the arrest of one person, or the arrest of many people may clear only one crime.

Long Beach ranked third in the percentage of reported property crimes cleared in 1992, clearing 17.91%. Only Anaheim and Sacramento had higher clearance rates. Long Beach also had a higher percentage of crimes cleared than the average of 15.42% for the ten cities.

Exhibit 71

Comparison of Percentage of Reported Property Crimes Cleared in FY 1992		
Rank	City	Number
1.	Anaheim	18.59%
2.	Sacramento	17.91%
3.	Long Beach	17.85%
4.	Fresno	17.78%
5.	San Jose	15.90%
6.	Los Angeles	14.99%
7.	Santa Ana	14.82%
8.	San Francisco	12.91%
9.	San Diego	11.87%
10.	Oakland	11.55%
	Average	15.42%

Exhibit 72

Comparison of Property Crimes Cases Cleared Per Employee Assigned to Property Crimes in FY 1992		
Rank	City	Number
1.	Fresno	216.7
2.	Sacramento	126.4
3.	San Jose	108.0
4.	Oakland	102.8
5.	Long Beach	93.6
6.	Anaheim	90.3
7.	Los Angeles	89.3
8.	Santa Ana	81.7
9.	San Francisco	56.2
10.	San Diego	50.5
	Average	101.5

Crimes Against Property Cleared Per Employee Assigned

As an indication of the effectiveness of crimes against property investigations we compared the number of cases cleared per employee assigned to work these cases.

Long Beach ranked fifth of the ten cities compared in the number of crimes against property cases cleared per employee assigned, with 93.6 per employee. Only four cities, Fresno, Sacramento, San Jose, and Oakland had higher clearance rates per employee than Long Beach. However, Long Beach was also below the average of 101.5 for the ten cities.

Expenditure Per Crime Against Property Case Cleared

Long Beach ranked fourth of the eight cities we were able to compare in the amount spent per crime against property case cleared, spending \$932. Only San Diego, Santa Ana, and Anaheim spent more per case cleared. Long Beach also spent more per crimes against property case cleared than the average of \$874 for the eight cities we were able to compare.

Exhibit 73

Comparison of Expenditure Per Property Crime Case Cleared in FY 1992		
Rank	City	Number
1.	San Diego	\$1,349
2.	Santa Ana	\$997
3.	Anaheim	\$993
4.	Long Beach	\$932
5.	Oakland	\$931
6.	San Jose	\$870
7.	Sacramento	\$527
8.	Fresno	\$392
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$874

Exhibit 74

Comparison of Illegal Drug Arrests Made Per Employee Assigned to Illegal Drug Investigations in FY 1992		
Rank	City	Number
1.	Oakland	427
2.	San Diego	283
3.	San Francisco	263
4.	Sacramento	149
5.	Long Beach	142
6.	San Jose	114
7.	Santa Ana	100
8.	Fresno	99
9.	Anaheim	90
10.	Los Angeles	50
Average		172

ILLEGAL DRUG ACTIVITY INVESTIGATIONS

Possession, distribution, or use of certain drugs is against the law. Police department's typically respond to complaints of illegal drug activity, or conduct investigations of drug traffickers.

Illegal Drug Arrests Per Employee Assigned

We compared the number of illegal drug arrests per employee assigned as an indication of both the work load and effectiveness of illegal drug investigators.

Long Beach ranked fifth of the ten cities in the number of illegal drug arrests per employee assigned, with 142. Oakland, San Diego, San Francisco, and Sacramento had more arrests per employee assigned. However, Long Beach was slightly below the average of 172 arrests per employee assigned for the ten cities.

Expenditure Per Illegal Drug Arrest

We were also interested in how much was spent by each city for each illegal drug arrest. Long Beach ranked third in expenditure per illegal drug arrest, spending \$870. Two cities, Fresno and Anaheim, spent more per arrest than Long Beach. Long Beach was slightly above the average of \$808 for the eight cities we were able to compare.

