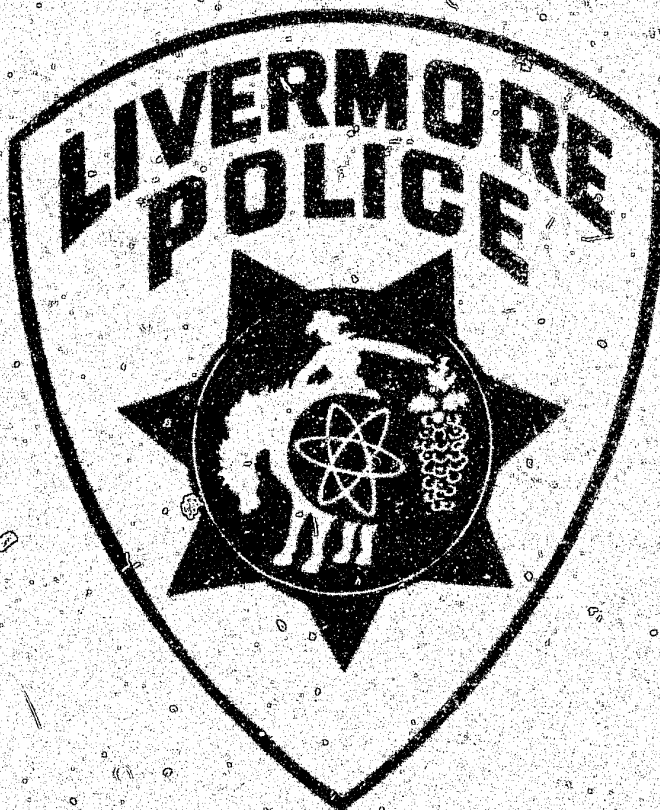


LIVERMORE POLICE DEPARTMENT

ANNUAL REPORT

1979

CITIZEN/POLICE PARTNERSHIP
IN CRIME PREVENTION



1978

MEL NELSON
CHIEF OF POLICE



City of Livermore

POLICE DEPARTMENT

1050 South Livermore Ave.

Livermore, Ca. 94550

(415) 443-0111

Mel Nelson
CHIEF OF POLICE

March 6, 1980

Mr. Leland Horner
City Manager

Dear Mr. Horner:

We present you with the Police Department's 1979 Annual Report which is available to Council and citizens. The theme of Crime Prevention-Citizen/Police Partnership was chosen to emphasize its important need for our community. This report is a department wide effort.

This is our second endeavor in annual reporting. We are still dealing with shallow historical data. This will improve with time as we have revised our statistical gathering methods and ensure periodic inspection to best control errors.

Crime and service requests continue to increase somewhat in proportion to those of National and Pacific States Averages. In order to combat these rises, we continue to adjust and prioritize service levels with our minimum resources. Our jail closure, diverting officers from station duties to patrol assignments, consolidating some services with other agencies, decrease in sick leave usage, employee damage or injury incidents and significant reduction in personnel turnover have all aided our efforts of increasing effectiveness and efficiency. These, combined with our crime prevention emphasis and partnership with citizens in this endeavor, all work towards maintaining our quality of life and public safety.

Our greatest two assets are employee dedication and community support. There is a partnership and it is successful. In 1980 we will continue our efforts to make this community as safe as possible.

Respectfully submitted,

MEL NELSON
Chief of Police

NCJRS

JUL 10 1980

ACQUISITIONS

1979
ANNUAL REPORT
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CRIME PREVENTION - CITIZEN/POLICE PARTNERSHIP

By Crime Prevention Officer John Leal and
Livermore Citizens Crime Prevention Group
Member Genevieve Fraser

A partnership between citizens and police is vital for the prevention and reduction of crime. This concept of crime prevention emphasizes that action be taken jointly by the police and citizens before a crime is committed.

For a crime to take place, three elements must be present: 1) ability, 2) desire, and 3) opportunity. It is important to remember that all three elements must be in existence for a person to commit a crime. It is not sufficient for a person to have the ability and opportunity to commit a crime if there is no desire. Similarly, if there is desire and ability without the opportunity, no crime can occur.

In other words, remove the opportunity, one of the three necessary elements to a crime, and you prevent the crime. Based on this philosophy, the definition of crime prevention is the anticipation, recognition, and appraisal of a crime risk and the initiation of action to remove or reduce it.

The concept of crime prevention was originally formulated by the English and was subsequently adopted by the United States. This concept emphasized prevention rather than the traditional pattern of detection and apprehension.

In 1969 a pilot training program known as the National Crime Institute was initiated at the University of Louisville. In 1972 the Northern California Crime Prevention Officers Association was formed. In 1974 Livermore established a crime prevention unit by sending one officer to both the State and National Institutes.

Since that time the unit has developed to include a full-time officer assigned to crime prevention, volunteer financial support from local businesses, and the creation of a citizen crime prevention advisory group. The unit has acquired equipment citizens may borrow such as lock installation kits and identification engravers. Community programs showing slides and films on a wide range of topics (bunco schemes, rape, burglary, child molesting, shoplifting, etc.) are available to clubs and groups. Neighborhood Alert, based on the idea that neighbors can protect each other from criminal incidents, has been emphasized.

It has been stated that the greatest crime is citizen tolerance of crime: permissive attitudes and willingness to excuse and rationalize the unlawful conduct of others. It has been proven that citizen cooperation with the police is effective in the prevention of crime.

The Police Department welcomes meetings with individual citizens, groups, and organizations for the purpose of appraising the crime problem and discussing preventive methods and techniques to reduce crime.

Please call upon us and share in the Citizen/Police Partnership to prevent crime in our community.

CODE OF PROFESSIONAL CONDUCT
AND
RESPONSIBILITY FOR PEACE OFFICERS

PREAMBLE

WHEREAS, peace officers are vested with a public trust which requires that they consistently demonstrate the highest degree of integrity and good moral character; and

WHEREAS, the need to maintain high standards of moral character, integrity, knowledge, and trust requires the establishment of a Code of Professional Conduct and Responsibility for Peace Officers as a matter of the highest significance to the health, welfare, and safety of the citizens of this state; and

WHEREAS, the establishment of a Code of Professional Conduct and Responsibility for Peace Officers, which includes Canons of Ethics and minimum standards, requires the granting of authority to enforce these standards of professional conduct through disciplinary action as necessary for the protection of the health, welfare, and safety of the public; therefore

BE IT RESOLVED that the need to maintain high standards of moral character, integrity, knowledge, and trust require that peace officers establish and conform to a Code of Professional Conduct and Responsibility for Peace Officers.

GENERAL STATEMENT

Peace Officers are granted a public trust which requires that they consistently demonstrate the highest degree of integrity. To be worthy of this public trust, and to ensure that their professional conduct is above reproach, members of the peace officer profession must not only conform to a Code of Ethics but must also abide by these Canons of Ethics and Ethical Standards which constitute this Code of Professional Conduct and Responsibility as a means of internal regulation.

The essence of a profession requires that in addition to prescribing a desired level of performance, it must establish minimum standards of ethical conduct with prescribed rules for internal discipline to ensure compliance. Accordingly, this Code of Professional Conduct and Responsibility is established for peace officer profession.

Nothing in the Code of Professional Conduct and Responsibility for Peace Officers is intended to limit or supersede any provision of law relating to the duties and obligations of peace officers or the consequences of a violation thereof. Whereas these rules specify certain conduct as unprofessional, this is not to be interpreted as approval of conduct not specifically mentioned.

Nothing in this Code is intended to limit the authority of an agency to adopt and enforce rules and regulations that are more stringent or comprehensive than those that are contained in this Code of Professional Conduct and Responsibility for Peace Officers.

CANON ONE

PEACE OFFICERS SHALL UPHOLD THE CONSTITUTION OF THE UNITED STATES, THE STATE CONSTITUTION, AND ALL LAWS ENACTED OR ESTABLISHED PURSUANT TO LEGALLY CONSTITUTED AUTHORITY.

ETHICAL STANDARDS

STANDARD 1.1 Peace Officers shall recognize that the primary responsibility of their profession and of the individual officer is the protection of the people within the jurisdiction of the United States through upholding of the laws, the most important of which are the Constitution of the United States and State Constitutions and laws derived therefrom.

STANDARD 1.2 Peace Officers shall be aware of the extent and the limitations of their authority in the enforcement of the law.

STANDARD 1.3 Peace Officers shall diligently study principles and new enactments of the laws they enforce.

STANDARD 1.4 Peace Officers shall be responsible for keeping abreast of current case law as applied to their duties.

STANDARD 1.5 Peace Officers shall endeavor to uphold the spirit of the law, as opposed to enforcing merely the letter of the law.

STANDARD 1.6 Peace Officers shall respect and uphold the dignity, human rights, and Constitutional rights of all persons.

CANON TWO

PEACE OFFICERS SHALL BE AWARE OF AND SHALL USE PROPER AND ETHICAL PROCEDURES IN DISCHARGING THEIR OFFICIAL DUTIES AND RESPONSIBILITIES.

ETHICAL STANDARDS

STANDARD 2.1 Peace Officers shall be aware of their lawful authority to use that force reasonably necessary in securing compliance with their lawful enforcement duties.

STANDARD 2.2 Peace Officers shall truthfully, completely, and impartially report, testify, and present evidence in all matters of an official nature.

STANDARD 2.3 Peace Officers shall follow legal practices in such areas as interrogation, arrest or detention, searches, seizures, use of informants, and collection and preservation of evidence.

STANDARD 2.4 Peace Officers shall follow the principles of integrity, fairness, and impartiality in connection with their duties.

CANON THREE

PEACE OFFICERS SHALL REGARD THE DISCHARGE OF THEIR DUTIES AS A PUBLIC TRUST AND SHALL RECOGNIZE THEIR RESPONSIBILITIES TO THE PEOPLE WHOM THEY ARE SWORN TO PROTECT AND SERVE.

ETHICAL STANDARDS

STANDARD 3.1 Peace Officers, as professionals, shall maintain an awareness of those factors affecting their responsibilities.

STANDARD 3.2 Peace Officers, during their tour of duty, shall diligently devote their time and attention to the effective and professional performance of their responsibilities.

STANDARD 3.3 Peace Officers shall ensure that they are prepared for the effective and efficient undertaking of their assignment.

STANDARD 3.4 Peace Officers shall safely and efficiently use equipment and material available to them.

STANDARD 3.5 Peace Officers shall be prepared to and shall respond effectively to the demands of their office.

STANDARD 3.6 Peace Officers, with due regard for compassion, shall maintain an objective and impartial attitude in official contacts.

STANDARD 3.7 Peace Officers shall not allow their personal convictions, beliefs, prejudices, or biases to interfere unreasonably with their official acts or decisions.

STANDARD 3.8 Peace Officers shall recognize that their allegiance is first to the people, then to their profession and the governmental entity or agency that employs them.

CANON FOUR

PEACE OFFICERS WILL SO CONDUCT THEIR PUBLIC AND PRIVATE LIFE THAT THEY EXEMPLIFY THE HIGH STANDARDS OF INTEGRITY, TRUST, AND MORALITY DEMANDED OF A MEMBER OF THE PEACE OFFICER PROFESSION.

ETHICAL STANDARDS

STANDARD 4.1 Peace Officers shall refrain from consuming intoxicating beverages to the extent that it results in impairment which brings discredit upon the profession or their employing agency, or renders them unfit for their next tour of duty.

STANDARD 4.2 Peace Officers shall not consume intoxicating beverages while on duty, except to the degree permitted in the performance of official duties, and under no circumstances while in uniform.

STANDARD 4.3 Peace Officers shall not use any narcotics, hallucinogens, or any other controlled substance except when legally prescribed. When such controlled substances are prescribed, officers shall notify their superior officer prior to reporting for duty.

STANDARD 4.4 Peace Officers shall maintain a level of conduct in their personal and business affairs in keeping with the high standards of the peace officer profession. Officers shall not participate in any incident involving moral turpitude.

STANDARD 4.5 Peace Officers shall not undertake financial obligations which they know or reasonably should know they will be unable to meet and shall pay all just debts when due.

STANDARD 4.6 Peace Officers shall not engage in illegal political activities.

STANDARD 4.7 Peace Officers shall not permit or authorize for personal gain the use of their name or photograph and official title identifying them as Peace Officers in connection with testimonials or advertisements for any commodity, commercial enterprise, or commercial service which is not the product of the officer involved.

STANDARD 4.8 Peace Officers shall not engage in any activity which would create a conflict of interest or would be in violation of any law.

STANDARD 4.9 Peace Officers shall at all times conduct themselves in a manner which does not discredit the Peace Officer Profession or their employing agency.

STANDARD 4.10 Peace Officers shall not be disrespectful, insolent, mutinous, or insubordinate in attitude or conduct.

STANDARD 4.11 Peace Officers shall be courteous and respectful in their official dealings with the public, fellow officers, superiors and subordinates.

STANDARD 4.12 Peace Officers shall not engage in any strike, work obstruction or abstention, in whole or in part, from the full, faithful and proper performance of their assigned duties and responsibilities, except as authorized by law.

STANDARD 4.13 Peace Officers shall maintain a neutral position with regard to the merits of any labor dispute, political protest, or other public demonstration, while acting in an official capacity.

CANON FIVE

PEACE OFFICERS SHALL RECOGNIZE THAT OUR SOCIETY HOLDS THE FREEDOM OF THE INDIVIDUAL AS A PARAMOUNT PRECEPT WHICH SHALL NOT BE INFRINGED UPON WITHOUT JUST, LEGAL, AND NECESSARY CAUSE.

ETHICAL STANDARDS

STANDARD 5.1 Peace Officers shall not restrict the freedom of individuals, whether by detention or arrest, except to the extent necessary to legally and reasonably apply the law.

STANDARD 5.2 Peace Officers shall recognize the rights of individuals to be free from capricious or arbitrary acts which deny or abridge their fundamental rights as guaranteed by law.

STANDARD 5.3 Peace Officers shall not use their official position to detain any individual, or to restrict the freedom of any individual, except in the manner and means permitted or prescribed by law.

CANON SIX

PEACE OFFICERS SHALL ASSIST IN MAINTAINING THE INTEGRITY AND COMPETENCE OF THE PEACE OFFICER PROFESSION.

ETHICAL STANDARDS

STANDARD 6.1 Peace Officers shall recognize that every person in our society is entitled to professional, effective, and efficient law enforcement services.

STANDARD 6.2 Peace Officers shall perform their duties in such a manner as to discourage double standards.

STANDARD 6.3 Peace Officers shall conduct themselves so as to set exemplary standards of performance for all law enforcement personnel.

STANDARD 6.4 Peace Officers shall maintain the integrity of their profession through complete disclosure of those who violate any of these rules of conduct, violate any law, or who conduct themselves in a manner which tends to discredit the profession.

STANDARD 6.5 Peace Officers shall have responsibility for reporting to proper authorities any known information which would serve to disqualify candidates from transferring within or entering the profession.

STANDARD 6.6 Peace Officers shall be responsible for maintaining a level of education and training that will keep them abreast of current techniques, concepts, laws, and requirements of the profession.

STANDARD 6.7 Chief executive Peace Officers shall accept the responsibility of utilizing all available resources and the authority of their office to maintain the integrity of their agency and the competency of their officers. These Canons and Ethical Standards shall apply to all legally defined Peace Officers regardless of rank.

STANDARD 6.8 Peace Officers shall assume a leadership role in furthering their profession by encouraging and assisting in the education and training of other members of the profession.

CANON SEVEN

PEACE OFFICERS SHALL COOPERATE WITH OTHER OFFICIALS AND ORGANIZATIONS WHO ARE USING LEGAL AND ETHICAL MEANS TO ACHIEVE THE GOALS AND OBJECTIVES OF THE PEACE OFFICER PROFESSION.

ETHICAL STANDARDS

STANDARD 7.1 Peace Officers, within legal and agency guidelines, shall share with personnel both within and outside their agency, appropriate information that will facilitate the achievement of criminal justice goals or objectives.

STANDARD 7.2 Peace Officers, whether requested through appropriate channels or called upon individually, shall render needed assistance to any other officer in the proper performance of their duty.

STANDARD 7.3 Peace Officers shall, within legal and agency guidelines, endeavor to communicate to the people of their community the goals and objectives of the profession, and keep them apprised of conditions which threaten the maintenance of an ordered society.

CANON EIGHT

PEACE OFFICERS SHALL NOT COMPROMISE THEIR INTEGRITY, NOR THAT OF THEIR AGENCY OR PROFESSION, BY ACCEPTING, GIVING OR SOLICITING ANY GRATUITY.

ETHICAL STANDARDS

STANDARD 8.1 Peace Officers shall refuse to offer, give, or receive gifts, favors or gratuities, either large or small, which can be reasonably interpreted as capable of influencing official acts or judgements. This standard is not intended to isolate Peace Officers from normal social practices, or to preclude gifts among friends, associates, or relatives, where appropriate.

STANDARD 8.2 Peace Officers shall not consider their badge of office as a license designed to provide them with special favor or consideration.

CANON NINE

PEACE OFFICERS SHALL OBSERVE THE CONFIDENTIALITY OF INFORMATION AVAILABLE TO THEM THROUGH ANY SOURCE, AS IT RELATES TO THE PEACE OFFICER PROFESSION.

ETHICAL STANDARDS

STANDARD 9.1 Peace Officers shall be aware of and shall meticulously observe all legal restrictions on the release and dissemination of information.

STANDARD 9.2 Peace Officers shall treat as confidential the official business of their employing agency, and shall release or disseminate such information solely in an authorized manner.

STANDARD 9.3 Peace Officers shall treat as confidential that information confided to them personally. They shall disclose such information as required in proper performance of their duties.

STANDARD 9.4 Peace Officers shall neither disclose nor use for their personal interest any confidential information acquired by them in the course of their official duties.

STANDARD 9.5 Peace Officers shall treat as confidential all matters relating to investigations, internal affairs, and personnel.

INVESTIGATIVE PROVISIONS

(Optional provisions of this section may require legislation).

INVESTIGATIVE PROCEDURES

Peace Officers under investigation for an alleged violation of any of these standards or agency disciplinary rules shall be afforded, as a minimum, the rights established by law and contract, to ensure fair and just treatment in the enforcement of disciplinary rules of conduct or agency rules.

EXERCISE OF RIGHTS

By reason of the lawful exercise of rights, officers shall not be discharged, disciplined, demoted, transferred, or denied promotion or reassignment, or discriminated against with regard to employment, nor threatened with any such action.

CRIMINAL INVESTIGATIONS

When the investigation focuses on an officer for prosecution of a criminal offense, the officer shall be afforded the same constitutional rights, privileges, or guarantees enjoyed by any person. This section, however, shall not deprive the agency of the right to pursue the investigation administratively.

AGENCY APPEAL OR REVIEW PROCESS

To ensure due process, officers shall be provided with an internal administrative appeal or review process or procedure. This process shall be in addition to any external appeal process the employing agency may have established for the review of disciplinary cases.

RECOMMENDED PROVISIONS REQUIRING STATE LEGISLATION

ADMISSIBILITY

No Canon or Ethical Standard, or the enforcement of a Canon, Ethical Standard, or agency disciplinary rule, shall be admissible as evidence of a standard of care or negligence in any civil action other than administrative or disciplinary proceedings.

CONFIDENTIALITY OF INVESTIGATIVE FILES

To promote the complete investigation and reporting of complaints against Peace Officers, the (state/county/city) finds that the need to preserve and protect the work product of an agency outweighs the public interest in full or partial disclosure, discovery, or production in any manner of an agency's investigative files pertaining to complaints against officers. Accordingly, administrative investigative files, records, reports or other documentation may be subpoenaed in either criminal or civil proceedings only in accordance with existing law.

CONSTRUCTION AND SEVERABILITY

The provisions of this Code shall be severable and if any phrase, clause, sentence or provision of this Code is declared to be unconstitutional or the applicability thereof to any other agency, person or circumstance shall, with respect to all severable matters, not be affected thereby. It is intended that the provisions of this Code be reasonably and liberally construed.

SERVICE

I AM HERE TO HELP YOU*

I am the "visible agent" of the City who enters your home when you need me and who drives through the streets watching over your family while you sleep. I am your representative of local government who will respond to your call for help 24 hours a day, regardless of the danger. Within minutes, I may go from helping your child across the street, to controlling a violent person under the influence of drugs.

I must try to understand myself and others, so that I can make consistently valid and timely decisions which may have grave consequences on the lives of others. Yet, I must be constantly on guard not to let my personal prejudices affect these decisions.

As a Police Officer, I must work with little direct supervision and be a "self-starter", able to use my initiative to further a multitude of major and minor investigations. I must constantly weigh and evaluate a mountain of facts and data, and attempt to make a valid decision in a few pressure-filled moments with all the wisdom of Solomon.

I must learn to grow in an essentially negative environment where it seems the public I serve sometimes sees only my mistakes and shortcomings. Sometimes I have only too little patience with my family after a long day of showing great patience and restraint in the performance of my duty. I sometimes become confused when the rights of suspects take precedence over the rights of their victims. I learn to live with criticism and to improve from my mistakes.

I am a human being with all the strengths and weaknesses of other human beings. I am an American citizen, a taxpayer, a husband or wife, a parent, a product of the American school system, a church member, and the "neighbor next door."

Despite my disrupted family life, my unusual hours and working conditions, and the numerous frustrations, I am happy being part of the law enforcement profession.

All my activities are directed towards one goal - - that of making our City a better and safer community for all of us.