Exhibit 75

Comparison of Expenditure Per Illegal Drug Arrest in FY 1992		
Rank	City	Number
1.	Fresno	\$1,240
2.	Anaheim	\$885
3.	Long Beach	\$870
4.	Santa Ana	\$793
5.	Sacramento	\$589
6.	San Jose	\$473
7.	San Diego	\$222
8.	Oakland	\$187
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$808

Exhibit 76

Comparison of Vice Arrest Per Employee Dedicated to Vice Crime in FY 1992		
Rank	City	Number
1.	Fresno	162
2.	San Francisco	158
3.	Sacramento	133
4.	Long Beach	114
5.	Oakland	85
6.	Anaheim	67
7.	Santa Ana	62
8.	Los Angeles	57
9.	San Diego	53
10.	San Jose	25
Average		91

ILLEGAL VICE ACTIVITY

Illegal vice activity includes felony sex offenses such as lewd or lascivious behavior, felony bookmaking; and misdemeanors such as prostitution, lewd conduct, or indecent exposure. Vice investigators set up "sting" type operations and arrest individuals participating in these illegal activities.

Vice Arrests Per Employee Assigned

We compared the number of vice arrests per employee assigned as an indication of both the work load and effectiveness of vice investigators.

Long Beach ranked fourth of the ten cities in the number of vice arrests per employee assigned, with 114. Fresno, San Francisco, and Sacramento had more arrests per employee assigned. Long Beach was above the average of 91 arrests per employee assigned for the ten cities.

Expenditure Per Vice Arrest

We were also interested in how much was spent by each city for each vice arrest. Long Beach ranked sixth out of the eight cities we were able to compare in expenditure per vice arrest, spending \$868. Only Sacramento and Fresno spent less per arrest than Long Beach. Long Beach was significantly below the average of \$1,102 for the eight cities we were able to compare.

Exhibit 77

Comparison of Expenditure Per Arrest For Vice Crime in FY 1992		
Rank	City	Number
1.	San Diego	\$1,305
2.	Santa Ana	\$1,251
3.	Anaheim	\$1,192
4.	San Jose	\$1,073
5.	Oakland	\$924
6.	Long Beach	\$868
7.	Sacramento	\$579
8.	Fresno	\$322
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$1,102

Exhibit 78

Comparison of Estimated Gang Members Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Santa Ana	23.0
2.	Long Beach	20.4
3.	Los Angeles	16.3
4.	Sacramento	10.2
5.	Oakland	9.2
6.	Fresno	7.1
7.	San Diego	4.6
8.	Anaheim	3.2
9.	San Jose	2.2
10.	San Francisco	NA
Average		10.7

ILLEGAL GANG ACTIVITY

In recent years, gang related crime has been increasing. Most police departments maintain a database of known gang members and have formed special units to respond to and investigate gang related crime.

Estimated Gang Members Per 1,000 Population

To identify the extent of Long Beach's gang crime problems relative to its peers we compared the estimated number of gang members per 1,000 population. Long Beach ranked second, with 20.4 estimated gang members per 1,000 population, of the nine cities we were able to compare. Long Beach was also significantly above the average of 10.7 for the nine cities.

Estimated Gang Members Per Employee Assigned to Gang Crime

Long Beach also had the second highest number of estimated gang members per employee assigned to gang crime, with 2,903. Long Beach's gang work load per employee is nearly three times that of the average of the nine cities we were able to compare.

During FY 1993 the Long Beach Police Department significantly increased its level of gang enforcement and investigations. For FY 1994, the Police Department is budgeted to have twenty-nine employees committed to gang crime. Given this increase in gang enforcement and investigations personnel, the number of estimated gang members per employee would decrease to 310. Long Beach's rank would move from second to fifth, assuming the other cities remain unchanged.