* An Unknown Author

LIVERMORE POLICE ORGANIZATIONAL CHART

CHIEF OF POLICE

DEPT. SECRETARY

COMMANDER
FIELD OPERATIONS DIVISION

COMMANDER
SERVICES DIVISION

SUPERVISING COUNSELOR
HORIZONS
YOUTH SERVICE BUREAU

-SCREENING
-COUNSELING
-CRISIS INTERVENTION
-CLERICAL
-INTERNS

MANAGER LIEUTENANT
INVESTIGATION

-JUVENILE SERVICES
Court Liaison
Sexual Abuse
-PROPERTY CRIMES
Court Liaison
-VIOLENT CRIMES
-FRAUD
-VICE/INTELLIGENCE
-WARRANTS
-CRIME PREVENTION UNIT
-CITIZENS CRIME
PREVENTION GROUP
-CLERICAL
-POLICE EXPLORER
SCOUTS
-FUNCTIONAL
SUPERVISION
TECH. SERVICES

PATROL

I WATCH
Commander Lt. -----
Supervising Sgts.
Patrol
Traffic
Civil Defense
Animal Control
II WATCH
Commander Lt. -----
Supervising Sgts.
Patrol
Traffic
Reserve Officer
Coordination
Parking Enforcement
III WATCH
Commander Lt. -----
Supervising Sgts.
Patrol
Traffic
Training Mgt.
Safety Coordination

SUPERVISOR
RECORDS/
COMMUNICATIONS

-COMMUNICATIONS
Phone
Radio
Teletype
Computer
Dispatching
-RECORDS
Files
Correspondence
Indexing
Phone
Desk
-INTERNS
-CADETS
-POLICE ASSISTANT

TECHNICAL
SERVICES

-TECHNICIAN
PROPERTY CONTROL
Dept. Inven.
Found
Evidence
-PHOTOGRAPHY
Photo
Developing
-CRIME SCENE
Search
I.D.
Seizure
Court Display
Court Presen.
County Lab Liai.
-INTERNS
PRO-TECHS

VEH/BLDG PYMTS TRNG. PLANNING OCJP
MAINT. INSP. MGT. BUDGETING LIAISON
GRANTS

STAFF

1 CHIEF
2 CAPTAINS
4 LIEUTENANTS
6 SERGEANTS
36 OFFICERS
2 ANIMAL CONTROL OFFICERS
1 RECORDS AND COMMUNICATIONS
SUPERVISOR
6 DISPATCHERS
6 CLERKS
2 POLICE ASSISTANTS
1 EVIDENCE/PROPERTY
TECHNICIAN
1 SECRETARY
1 YOUTH COUNSELING SUPR.
2 YOUTH COUNSELORS
1 SOCIAL SERVICE CLERK
72 PERSONNEL
2 PART-TIME POLICE CADETS
10 PART-TIME SCHOOL
CROSSING GUARDS
1 PART-TIME CLERK

----- FUNCTIONAL SUPERVISION
WATCH COMMANDERS OVER
CIVILIAN PERSONNEL

INTRODUCTION

This Annual Report is based on the calendar year 1979, to coincide with Federal and State statistical reporting. Budget references are fiscal year 78/79 or 79/80, relating to City finance planning. The report builds usable historical data for present and future comparisons with National and Pacific States averages. This report was compiled with employee participation.

1978 COMPARISON OF POLICE PER-CAPITA EXPENDITURES⁽¹⁾

National Average	\$61.75
Pacific States Average	\$64.88
Livermore, 1978/79 (1,932,629 ÷ 50,000) ...	\$38.65
Livermore, 1979/80 (2,034,972 ÷ 50,000) ...	\$40.70

1978 COMPARISON OF NUMBER OF FULL-TIME POLICE PERSONNEL⁽²⁾

	Personnel Per 1,000 Population		
	Sworn	Civilian	Total
National Average	2.1	.4	2.5
Pacific States Average	1.8	.5	2.3
Livermore, 197896	.5	1.5
Livermore, 197998	.5	1.5

1978 COMPARISON OF SERIOUS, PART I REPORTED CRIME RATES PER 100,000 POPULATION⁽²⁾

National Average	5109.3
Pacific States Average	6890.6
Livermore, 1978 - 50,000 population	5590.0
Livermore, 1979 - 50,000 population	6054.0

1978 COMPARISON OF SERIOUS, PART I CRIME CLEARANCE RATES⁽²⁾

National Average	21.0 %
Pacific States Average	21.0 %
Livermore, 1978	23.7 % (3)
Livermore, 1979	18.5 %

A brief analysis of the above comparison data reflects Livermore: Below National and Pacific States per capita police service costs; below average number of employees; exceeding the National Average and below the Pacific States in reported Part I crimes of homicide, rape, robbery, aggravated assault, burglary, larceny and auto theft; and below average Part I clearance rates for 1979.

We must use caution, however, in comparing Livermore with the above data. Many variables may cause distortions; various budgeting methods nationwide, accuracy of reported statistics, unreported crimes and type of community

(1) 1978 Municipal Year Book, I.C.M.A. (1978 data, most recent available)

(2) 1978 F.B.I. Uniform Crime Reports (Most recent available)

(3) 1978 Clearance rate may be inflated due to inaccurate data collection.

served . . . residential, commercial, industrial, urban, rural, tourism, commuters, or combinations of all.

To assure accuracy of local statistics, we continually review all our data collection methods. Past collections appeared to have some errors.

A more accurate method of analyzing productivity in addition to the above comparisons, is to project services in terms of long-range five year goals and short-term one year objectives, attach them to budget accounts for Council approval and measure attainments on a quarterly basis.

Goals are broad, set with citizen and employee participation, with final approval of the City Manager and the City Council, to meet maximum community needs of police service. Objectives, short-term, would be specific, coinciding with goals. They are set by staff and employees annually for City Manager and City Council approval. Quarterly reviews would provide the City Manager and Council measurement of attainments against expenditures. The City Manager has mandated this form of modified program budgeting for all departments. Our 1979 Annual Report depicts a two-quarter measurement and 1980 will show a full four quarters.

CITY OF LIVERMORE BUDGET SUMMARY

Fund Group	Functions	Department	Department Number	Fund Number
General Government	Public Safety	Police	06	01
	Youth Service		07	01
	Horizons Animal Control		and 37	and 37
Expenditure Classifications		Budget 1978-79	Budget Request 1979-80	Budget 1979-80
1. Salaries and Benefits		\$1,707,943	\$1,754,347	\$1,759,165
2. Materials and Supplies		224,686	271,070	269,945
3. Capital Outlay		-	5,862	5,862
TOTAL		\$1,932,629	\$2,031,279	\$2,034,972

1979/80 SOURCE OF SUPPORT

General Fund	\$1,678,537
Criminal Fines	30,000
State P.O.S.T. Reimbursement	30,000
Traffic Fines	164,000
Animal Licenses and Fees	48,800
County Horizons Grant	55,247
Bicycle Licenses	20,000
Permits	900
Report Sales	2,700
Special Services	2,500
Crime Prevention Grant	2,138
Solicitor Permits	150

GOALS

- To effectively manage city police services with highest possible service at lowest possible cost.
- To provide management atmosphere of community and employee participation at the same time developing a system with measurable objectives and fixed responsibilities for attainment; high quality service and fiscal control while meeting community, organizational and employee needs.
- To effectively coordinate and manage divisional support services.
- To provide the necessary support to police personnel to assist in attaining objectives and fulfilling duties.
- To effectively coordinate and manage police field operations.
- To assist the community in assuring equitable protection of life and property against violence, loss or disorder; while upholding constitutional rights to liberty, equality and justice; providing continuous police services to meet maximum community needs.
- To support the community's endeavor to maintain health and safety.

PRIORITIES

1. PROTECTION OF LIFE AND PROPERTY
2. PREVENTION OF CRIME
3. PERSONAL AND EQUIPMENT SAFETY
4. DEPARTMENT PRODUCTIVITY
5. DEPARTMENT MORALE
6. TRAINING
7. COMMUNITY RELATIONS
8. CAREER GUIDANCE

CITY OF LIVERMORE

Program Function

Program

Public Safety

Police

CLASSIFICATION	1977-78 ACTUAL	1978-79 BUDGET	1979-80 BUDGET REQUEST	1979-80 APPROVED BUDGET
PERSONNEL COSTS	1,306,189	1,237,656	1,427,240	1,432,058
FRINGE BENEFITS	-	-	11,725	327,107
SUPPLEMENTAL PERSONNEL COSTS	10,859	7,614	-	-
SERVICE & SUPPLIES	283,279	244,762	271,070	269,945
CAPITAL EXPENDITURES	55,299	34,850	5,862	5,862
TOTAL	1,655,626 ⁺	1,524,882 ⁺	1,715,897 *	2,034,972*

PROGRAM INFORMATION

GOALS (INTERIM)

- To effectively manage city police services with highest possible service at lowest possible cost.
- To provide management atmosphere of community and employee participation at the same time developing a system with measurable objectives and fixed responsibilities for attainment; high quality service and fiscal control while meeting community, organizational and employee needs.
- To effectively coordinate and manage divisional support services.
- To provide the necessary support to police personnel to assist in attaining objectives and fulfilling duties.
- To effectively coordinate and manage police field operations.
- To support the community's endeavor to maintain health and safety.
- To assist the community in assuring equitable protection of life and property against violence, loss or disorder while upholding constitutional rights to liberty, equality and justice, providing continuous police services to meet maximum community needs.

+ Does not include fringe benefits, Animal Control or Horizons

* Includes Horizons

CITY OF LIVERMORE

<u>Program Function</u>		<u>Program</u>			
Public Safety		Police			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	1,432,058	258,977.89 (18.7%)	683,647 (47.7%)		
FRINGE BENEFITS	327,107	89,621.52 (28.4%)	129,619 (39.6%)		
SERVICES AND SUPPLIES	269,945	41,362.70 (16.1%)	104,470 (38.7%)		
CAPITAL EXPENDITURES	5,862	-0-	5,907 (100.8%)		
TOTAL	2,034,972*	389,962.11 (19.8%)	923,643 (45.4%)		

* Includes Horizons

RECAP INFORMATION

FIRST QUARTER:

First quarter expenditures are 5.2% below projections. We have been below strength in both sworn and civilian personnel during this quarter by an average of five positions. These positions will be filled during the second quarter. Services and supplies reflect the lowest expenditures during the quarter. Many of the contractual service expenditures are not made until later quarters and are made in large, lump sum expenditures. No capital expenditures have been made. Most of our capital orders have been placed, but these were made very near the end of the quarter and will be reflected in second quarter expenditures.

During the first two months of this fiscal year there was some confusion regarding new program numbers. Some expenditures were made and charged against similar, but now different, program numbers from the previous fiscal year. Very close monitoring of the program and account numbers has prevented further incorrect charges of this type.

In making the original projections in personnel costs, time figures were based on probable and supposed needs, and the constraint that no less a figure than 10% be used. There was no previous data base from which to retrieve information. Current figures in the various programs will more accurately provide this information.

During this quarter the Traffic Enforcement Program has been partially suspended and the officers assigned in the Patrol Program. This will account for an upswing in the Patrol Program and the equivalent downswing in expenditures in the Traffic Program.

SECOND QUARTER:

Second quarter expenditures are 4.6% below original projections. While some of the existing vacancies from the first quarter have been filled, others have occurred keeping the department an average of five positions below strength. Recruiting, testing and background investigations are being conducted on an almost continuous basis to bring the department to authorized strength.