Exhibit 79

Comparison of Estimated Gang Members Per Gang Investigator in FY 1992		
Rank	City	Number
1.	Fresno	3,886
2.	Long Beach	2,903
3.	Oakland	1,167
4.	Santa Ana	636
5.	San Jose	219
6.	San Diego	219
7.	Los Angeles	199
8.	Sacramento	143
9.	Anaheim	39
10.	San Francisco	NA
Average		1,046

Exhibit 80

Comparison of Gang Expenditures Per Estimated Gang Member in FY 1992		
Rank	City	Number
1.	Anaheim	\$2,295
2.	Sacramento	\$448
3.	San Diego	\$320
4.	Oakland	\$261
5.	Fresno	\$180
6.	Santa Ana	\$151
7.	San Jose	\$88
8.	Long Beach	\$40
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$473

Gang Expenditures Per Estimated Gang Member

Long Beach ranked eighth of the eight cities we were able to compare in the amount spent per estimated gang member, spending \$40. This amount was well below the average of \$471 per estimated gang member for the eight cities.

SUPPORT SERVICES COMPARISON

**SUPPORT SERVICES
COMPARISON**

SUPPORT SERVICES COMPARISON

In addition to direct services provided to the public, police departments provide indirect services which support the direct services. Major support services include police records management, personnel management, planning and budget management, community relations, internal affairs investigations, and police fleet vehicles.

To determine Long Beach's level of effort in each of these areas we compared the percentage of each department's total employees devoted to these functions. In addition, for police records and fleet vehicles we compared the ratio of sworn personnel and patrol sergeants and police officers to records personnel or police vehicles.

POLICE RECORDS MANAGEMENT SERVICES

Police records management includes typing and filing crime and arrest reports, maintaining files of individuals arrested, and preparing monthly statistical reports.

Percentage of Total Employees Providing Police Records Services

Long Beach ranked second of the ten cities in percentage of total employees devoted to providing records services, with 8.4%. Long Beach ranked significantly above the average of 5.9% for the ten cities.

Exhibit 81

Comparison of Percentage of Total Employees Providing Police Records Services in FY 1992		
Rank	City	Number
1.	Sacramento	8.6%
2.	Long Beach	8.4%
3.	San Jose	7.9%
4.	Fresno	7.5%
5.	Anaheim	6.8%
6.	Santa Ana	6.4%
7.	Oakland	5.8%
8.	San Diego	3.6%
9.	Los Angeles	3.1%
10.	San Francisco	0.6%
Average		5.9%

Sworn Employees Per Police Records Employee

Long Beach ranked eighth of the nine cities we were able to compare in the number of sworn employees per police records employees with 8.0. Only Sacramento had fewer sworn employees per records employee. Long Beach also had substantially fewer sworn employees per records employee than the average of 12.1 for the nine cities we were able to compare.

Exhibit 82

Rank	City	Number
1.	Los Angeles	24.0
2.	San Diego	20.2
3.	Oakland	10.8
4.	Santa Ana	10.7
5.	Anaheim	9.7
6.	San Jose	9.2
7.	Fresno	8.8
8.	Long Beach	8.0
9.	Sacramento	7.3
10.	San Francisco	NA
Average		12.1

Patrol Sergeants and Police Officers Per Police Records Employee

Long Beach had the lowest ratio of sergeants and police officers per records employee, 4.1, of the eight cities we were able to compare. Long Beach also ranked substantially below the average of 6.06 for the eight cities.

Exhibit 83

Rank	City	Number
1.	San Diego	11.7
2.	Santa Ana	6.3
3.	Oakland	6.1
4.	Fresno	5.8
5.	San Jose	5.5
6.	Anaheim	4.6
7.	Long Beach	4.5
8.	Sacramento	4.4
9.	Los Angeles	NA
10.	San Francisco	NA
Average		6.67

PERSONNEL MANAGEMENT SERVICES

Personnel management involves the recruiting, hiring, and compensating a department's employees.

Percentage of Total Employees Providing Personnel Management Services

Long Beach ranked sixth of the ten cities in percentage of total employees devoted to providing personnel management services, with .88%. Long Beach ranked below the average of 1.02% for the ten cities.

Exhibit 84

Rank	City	Number
1.	Oakland	2.03%
2.	Santa Ana	1.51%
3.	San Francisco	1.32%
4.	Los Angeles	1.23%
5.	San Diego	1.18%
6.	Long Beach	0.88%
7.	Sacramento	0.72%
8.	Anaheim	0.57%
9.	San Jose	0.42%
10.	Fresno	0.30%
Average		1.02%

PLANNING AND BUDGET MANAGEMENT SERVICES

Planning and budget services includes developing plans for the department's future, compiling the department's budget for inclusion in the city's budget, monitoring department revenues and expenditures, and coordinating department purchases.