Capital expenditure items have been purchased. The deficit in this particular account is attributed to the fact that our original cost quotations were obtained early in the calendar year and purchases were not made until very late in the year.

Adjustments have been made in those programs which were mischarged because of an early confusion in program numbers at the beginning of the fiscal year. Close monitoring is continuing.

The Traffic Program remained inactive except for Crossing Guards and parking enforcement during this period. We have expended 62.1% of our budget allocation for gasoline and oil at this point. If the price of petroleum products remains the same through the end of this fiscal year, we will show a 12.1% deficit. The current deficit has been caused by price increases obviously beyond our control.

Our Dry Goods and Wearing Apparel account shows a current expenditure of 66.5% which is in line for this quarter. Uniform allowance is paid during October.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police Executive Administration	Police Management #551			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	47,588	12,489.00 (26.2%)	28,766 (60.4%)		
FRINGE BENEFITS	11,671	6,259.08 (53.6%)	6,223 (53.3%)		
SERVICES AND SUPPLIES	2,738	2,727.58 (99.6%)	759 (27.7%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	61,997	28,098.75 (45.3%)	35,749 (57.6%)		

PROGRAMS

OBJECTIVE 551.01: To effectively manage and coordinate City Police services through planning, directing, controlling, staffing, organizing, review and reporting with maximum internal and external resource identification and utilization, providing the greatest service at the lowest cost by 90% attainment of Department Objectives.

MEANS

- Periodic review and inspection.
- Assure adequate and effective employee resources, motivation, control and recognition.
- Provide assertive leadership with team approach style.
- Reflect management and ethics by personal example.
- Identify and utilize all available resources; government, commerce, industry, citizens, and educational institutions.
- Quarterly reporting of objective attainment.
- Assure staff development and training.
- Identify community and organizational majority needs for resolution.
- Assure effective communications throughout organization.
- Conduct team management seminars and meetings; staff, unit, and line.
- Develop innovations to traditional approaches.
- Assure 90% accuracy in problem or issue forecasting and planning resolution.
- Coordinate formulation of Divisional objectives.
- Coordinate personnel management.

FIRST QUARTER: 72.7% of department objectives on target this quarter; 17.3% under target. Conducted 28 hours of patrol observation. Investigations, Horizons and Services had periodic inspections. About ten employees received formal and informal written commendations. Coordinated governmental approach taken by patrol to deal with neighborhood

problems in northeast area for 30 days. Chabot College assisting with community survey of police services. A Management Team Building Clinic conducted for all staff, including sergeants in seminar setting for 24 hours, paid for by State. Another clinic scheduled for December. Fifty-six hours of specialized management training conducted for two staff members. One department and three staff meetings held. Mini-staff meetings held twice per week. All problems and issues forecasted except for sheriff's department strike.

SECOND QUARTER: 80% of objectives on target this period; 20% under target. All units had periodic inspections. Fifty-nine employees received internal and external written commendations. A second follow-up 24-hour staff team building clinic, sponsored by P.O.S.T. was conducted in December to develop a problem solving action plan. Two staff, one Department and one Police Officer Association Board meetings conducted this period.

OBJECTIVE 551.02: To implement the acceptable P.O.S.T. recommendations of December 1978, in areas of organization, administration, technical services and facility.

MEANS

- Staff meet with State Consultant.
- Staff review of recommendations for determination of acceptability.
- Staff report to City Manager and Council
- Fix responsibility for implementations.
- Quarterly review of due date assignments.
- Annual attainment review with State Consultant.

FIRST QUARTER: Objective on target for this quarter. All approved recommendations instituted or underway: jail closure; Lieutenant to be assigned to Investigations; Council approved security fence in parking lot, (as yet, unconstructed); Traffic Unit integrated into Patrol; Services Division Operations Manual one-fourth complete; Services Division watch hours standardized; entry to Records Section one-half secure with one more Dutch door modification needed; computer terminals sound proofed and teletype removed; Investigation Unit maintaining monthly productivity statistics; Evidence Technician has total property control and limited employee access; Communications Manual being drafted; and Desk Clerk Report Training as yet incomplete.

SECOND QUARTER: Objective on target for first two quarters. All completed except for: parking lot security fence; Services Division Manual; Records Room entry policy; Communications Manual; and desk clerk report training.

OBJECTIVE 551.03: To decrease the 1978 rate of Police employee damage incidents by 33% and maintain the injury rate for 1979, utilizing all available resources while remaining within policies, laws, budget and Police Code of Ethics.

MEANS

- Coordinate safety with Services and F.O.D. Safety Liaison.
- Daily documented roll-call safety training of 15 minutes.
- Peer team review of each incident for causative factors.
- Comparison display of 1978 and 1979 incidents.
- Positive and negative balance of administrative action on avoidable incidents.
- Four hours defensive driving training for each driving employee.
- Utilize maximum cost-free resources in training and consultation.
- Hold Commanders and Supervisors accountable for unit incident rates.
- Note incidents or absence of incidents on personnel performance evaluations.

FIRST QUARTER: Objective on target this quarter.

36% decrease in damage and 10% increase in injury incidents. Year of 1979 to date - seven damage and eleven injury incidents compared to 1978 to date - 11 damage and 10 injury incidents. Daily roll-call training in safety documented as mandated by O.S.H.A. Incident comparison display deleted. CHP Defensive Driving Course approved. Employee Performance Evaluations reflecting safety history for 12-month period.

SECOND QUARTER: Objective not on target this quarter. Year of 1979 reflects a 63% increase in injury incidents; 11 to 18. Damage incidents are 7% below 1978; 14 to 13. However, Safeco Insurance wrote letter 11-26-79 commending Police for having zero incidents resulting in a claim for twelve months. Costs resulting from incidents are decreased. Base data provided by Safety Committee for 1978 was incomplete - so comparison was difficult. Accurate data now available for 1979. 1980 safety objective will be "to hold damage/injury incidents to 1979 level." Next two quarters will report on first six months of 1980.

OBJECTIVE 551.04: To reduce full-time employee turnover rate of 21% for 1978 to 15% for 1979.

MEANS

- Monitor employee needs through survey, interviews, "open door" policies.
- Meet needs of average employee within reason, keeping productivity as top priority.
- Increase morale 50% above that of June 1978.
- Quarterly Police Officers Association Board meetings with Chief of Police.
- Increase communication and participation with Department and Division meetings.
- Provide equitable workload distribution.
- Provide effective Career Development plan.
- Maintain an effective personnel performance evaluation process.
- Annual career counseling and planning for each employee in the Department.

FIRST QUARTER: Objective exceeding target.

Year of 1979 to date - 8 full-time personnel turnover, 11.1% compared to 1978 to date - 13 turnover, 18.3%. 1979 projects a total of 11 turnover, or 15.3%. Department Survey completed reflecting: 123% increase in morale; majority feel training is now meeting their needs. Career Development Plan completed and published. The plan integrates training, education, position specifications, merit system, performance evaluation by objectives, career counseling and planning, assignment rotations. Thirty-nine (39) employees (6 this quarter) have received career counseling so far this year. Two COP/POA Board meetings held this quarter.

SECOND QUARTER: Objective on target. 1979 turnover 12.5% for total department, 12.2% for sworn personnel. Same target of 15% for 1980 to be reported by quarters. Twelve employee performance evaluations this period, eight of which received Chief's career development counseling.

OBJECTIVE 551.05: To develop and implement an employee Career Development Plan to include training, education, assignment rotation, performance evaluation, counseling and planning, revised position specifications and classification, position titles, merit promotion and pay systems.

MEANS

- Services Division to develop first policy draft.
- Staff and Police Officers Association input.
- Utilize cost-free consultation.
- Chief of Police to conduct annual career planning and counseling with each employee.
- City Personnel Director approval.

FIRST QUARTER: Completed by Lt. Johnson and Capt. Nichols with staff and POA input. Published and operational in July, 1979. Six employees had career counseling this quarter.

SECOND QUARTER: Objective attained. Maintenance activity continuing, eight employees had career counseling this quarter.

OBJECTIVE 551.06: To remain within 2% of Council-mandated budget limitations and attain 90% of measurable objectives.

MEANS

- Fixed responsibility for Divisional budgeting and expenditures.
- Monthly review of expenditures for control.
- Five year budget planning
- Measurable attainment.
- Quarterly and annual reporting.
- Increase line and staff participation in budget planning.
- Determine cost savings without lowering service.
- Increase multi-department coordination and cooperation.
- Adjust or delete program objectives with major failings.

FIRST QUARTER: Expenditures on target; objectives under target by 17.3%.

19.8% of budget expended and 72.7% of department objectives on target this quarter. 1978 annual report published in July. F/Y 80/81 budget planning schedule set for December 1979, all invited to participate. Quarterly reporting of objective attainment underway. Five year budget plan not completed as yet.

SECOND QUARTER: Objective on target this period. We are expending 4.6% below approved budget. This is mainly due to personnel vacancies, non-expended holiday pay (due in June) and the 26th pay period.

OBJECTIVE 551.07: To develop and implement an organizational management system to provide activities and programs with performance objectives having measurable end results coinciding with long range goals at no additional cost.

MEANS

- Obtain City Council, Manager and Police Staff commitment to MBO/R.
- Establish and develop planning groups...organizational and community.
- Develop a process plan.
- Community and organizational survey.
- No-cost computer service.
- Develop five year goals.
- Develop goal-coinciding annual objectives.
- Integrate goals and objectives into budget, quarterly and annual reports, and personnel performance evaluations (EBO)
- Adjust Police service according to community majority needs.

FIRST QUARTER: Objective on target this quarter.

Approximately 50% of Management by Objectives/Results System implemented. Process and task plans for implementation revised. Staff commitment received. Organizational and community ad hoc groups appointed. The groups developed a Community Survey of police service needs. Survey of demographically represented citizens conducted by a Chabot College statistics class at no cost to the City. No computer located for data as yet due to key punching costs. Hand-tallied data to be used by ad hocs to develop long range, 5-year police service goals. Interim goals and objectives formulated for F/Y 79/80 budget. The present MBO/R Plan is about five months behind schedule.

SECOND QUARTER: Objective on target for this period. No-cost computer arranged by Valley Campus, Chabot College. All data transferred to narrative summary, assumptions and conclusions, and prioritized for long-range goal development by citizen and organizational ad hoc groups . . . to begin 1-31-80.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Support Services	Management Support Services #561			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	26,503	4,169.67 (15.7%)	12,702 (48.4%)		
FRINGE BENEFITS	6,712	1,376.00 (20.5%)	2,039 (30.4%)		
SERVICES AND SUPPLIES	6,360	661.70 (8.1%)	1,774 (27.8%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	39,575	6,207.37 (16.9%)	16,515 (41.7%)		

PROGRAMS

OBJECTIVE 561.01: To provide leadership, coordination, and team management for Records, Communications, and other support services to line operations around the clock with: rapid data retrieval; report processing; statistics; in-person, phone, radio dispatch, and computer capabilities; purchasing; planning, budgeting; and 90% attainment of Division objectives.

MEANS

- Provide at least two viable options to every recommendation.
- Effective planning by 90% accurate problem or issue forecasting for resolution.
- Provide assertive leadership with Divisional team approach.
- Reflect management goals and ethics by personal example.
- Computer entry and retrieval.
- Manage microfilm system.
- Purchasing and budget control.
- Training management.
- Personnel recruitment, selection, training, and records.
- Criminal evidence/property technician services.
- Provide all research and planning.
- Coordinate and control technical communications and records.
- Assure accurate and timely employee performance evaluations.
- Conduct quarterly Division meetings, assuring effective communication.
- Raise employee morale by 50% over June, 1978.
- Assure cross-training of Communications and Records.
- Develop innovations to traditional approaches.
- Lower Division sick leave to 40 hours average.
- Maintain Division damage and injury incidents to 1978 rate.

FIRST QUARTER:

83% of Division objectives on or exceeding targets. Options provided on staff recommendations. All problems forecasted. Team approach increasing. Goals and ethics demonstrated. Computers fully utilized. Microfilm system filming behind by several months. Budget controlled but purchasing form submittal two weeks too slow. Training coordinated with Patrol Lieutenant. Recruitment underway for cadets, clerks and officers with five openings. Training records up to date. Evidence/Property Services meeting needs. Police Assistant assigned to help with property control. Computer planning by review of W.C.P.D. system for future city use. Consolidated valley communications study underway. Employee evaluations on time. One divisional meeting held. Morale increased somewhat . . . difficult to measure. Cross-training underway. Division sick leave projected at 59 hours average, 19 hours under target of 40 hours. No damage or injury incidents. Some personnel costs thought to be attributed to this program have not been charged against this account.

SECOND QUARTER: Division objectives continue on or exceeding expectations. Monthly Division meetings being conducted. Morale continuing to increase through open meetings and discussions. Cross training of positions is continuing. Physical agility testing for police officer and cadet applicants now responsibility of Police Department. Personnel costs adjusted to reflect a more correct picture of this program. One injury, possibly duty related, to clerical personnel, and one injury, duty related caused by malfunctioning chair caster, to Dispatcher. Both were time-loss injuries.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Support Services	Communications #562			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	85,720.00	15,927.17 (18.6%)	43,879 (51.1%)		
FRINGE BENEFITS	14,501.00	4,923.78 (34%)	6,709 (46.3%)		
SERVICES AND SUPPLIES	25,681.00	587.78 (2.3%)	7,410 (32.3%)		
CAPITAL EXPENDITURES	750.00	-0-	920 (122.6%)		
TOTAL	126,652.00	21,438.73 (16.9%)	58,918 (46.5%)		

PROGRAMS

OBJECTIVE 562.01: To provide 24 hour technical communications between Police, citizens, and other agencies accurately and expeditiously.

MEANS

- 113,380 dispatches.
- 17,000 crime calls.
- 22,600 non-criminal calls for service/assistance.
- 24 hours a day telephonic, radio, teletype and computer terminal emergency and non-emergency communications.
- 911 Emergency phone answering within three rings.
- Minimum dispatch delay of A-.5 minute, B-4.5 minute, C-6.0 minute.
- Radio control of all units with safety a top priority.
- Current resource file utilization.
- 95% accuracy in recording Communications traffic.
- Maintain daily calls-for-service log.
- Courteous and helpful handling of citizen contact.
- Coordinating data retrieval with Records Unit.
- Coordinating with and informing Patrol Watch Commander of pertinent information.
- Under functional supervision of Patrol Watch Commander.
- Coordination and support of Patrol with Jail services.
- Assist with Warrants records and processes.
- Support typing for Patrol and Investigations Unit.
- Jail monitoring.

FIRST QUARTER: Objective on target this quarter.

Continuous communications provided 24 hours a day, 40,500 dispatches - projected out at 162,000 for the year and 43% over target. Crime calls misprojected by 11,000 due

to 1978 error. Recalculated to 6,000 per year. Non-criminal calls 25% beyond target. Again, projection not based on accurate data, 911 calls answered in average of two rings. Dispatch delays on target except for routine calls; A = .4; B = 4.9 and C = 14.3. Due to stacking of calls as calls are up and manpower down because of vacancies. No formal complaints and only two informal notices about poor phone courtesy. Little support typing requested. Minimal jail monitoring since closure during quarter. Revised daily log format will increase patrol and investigative information required. To be operational by December 1979.

SECOND QUARTER: Objective on target this period. Communication continuing 24 hour a day service at current level of 40,200 dispatches. Projection still at 432 above previous annual projection. 911 emergency calls answered in average of two rings. Daily Log format changes staffed and approved, operational in next quarter. Dispatch delays are up except for routine calls; A = .7; B = 3.2; C = 16.26. Calls continue to stack as calls are up and manpower down because of continued vacancies. No formal complaints or notices about phone courtesy. Support typing increased for dispatch personnel, more requested. General Order in effect specifically defining the functional supervision role of the Watch Commander in this program.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Support Services	Records and Support #563			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	89,070	13,785.81 (15.5%)	43,007 (48.2%)		
FRINGE BENEFITS	15,993	4,302.70 (26.9%)	6,406 (40.1%)		
SERVICES AND SUPPLIES	34,420	4,706.62 (13.7%)	11,000 (32.1%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	139,483	22,795.13 (16.3%)	60,414 (43.3%)		

PROGRAMS

OBJECTIVE 563.01: To provide 99% controlled and accurate Records storage with 24 hour a day rapid information retrieval, required statistics within ten days of month's end while providing in-person, telephonic citizen service, communications and jail support.

MEANS

- Maintain Department library.
- 24 hours a day telephonic, desk reception, teletype, and computer terminal emergency and non-emergency communications.
- Coordination and support of Communications with Dispatching.
- Coordination and support of Patrol with Jail services.
- Report reproduction services
- Purchasing coordinated with Commander.
- On-going statistical log.
- Coordination of Warrant service with Patrol, Communications, and Investigations, of 5094 warrants.
- Citizen and prisoner fingerprinting.
- Process 59,577 Police reports within 24 hours of receipt.
- Prisoner care.
- Vehicle maintenance coordination.
- Property control support.
- Report typing.
- Receipt of minor reports.
- Background file checks.

FIRST QUARTER: Objective slightly under target projection for this quarter. Records control of loss or misfiles at about 96%. Rapid retrieval demonstrated.

Statistics 45 days behind during quarter. Library system development turned over to Chief to be completed in early 1980. Twenty-four hour service on-going, reports processed within 24 hour average. Statistical log format revised.

SECOND QUARTER: Objective still under desired projection but up from last quarter. Records control of lost or misfiled reports now at approximately 98%. Statistics up to date through the quarter. Reports processing on-going and up to date within 24 hour average. Recruiting and testing on-going through this quarter. Part time employee, former department employee, utilized during this period to bolster depleted staff.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Support Services	Property/Evidence Control #564			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	22,087	2,938.16 (13.3%)	8,728 (39.5%)		
FRINGE BENEFITS	3,993	1,110.53 (27.8%)	1,578 (39.5%)		
SERVICES AND SUPPLIES	4,500	86.49 (1.9%)	1,142 (30.3%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	30,580	4,135.18 (13.5%)	11,448 (38.2%)		

PROGRAMS

OBJECTIVE 564.01: To provide property inventory control and 24 hour technical crime scene investigative and laboratory support.

MEANS

- Support and coordinate Field Evidence Technicians (Six Officers) crime scene duties.
- Photography/taking and developing.
- Fingerprint identification.
- Physical evidence presumptive testing.
- Evidence, property, and inventory control and security.
- Trace property owners for return of found property.
- Dispose of contraband.
- Maintain evidence, property and inventory records.
- County Crime Lab liaison.
- Court preparation and presentations.
- Four property auctions.
- Evidence training of Officers.
- Support of Fire Department investigations.
- Support other surrounding Police agencies and Livermore City Departments.

FIRST QUARTER: Objective on target this quarter.

Evidence and property control set and demonstrated with no loss. Technician coordinating all field technician services, lab work, internal and external and identification; 25 cases of latent print comparisons with five positive identifications. 36 call-outs to crime scenes; attempted murder and a large vandalism most significant call-outs. One property inventory and auction conducted. Attended Advance FBI School on latent prints.

SECOND QUARTER: On target this quarter; 20 call-outs, 110 latent print comparisons with four identifications, court testimony on three cases and certified by court as expert on fingerprints. Most significant case was Parra firebombing.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Support Services	Facility Maintenance #565			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	7,891	950.64 (12%)	3,504 (44.1%)		
FRINGE BENEFITS	1,929	313.74 (16.3%)	637 (33.0%)		
SERVICES AND SUPPLIES	23,220	2,942.86 (12.7%)	10,389 (44.7%)		
CAPITAL EXPENDITURES	895	0 (0%)	725 (80.9%)		
TOTAL	33,935	4,207.24 (12.4%)	15,255 (47.1%)		

PROGRAMS

OBJECTIVE 565.01: To adequately maintain a safe, secure, and convenient facility 24 hours a day, including working stations and utilities; to meet State Standards in jail maintenance.

MEANS

- Maintaining and controlling building contractual services.
- Safety inspections.
- Purchasing and maintaining supplies.
- Generator and air conditioning service checks.
- Coordination of equipment repair.
- Utility maintenance.

FIRST QUARTER: Objective on target for this quarter. Contractual services ongoing and controlled. PG&E and water use slightly below 1978. Some issue with equipment, facility and furniture safety. Disorderly store room, torn carpets, malfunctioning chairs, files and paper cutter. Anonymous complaint to O.S.H.A. for inspection. Cutter removed. Furniture repair nearly non-existent due to light construction, 24-hour use and low budget. Facility security at a medium level.

SECOND QUARTER: Objective on target. Water use up during this quarter most probably due to use of Police Department outlets for use in construction of records and storage building. PG&E use up over last year but consistent since beginning of fiscal year. City Engineer advises that City Hall now on Police Department meters. Storeroom cleaned and in orderly condition. Torn carpets replaced or covered. Malfunctioning chairs discarded and replaced with functional used furniture from old City Hall.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police-Support Services	State Sponsored and Other Training #566			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	21,085	7,180.07 (34.1%)	15,794 (74.9%)		
FRINGE BENEFITS	5,706	2,570.68 (45.1%)	3,057 (53.6%)		
SERVICES AND SUPPLIES	35,000	8,850.58 (25.3%)	15,102 (43.4%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	61,791	18,601.33 (30.1%)	33,954 (55.1%)		

PROGRAMS

OBJECTIVE 566.01: To provide State Peace Officers Standards and Training sponsored Police training to meet requirements of Penal Code, P.O.S.T., and Department-identified needs, and other non-P.O.S.T. training.