Percentage of Total Employees Providing Planning and Budget Management Services

Long Beach ranked eighth of the ten cities in percentage of total employees devoted to providing planning and budget services, with .58%. Long Beach ranked significantly below the average of 1.16% for the ten cities.

Exhibit 85

Comparison of Percentage of Total Employees Devoted to Budget Management Services in FY 1992		
Rank	City	Number
1.	Fresno	2.22%
2.	Oakland	2.03%
3.	San Diego	1.61%
4.	Sacramento	1.12%
5.	San Jose	0.96%
6.	Los Angeles	0.69%
7.	Santa Ana	0.67%
8.	Long Beach	0.58%
9.	Anaheim	0.57%
10.	San Francisco	0.44%
Average		1.16%

COMMUNITY RELATIONS SERVICES

The community relations function provides a link between a police department and the public. Community relations staff work with public advisory and neighborhood groups to keep the community informed of police and related issues, as well as to obtain suggestions from the public for improvements in the department.

Percentage of Total Employees Providing Community Relations Services

Long Beach ranked fifth of the eight cities we were able to compare in percentage of total

employees devoted to providing community relations services, with 1.68%. Long Beach ranked below the average of 1.6% for the eight cities we were able to compare.

Exhibit 86

Comparison of Percentage of Total Employees Devoted to Community Relations Services in FY 1992		
Rank	City	Number
1.	Anaheim	1.90%
2.	Santa Ana	1.85%
3.	San Diego	1.81%
4.	Fresno	1.78%
5.	Long Beach	1.68%
6.	Sacramento	1.68%
7.	San Jose	1.23%
8.	Oakland	0.88%
9.	Los Angeles	NA
10.	San Francisco	NA
Average		1.60%

INTERNAL AFFAIRS INVESTIGATIONS

Internal affairs investigations include investigations of complaints of police misconduct made by the public and complaints initiated from within the Department.

Percentage of Total Employees Providing Internal Affairs Investigations

Long Beach ranked second of the ten cities in percentage of total employees devoted to providing internal affairs investigations, with .94%. Only San Diego had a larger percentage of its employees devoted to internal affairs investigations. Long Beach ranked substantially above the average of .61% for the ten cities.

Exhibit 87

Comparison of Percentage of Total Employees Devoted to Internal Affairs in FY 1992		
Rank	City	Number
1.	San Diego	1.02%
2.	Long Beach	0.94%
3.	Los Angeles	0.72%
4.	Santa Ana	0.67%
5.	San Jose	0.66%
6.	Fresno	0.59%
7.	Oakland	0.53%
8.	Sacramento	0.41%
9.	San Francisco	0.39%
10.	Anaheim	0.19%
	Average	0.61%

Exhibit 88

Comparison of Number of Sworn Employees Per Internal Affairs Employee in FY 1992		
Rank	City	Number
1.	Anaheim	349
2.	San Francisco	209
3.	Sacramento	154
4.	Oakland	119
5.	Fresno	112
6.	San Jose	110
7.	Los Angeles	104
8.	Santa Ana	102
9.	San Diego	71
10.	Long Beach	68
	Average	140

Number of Sworn Employees Per Internal Affairs Employee

Long Beach had the fewest number of sworn employees, 68, per internal affairs investigator of the ten cities, ranking it tenth. Long Beach was also well below the average of 140 for the ten cities.

Citizen Complaints Per Sworn Employee

Long Beach had the second highest rate of citizen complaints per sworn employee with .71. Only San Diego had a higher rate of citizen complaints per sworn employee. Long Beach also had a substantially higher number of citizen complaints per sworn employee than the average of .45 for the nine cities we were able to compare.