MEANS

- Basic training for five officers.
- Advanced Officer Training for 25% of sworn personnel.
- Supervisor Training for two Sergeants.
- Middle Management Training for one Lieutenant.
- Executive Development Training for three Lieutenants.
- Defensive driving training for ten Officers.
- Communications training for three Dispatchers.
- Training Management Course for one Lieutenant.
- Technical Training for twenty officers.
- Field training for five Field Training Officers.
- Management Disaster Control Training, one Lieutenant.
- Training management by Services, training liaison by Field Operations.
- P.O.S.T. approval of Field Training Officer Program.
- Determine State mandated training gaps.
- Maintain training matrix to identify needs.
- Pre-plan 9 to 12 months training, internal and external.
- Utilize all available resources, i.e. P.O.S.T. reimbursement.
- Maintain a training record system.
- Seek mutual training with all Valley Police and Fire agencies.
- Conduct another P.O.S.T. sponsored Staff Team Building Clinic.
- Arrange Team Building Clinics for Field Training Officers and Investigations
- Determine employee training needs by survey.

FIRST QUARTER: Objective on target for this quarter.

All mandated training up to date except for a small number of first aid cards. Training needs survey completed. Basic training for two officers completed. Advanced Officer training of 40 hours scheduled for three weeks in January - sponsored by P.O.S.T. and A.D.A. and coordinated with Chabot and Los Medanos Colleges to include all Valley Police and Fire as well as Tracy, Brentwood and Federal Prison. Defensive driver training set for ten officers with CHP at no cost within three months. No supervisory, mid-management or executive development training this period. Four have received technical training and two field evidence training. One sergeant scheduled for Training Management course in November. P.O.S.T. will be asked for approval of Field Training Officer Program in October. Training matrix now up to date. Roll-call training now fully underway with one block per week. First quarter P.O.S.T. reimbursement is \$10,812. Staff 24-hour team building scheduled for December 1979. Based on needs survey, two years of prioritized training scheduled.

SECOND QUARTER: Objective exceeding target. \$10,298.72 state reimbursement for training this quarter. Twenty-two personnel received training. Consolidated Valley 40 hour Advanced Training, coordinated by LPD for January, paid by P.O.S.T. and A.D.A. is ready for three week period. Valley Police and Fire committed to participate.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police-Field Operations	Field Management #571			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	16,762	7,709.22 (46%)	22,389 (133.5%)		
FRINGE BENEFITS	4,185	2,544.04 (60.8%)	3,973 (94.9%)		
SERVICES AND SUPPLIES	-0-	17.92 (99.9%)	118 (999.9%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	20,947	10,271.18 (49%)	26,480 (126.4%)		

PROGRAMS

OBJECTIVE 571.01: To provide coordination, leadership and team management for Police line operations by: Planning, 90% accurate; directing; controlling; staffing, review; in areas of patrol, crime prevention, investigation, and traffic safety, assuring 90% attainment of Divisional objectives.

MEANS

- Provide at least two viable options to every recommendation.
- 90% accurate forecasting of problems or issues for resolution.
- Assertive leadership using team approach.
- Reflect management objectives and ethics by personal example.
- Scheduling resources to meet maximum needs.
- Fiscal control.
- Assure accurate and timely employee performance evaluations.
- Improve employee morale by 50% from June, 1978.
- Assure effective communications and conduct quarterly Division meetings.
- Develop innovative approach to traditional problems.
- Decrease Division sick leave use to 40 hours average.
- Lower Division damage incidents by 33% and maintain number of injury incidents compared to 1978.

FIRST QUARTER:

NOTE: Divisional objectives affected by Patrol 5-9 Plan to maintain continuous street coverage and allow in-house roll-call training - non-existent until now. This reduced manpower availability by 14%. In addition, personnel turnover and several long-term disabilities decreased staffing.

54% of Divisional objectives on target for this quarter.

All proposals have options provided with staff recommendations. Problem forecasting accurate with exception of sheriff's strike. Team management approach in use. Man-power resources adjusted to meet maximum needs. Expenditures in line with projections. Performance evaluations all timely - 13 completed this period. Morale much increased based on survey, sick leave use, citizen complaints, employee grievances and direct feedback. Division meeting held. Projected sick leave use higher by 4 hours - 44.22 Average hours - than target of 40 hours. This is a savings of 21.05 hours per employee or 1516 hours, nearly a man-year more productivity for 1979. 36% decrease in damage and 10% increase in injury incidents for the year thus far.

SECOND QUARTER: 44% of Divisional objectives on target for quarter. Listed means being utilized. Divisional sick leave usage for 1979 44.8 hours, 12% above objective but 39% improvement over 1978. Three injury incidents with four employees injured during quarter. Three property damage incidents for quarter. ADVANCED DIVISIONAL PLANNING ACCURATE.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Field Operations	Patrol #572			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	646,939	137,154.27 (21.2%)	332,372 (51.3%)		
FRINGE BENEFITS	162,671	49,760.93 (30.6%)	68,396 (42%)		
SERVICES AND SUPPLIES	52,237	12,679.21 (25.4%)	34,309 (69.6%)		
CAPITAL EXPENDITURES	3,000	-0-	3,100 (103.3%)		
TOTAL	864,847	199,594.41 (23.1%)	435,077 (50.9%)		

PROGRAMS

OBJECTIVE 572.01: To maintain the 1978 Part I reported crime rate, utilizing all means while remaining within legal, ethical, moral, and budgetary guidelines.

MEANS

- 2,795 Part I reported crime investigations, maintaining 1978 rate.
- 37,899 calls for service/assistance.
- 24 hours a day crime prevention, investigation and service.
- Attain National Average Clearance Rate of 21% on Part I reported crimes.
- Remain within a per-capita cost of \$45.00 compared to Western States' per capita cost of \$58.89.
- Adjust manpower allocation according to P.O.S.T. approved Called-For-Services Study of 13 weeks.
- Maintain a response times of: A-3 minutes, B-10 minutes, C-15 minutes.
- Maintain a Crime Prevention Unit with measurable objectives.
- Utilize selective enforcement and task force approaches to identified needs.
- Maximum use of all available information systems.
- Cooperative mutual assistance with surrounding agencies; CHP, Pleasanton, Sheriffs Departments, Fire Departments, etc.

FIRST QUARTER: Attainment of this objective off target with 8% increase in Part I crimes for 1979, mainly reflected in larcenies which are up 10.8%. 1979 clearance rate for Part I crimes is below National Average by 4%. Calls for service this quarter up 36% higher than projected. This may be due to 911 convenience and Crime Prevention education, both of which encourage citizen reporting. This 36% increase has a direct effect on reported Part I crime increase and closure decrease.

Twenty-four hour a day services provided. Per capita cost holding at \$39.35 which is \$5.65 under projection and \$19.54 under the National Average. P.O.S.T. manpower allocation study completed. Data to be gathered and analyzed by January 1980. Average response times: priority 'A' - 3.1 minutes; 'B' - 7.5 minutes; and 'C' - 23.4 minutes. Crime prevention unit maintained with objective ... Refer to #574.

SECOND QUARTER: Objective 14% below target. 8% increase in Part I Crimes over 1978. Clearance rate 18.4%, 3% below National Average. Called-for-Services study results not ready for adjustment implementation. Per capita costs on target at \$40.70, \$21 under National Average. Response times not studied this quarter.

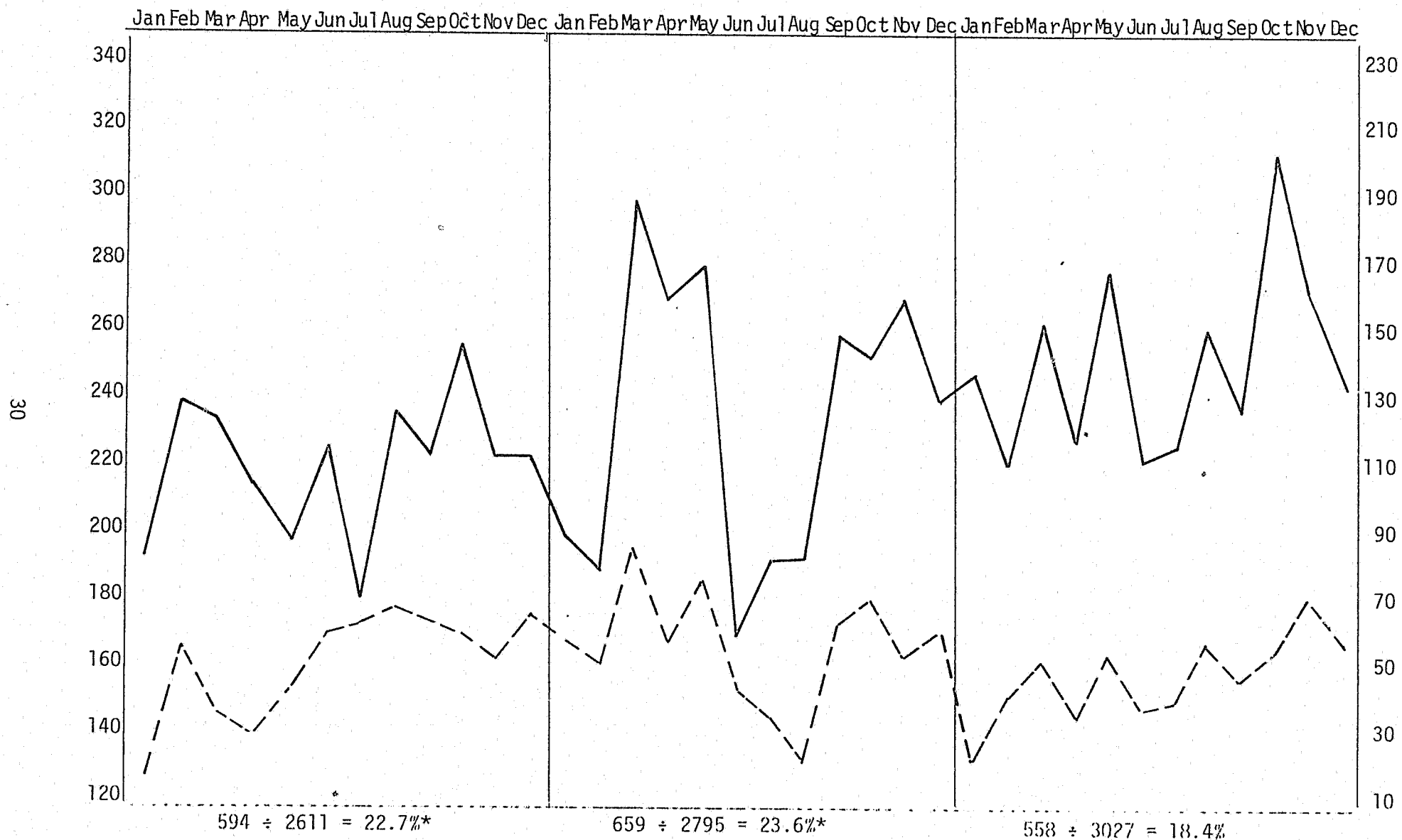
LIVERMORE POLICE DEPARTMENT

Part I Crimes and Clearance Comparisons

1977

1978

1979



* Clearance may be inflated due to inaccurate data on auto theft clearances.

REPORTED PART I CRIMES _____
PART I CRIME CLEARANCES -----

LIVERMORE POLICE DEPARTMENT

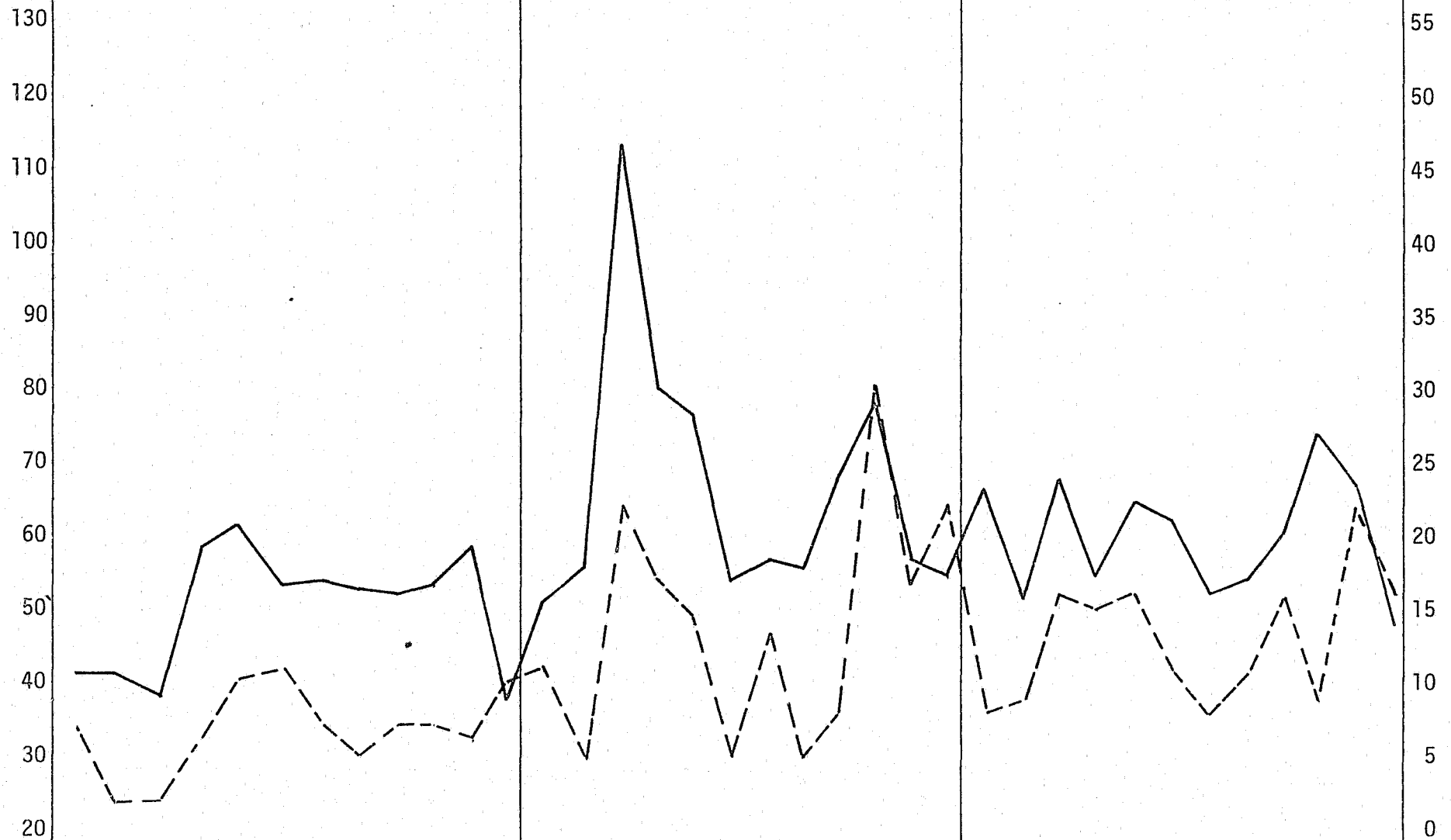
Reported Burglaries and Clearance Rate Comparisons

1977

1978

1979

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



$$80 \div 600 = 13.3\%$$

$$169 \div 801 = 21.1\%$$

$$156 \div 717 = 21.8\%$$

REPORTED BURGLARIES —————
BURGLARY CLEARANCES - - - - -

LIVERMORE POLICE DEPARTMENT

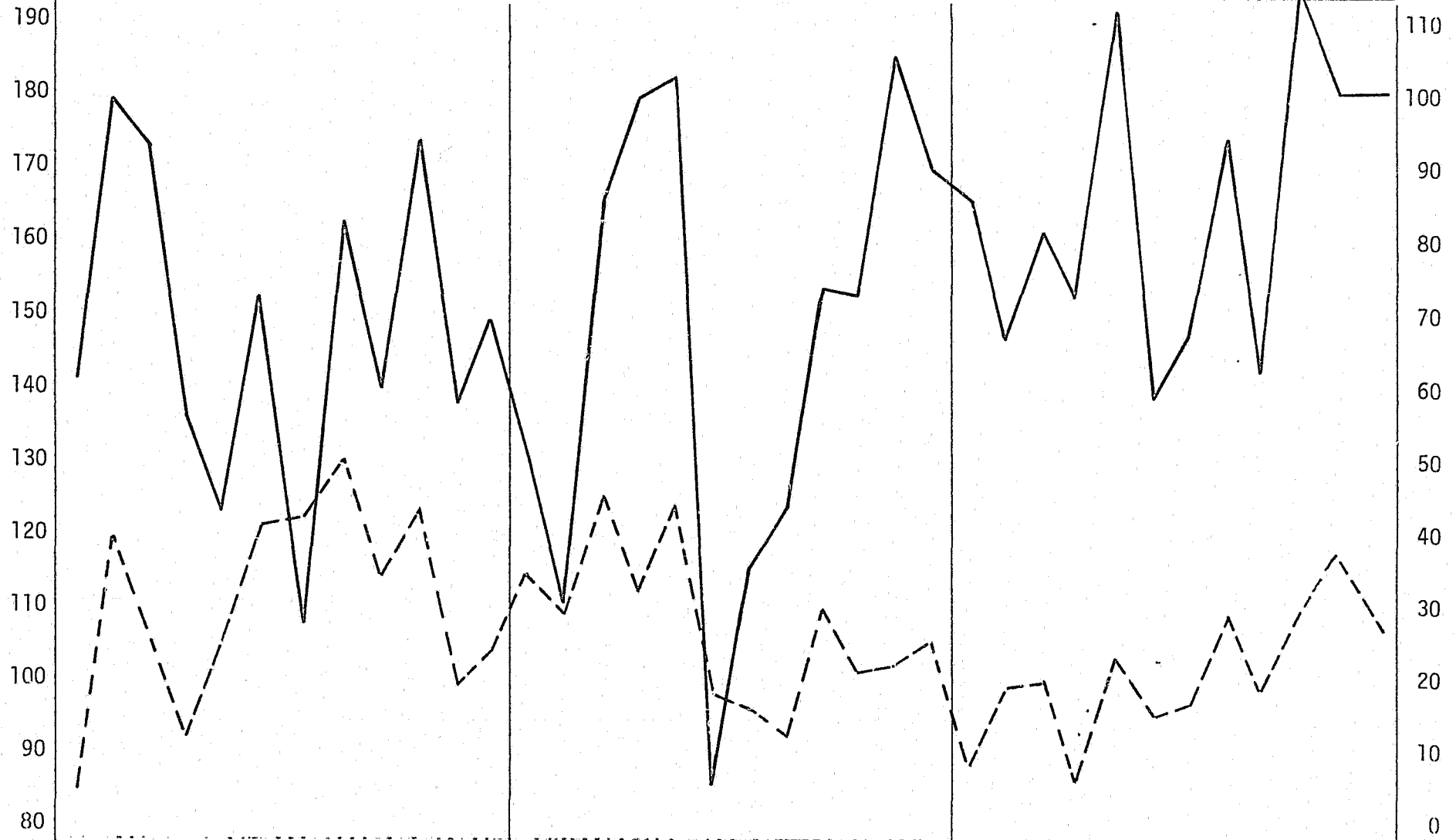
Reported Larceny and Clearance Rate Comparisons

1977

1978

1979

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



$$358 \div 1766 = 20.3\%$$

$$328 \div 1755 = 18.7\%$$

$$251 \div 1978 = 12.7\%$$

REPORTED LARCENIES —————
LARCENY CLEARANCE - - - - -

LIVERMORE POLICE DEPARTMENT

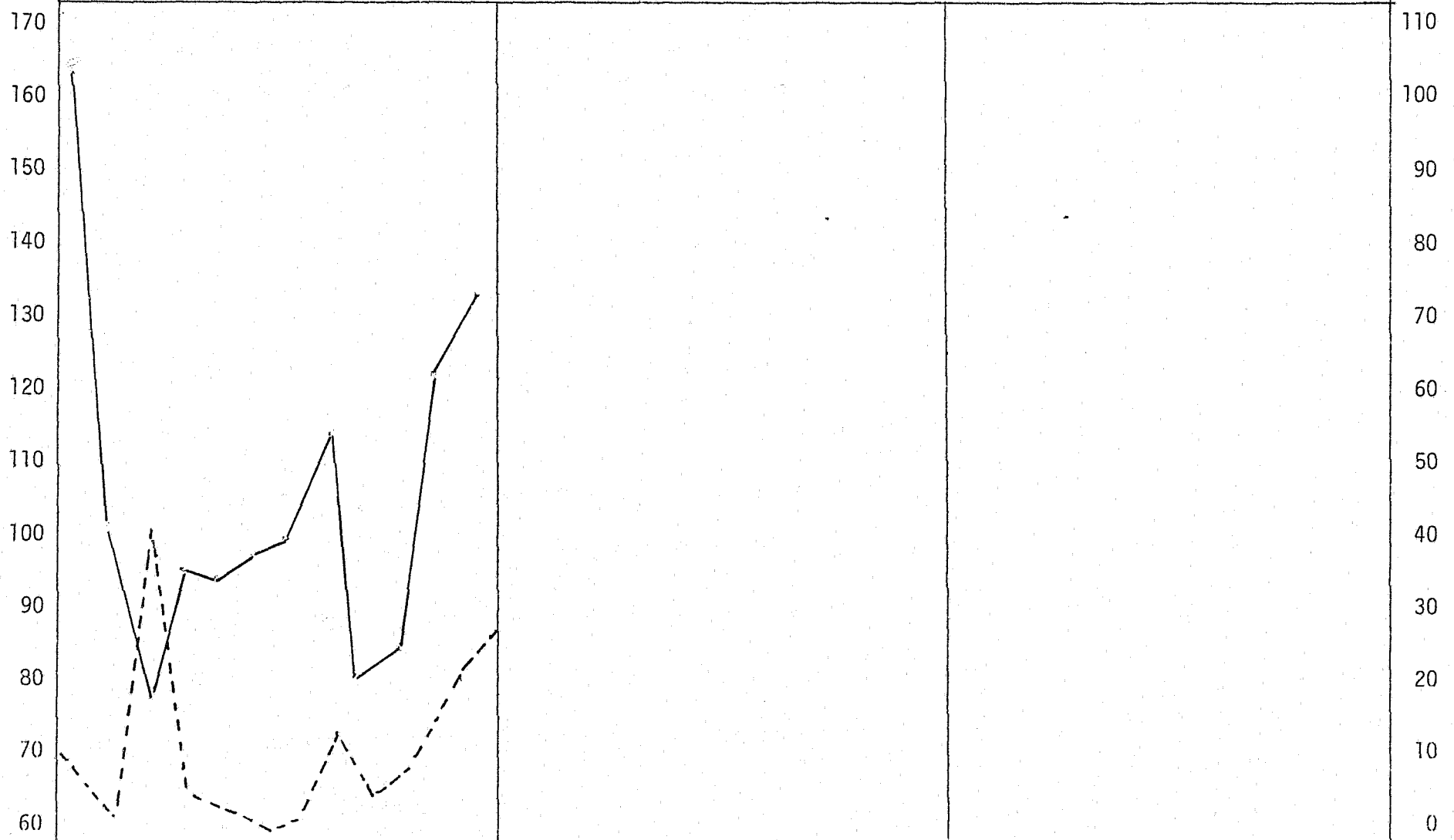
Reported Vandalism and Clearance Comparisons