Exhibit 89

Comparison of Citizen Complaints Per Sworn Employee in FY 1992		
Rank	City	Number
1.	San Diego	0.93
2.	Long Beach	0.71
3.	Oakland	0.60
4.	Los Angeles	0.37
5.	Anaheim	0.34
6.	San Jose	0.32
7.	Santa Ana	0.32
8.	Sacramento	0.28
9.	Fresno	0.21
10.	San Francisco	NA
Average		0.45

POLICE FLEET VEHICLES

Police vehicles are necessary for carrying out the functions of a police department. Police vehicles include marked "black and white" patrol vehicles, motorcycles, unmarked detective vehicles, and undercover vehicles.

Patrol Sergeants and Police Officers Per Marked Police Vehicle

An essential tool for the police officer responding to calls for service or patrolling an area is the marked patrol unit. To determine the availability of police vehicles to Long Beach Police Officers relative to its peers we compared the ratio of patrol sergeants and officers to marked police vehicles.

Long Beach ranked second highest in the number of patrol sergeants or officers per marked police vehicle with 3.5 per vehicle. Only San Francisco, which has a higher than normal number of walking beats, had a higher ratio.

Long Beach was also well above the average of 2.6 for the eight cities we were able to compare.

Exhibit 90

Comparison of Patrol Sergeant & Police Officers Per Marked Police Vehicle in FY 1992		
Rank	City	Number
1.	San Francisco	4.2
2.	Long Beach	3.5
3.	Oakland	2.7
4.	San Jose	2.5
5.	Sacramento	2.2
6.	San Diego	2.1
7.	Fresno	2.0
8.	Anaheim	1.9
9.	Los Angeles	NA
10.	Santa Ana	NA
Average		2.6

Sworn Employees Per Police Vehicle

To determine the availability of police vehicles to Long Beach sworn employees relative to its peers we compared the ratio of sworn employees to total police vehicles.

Long Beach ranked third highest in the number of sworn employees per police vehicle with 2.3 per vehicle. Only San Francisco and Los Angeles had a higher ratio. Long Beach was at the average of 2.3 for the eight cities we were able to compare.

Exhibit 91

Comparison of Sworn Employees Per Police Vehicle in FY 1992		
Rank	City	Number
1.	San Francisco	3.03
2.	Los Angeles	2.82
3.	Long Beach	2.30
4.	Oakland	2.29
5.	San Jose	2.24
6.	San Diego	1.82
7.	Sacramento	1.82
8.	Anaheim	1.53
9.	Fresno	NA
10.	Santa Ana	NA
	Average	2.33

Exhibit 92

Comparison of Total Employees Per Police Vehicle in FY 1992		
Rank	City	Number
1.	Los Angeles	3.8
2.	San Francisco	3.7
3.	Oakland	3.6
4.	Long Beach	3.6
5.	San Jose	3.1
6.	Sacramento	2.9
7.	San Diego	2.5
8.	Anaheim	2.3
9.	Santa Ana	NA
10.	Fresno	NA
	Average	3.2

Total Employees Per Police Vehicle

To determine the availability of police vehicles to Long Beach Police employees relative to its peers we compared the ratio of total employees to total police vehicles.

Long Beach ranked fourth highest in the number of employees per police vehicle with 3.6 per vehicle. Los Angeles, San Francisco, and Oakland had a higher ratio. Long Beach was also above the average of 3.2 for the eight cities we were able to compare.

APPENDIX I - SURVEY INSTRUMENT

LONG BEACH POLICE DEPARTMENT PEER COMPARISON SURVEY

GENERAL INFORMATION

City: _____

Telephone Number: _____

Contact Person: _____

1992 Population: _____ Square Miles Patrolled: _____

BACKGROUND

The Long Beach Police Department is developing a strategic plan with the assistance of the City Auditor's Office. As input into the plan, we are asking the police departments of the ten largest cities in the state to complete this survey. We will send you the results once the survey is complete.

The survey questionnaire is composed of four parts:

- Department actual revenues and expenditures for fiscal year 1991-92
- Department actual expenditures by program for fiscal year 1991-92
- Department actual staffing levels by program for fiscal year 1991-92
- Key department statistics for fiscal year 1991-92.

We have included brief definitions on the pages following the survey to assist you in completing it. If you need clarification on any portion of the survey, please contact Scott Bryant or Curtis Tani of the Long Beach City Auditor's Office at (310) 590-6751.

ACTUAL REVENUES AND EXPENDITURES

BY LINE ITEM

Fiscal Year 1991-92

REVENUES

General Fund (i.e. Property & Sales Tax)
 Licenses and Permits
 Revenues from Other Agencies
 Interfund Charges for Services
 Asset Seizure
 Other

\$
 \$
 \$
 \$
 \$
 \$

TOTAL REVENUES

\$

EXPENDITURES

Personal Service Expenditures

Salaries
 Retirement Programs (i.e. PERS)
 Worker's Compensation
 Health & Dental Benefits
 Overtime
 Other Personal Services

Total Personal Services Expenditures

\$
 \$
 \$
 \$
 \$
 \$
 \$

Non-Personal Services Expenditures

Outside Contracts
 Fleet Services
 Information and Data Processing Services
 Facilities Rental
 Liability Insurance
 Other Non-Personal Services Expenditures

Total Non-Personal Services Expenditures

\$
 \$
 \$
 \$
 \$
 \$
 \$

TOTAL EXPENDITURES

\$

ACTUAL EXPENDITURES BY PROGRAM

Fiscal Year 1991-92

<i>Program</i>	<i>Personal Services Expenditures</i>	<i>Non-Personal Expenditures</i>	<i>Total Expenditures</i>
<i>Chief of Police</i>	\$	\$	\$
<i>Internal Affairs</i>	\$	\$	\$
<i>Communications</i>	\$	\$	\$
<i>Patrol</i>	\$	\$	\$
<i>Traffic</i>	\$	\$	\$
<i>Helicopter</i>	\$	\$	\$
<i>Crimes Against Persons</i>	\$	\$	\$
<i>Crimes Against Property</i>	\$	\$	\$
<i>Crime Analysis</i>	\$	\$	\$
<i>Crime Lab</i>	\$	\$	\$
<i>Drug Crime</i>	\$	\$	\$
<i>Vice Crime</i>	\$	\$	\$
<i>Gang Crime</i>	\$	\$	\$
<i>Jail / Detention</i>	\$	\$	\$
<i>Court</i>	\$	\$	\$
<i>Records</i>	\$	\$	\$
<i>Personnel</i>	\$	\$	\$
<i>Community Relations</i>	\$	\$	\$
<i>Planning & Budget</i>	\$	\$	\$
<i>General Administration</i>	\$	\$	\$
<i>Training</i>	\$	\$	\$
<i>Other</i>	\$	\$	\$
<i>Other</i>	\$	\$	\$
TOTALS	\$	\$	\$

ACTUAL STAFFING LEVEL BY PROGRAM

Fiscal Year 1991-92

<i>Program</i>	<i>Number of Command Officers</i>	<i>Number of Supervisory Officers</i>	<i>Number of Police Officers</i>	<i>Total Sworn Officers</i>	<i>Non-Sworn Personnel</i>	<i>Total Personnel</i>
<i>Chief of Police</i>						
<i>Internal Affairs</i>						
<i>Communications</i>						
<i>Patrol</i>						
<i>Traffic</i>						
<i>Helicopter</i>						
<i>Crimes Against Persons</i>						
<i>Crimes Against Property</i>						
<i>Crime Analysis</i>						
<i>Crime Lab</i>						
<i>Drug Crime</i>						
<i>Vice Crime</i>						
<i>Gang Crime</i>						
<i>Jail / Detention</i>						
<i>Court</i>						
<i>Records</i>						
<i>Personnel</i>						
<i>Community Relations</i>						
<i>Planning & Budget</i>						
<i>General Administration</i>						
<i>Training</i>						
<i>Other</i>						
<i>Other</i>						
TOTALS						

KEY DEPARTMENT STATISTICS

Fiscal Year 1991-92

<i>KEY STATISTIC</i>	<i>NUMBER</i>
<i>CALLS FOR SERVICE</i>	
<i>Dispatched Calls</i>	
<i>Field Initiated Calls</i>	
<i>Other Calls</i>	
<i>Total Calls for Service</i>	
<i>AVERAGE RESPONSE TIME</i>	
<i>Priority 1 Calls for Service</i>	
<i>Priority 2 Calls for Service</i>	
<i>Priority 3 Calls for Service</i>	
<i>TRAFFIC RELATED INCIDENTS</i>	
<i>Traffic Citations Issued</i>	
<i>DUI Arrests</i>	
<i>Traffic Fatalities</i>	
<i>FLEET VEHICLES</i>	
<i>Marked Units</i>	
<i>Unmarked Units</i>	
<i>Undercover Vehicles</i>	
<i>Motors</i>	
<i>OTHER INFORMATION</i>	
<i>Estimated Gang-Related Incidents</i>	
<i>Estimated Gang Members</i>	
<i>Prisoner Days of Incarcerations</i>	
<i>Officer Involved Shootings</i>	
<i>Citizen Complaints</i>	

SURVEY DEFINITIONS

EXPENDITURES

Personal Services Expenditures - The amount spent on employee salaries and fringe benefits (retirement, social security, workers' compensation, medical and dental, life insurance, unemployment insurance, etc.).

Non-Personal Expenditures - All expenditures not related to salaries and benefits including costs for outside contracts, fleet services, information and data processing services, facility rental, and liability insurance.

POLICE PROGRAMS

Chief of Police - Provides administrative direction to the Department, and coordinates the activities of the patrol, investigations and support bureaus.

Internal Affairs - Investigates complaints of police misconduct and reports results to the chief.

Communications - Responsible for police department communications including answering 911 calls and dispatch of patrol units.

Patrol - Involves responding to emergency and citizen calls for service, observing activities, and initiating contact with citizens. Also includes K-9 units, bike and foot patrols, SWAT, etc.

Traffic - Enforces traffic laws, sets up sobriety checkpoints, and investigates traffic-related accidents.

Helicopters - Assists in patrol and investigative activities. Includes helicopter maintenance and related functions.

Crimes Against Persons - Investigates crimes committed against persons, such as homicide, rape, robbery, assault, etc.

Crimes Against Property - Investigates crimes committed against property, such as burglary, larceny, auto theft, forgery and fraud.

Crime Analysis - Involves analyzing crime patterns and trends.

Crime Laboratory - Activities include fingerprint analysis / identification, crime scene investigation, court testimony, examination of evidence, etc.

Drug Crime - Investigation of narcotic related activities.

Vice Crime - Investigations of prostitution, lewd behavior, gambling, etc.

Gang Crime - Investigation of gang-related activities.

Jail / Detention - Activities include prisoner processing, bookings, detention, food services, and jail facility maintenance.

Court - Retrieves, logs and distributes subpoenas to effect prosecution in criminal hearings. Includes court appearances and testimony, court administration, etc.

Records - Maintains the department's record keeping system including police reports, finger prints, mug shots, etc.

Personnel - Responsible for activities such as payroll, new employees registration, etc.

Community Relations - Responsible for police / public relations and community activities, such as neighborhood watch meetings, working with special interest groups, and media relations.

Planning and Budget - Performs any long-range planning efforts and develops and administers the budget.

General Administration - General administration of the Department that is not part of the personnel, planning, or budgeting of the Department.

Training - Consists of recruit training (academy training), on-going continuing professional training, and special training.

Other Programs - Any programs that are not listed above.

OTHER DEFINITIONS

Command Officers - Includes chief of police, assistant/deputy chiefs, commanders, captains, and lieutenants.

Supervisory Officers - Includes sergeants or other supervisory sworn personnel.

Police Officers - Includes corporals and police officers.

Priority 1 Calls - The life or property of a citizen is in imminent danger (e.g., shooting, rape in progress, burglary in progress).

Priority 2 Calls - Disturbance of the peace or general well-being (e.g., family dispute, gang groups, parties).

Priority 3 Calls - Reports of crime not in progress and parking problems (e.g., report of a crime in which a substantial amount of time has elapsed between the crime and the call reporting the crime, car blocking driveway.)