1979

1980

1981

JanFebMarAprMayJunJulAugSepOctNovDecJanFebMarAprMayJunJulAugSepOctNovDecJanFebMarAprMayJunJulAugSepOctNovDec



$$104 \div 1244 = 8.1\%$$

REPORTED VANDALISM —————
VANDALISM CLEARANCES - - - - -

OBJECTIVE 572.02: To decrease citizen complaints by 10% by insuring all employees conduct themselves within prescribed statutory policy, regulation and Code of Ethics guidelines and mandates:

MEANS

- Periodic inspection.
- Provide a fair and equitable system for citizen and internal performance complaints, investigations and commendations.
- Compare 1978 with 1979.
- Review complaints for trends and retraining.
- Balance disciplinary actions between negative and positive.
- Assure citizen and employee feedback.
- Human relationships training.
- Hostile Citizen diffusion training.

FIRST QUARTER: Objective on target this quarter. Two citizen complaints received during quarter. Projected to year end a 58% reduction is expected. All listed means are being followed.

SECOND QUARTER: Objective met during quarter. No complaints received.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Field Operations	Traffic Education and Enforcement #573			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	141,265	5,808.37 (4.1%)	16,363 (11.5%)		
FRINGE BENEFITS	27,218	1,017.65 (3.7%)	1,319 (4.8%)		
SERVICES AND SUPPLIES	11,829	1,428.18 (12.1%)	2,421 (23.1%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	180,312	8,254.20 (4.6%)	20,104 (11.3%)		

PROGRAMS

OBJECTIVE 573.01: To maintain the 1978 rate of reported auto accidents for 1979.

MEANS

- Propose a student safety patrol to supplement adult guards.
- Provide adult school crossing guards.
- Beat Officers assume traffic responsibility, supplemented by Traffic Officers.
- Identify causative factors, locations, times, etc., spot trends.
- Quarterly evaluation of traffic enforcement index.
- Close liaison with City Traffic Engineer.
- Selective enforcement by Traffic and Patrol on accident-causing violations, locations and times.
- Utilize all available enforcement and educational resources: CHP, AAA, the press, radio, schools, etc.
- Monitor citation convictions.
- Gain further Traffic Court cooperation.
- Thorough investigation of major accidents to determine cause.
- Traffic Officers to support beats in traffic enforcement, patrol, and beat calls.
- Cooperative assistance with Pleasanton, Sheriff's Department and CHP.
- Investigate 1210 reported auto accidents.
- Issue 11,678 Code violation citations by Patrol and Traffic.
- Mail run and Council Agenda deliveries.
- Bicycle licensing coordination, tracing, enforcement, and safety education.
- Parking enforcement.

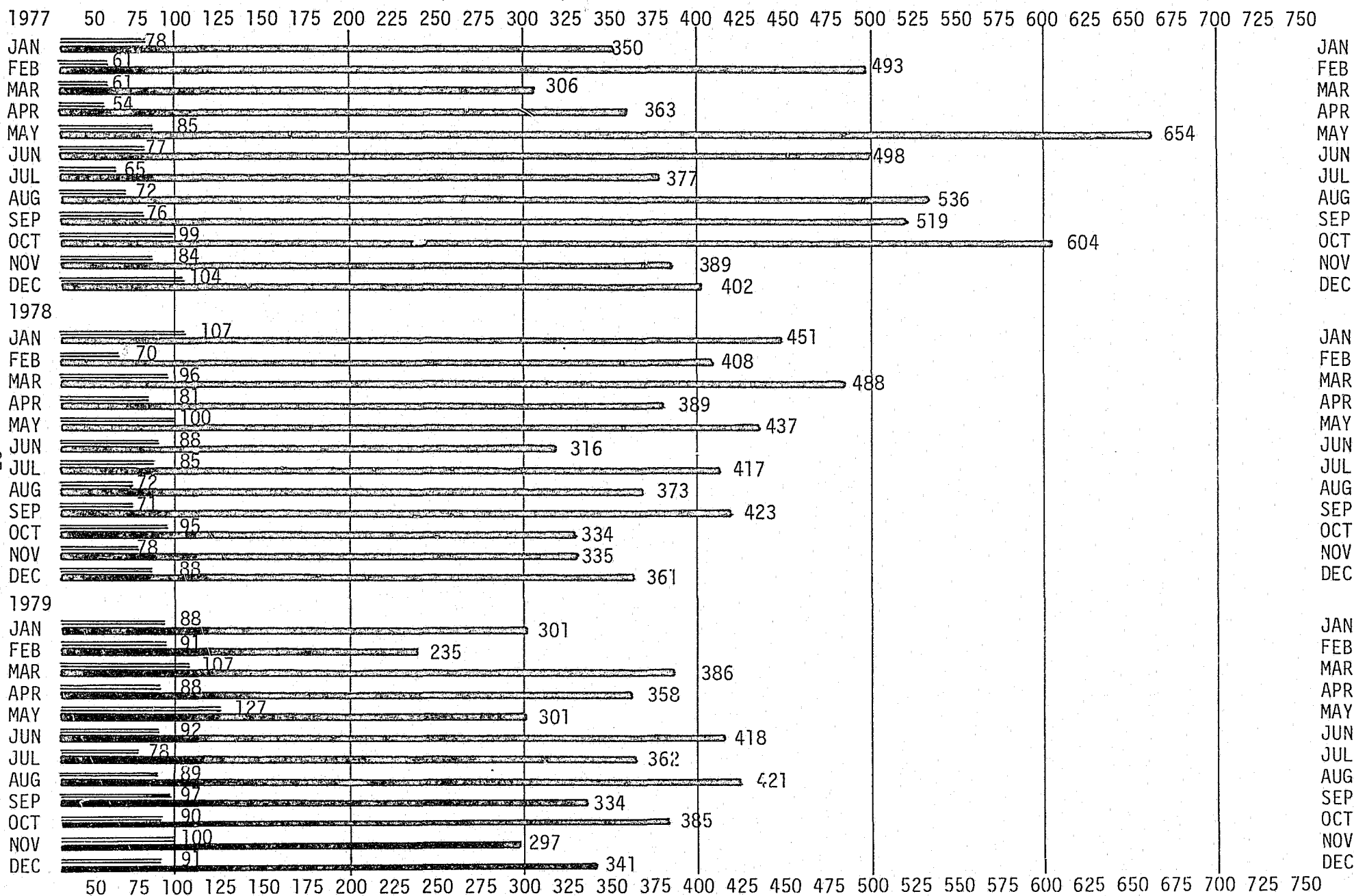
FIRST QUARTER: Objective off target this quarter by 13%.

This quarter reflects 13% increase in auto accidents compared to same quarter. School safety patrol proposal rejected by schools, adult guards provided. Traffic Unit integrated into Patrol as recommended by P.O.S.T. Traffic specialization to be halted for 90 day evaluation beginning 9-1-79. Compilation of data adjusted

to provide selective enforcement information. Enforcement index not possible as no data available on hazardous moving violation convictions. All resources being used. All first and second school graders given personal safety education. Total citations down 26%. Unless this is reversed, objective for year will not be met. Mail run, Planning Commission and Council deliveries continuing. Parking enforcement ongoing. Citizen survey includes traffic needs with speeding, handicap parking, bicycle violations and following too close the most important concerns. Bicycle licensing ongoing.

SECOND QUARTER: Objective 12% below target. 12% increase in accidents from 1978-79. 13.4% decrease in moving violations 78 to 79. 3.7% increase in accidents over same quarter last year. .6% decrease in moving citations over same quarter last year. Traffic unit disbanded. Increase in accidents in downtown area on weekend nights due to cruising. Parking enforcement increased during pre-Christmas period with hours extended to cover shopping hours. 10.5% increase in parking citations over same quarter last year.

LIVERMORE POLICE Comparison, Reported Auto Accidents and Citations



Hazardous/Moving Violations
Reportable Accidents

1977 - 5491 ÷ 926 = 5.93%
1978 - 4132 ÷ 1031 = 4.01%
1979 - 3838 ÷ 1129 = 3.4%

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police -Field Operations	Crime Prevention Unit #574			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	31,080	4,108.80 (13.2%)	12,038 (38.7%)		
FRINGE BENEFITS	7,923	1,495.53 (18.9%)	2,561 (32.3%)		
SERVICES AND SUPPLIES	1,180	300.38 (25.5%)	545 (46.2%)		
CAPITAL EXPENDITURES	150	-0-	119 (79.6%)		
TOTAL	40,333	5,904.71 (14.6%)	15,263 (37.8%)		

PROGRAMS

OBJECTIVE 574.01: To coordinate Department and community crime prevention efforts with a Crime Prevention Unit, using all available means and resources to maintain a reported burglary rate of 1978, a lower larceny rate by 2%, and a lower vandalism rate by 2%, while remaining within guidelines of budget, law, policies, and ethics.

MEANS

- Crime Prevention display at County Fair.
- Liaison with County Crime Prevention Group.
- Identify specific crime trends for Patrol, Investigation, and community awareness.
- Liaison to Citizens' Crime Prevention Group for community input.
- Install locks, door viewers, and other security hardware in homes of 50 senior citizens with grant monies and the assistance of the North Livermore Jaycees.
- Develop and coordinate a Secret Witness Reward Program for specific crimes.
- Coordinate Neighborhood Alert Grant Program with a part-time civilian Crime Prevention assistant, putting the emphasis on burglary, larceny, and vandalism prevention.
- Crime prevention education of 1200 citizens by small seminars and meetings.
- Building/property security inspections of five major commercial/industrial businesses and 240 residences.
- Security review of eight proposed development plans.
- Conduct one major Crime Prevention Seminar for the business community.
- Conduct one major Crime Prevention Seminar for senior citizens.
- Bi-weekly press releases.
- Crime Prevention Program for all secondary schools.
- Coloring Book Program for all elementary school second graders.
- Plan, coordinate and conduct a City Crime Prevention Week program.

FIRST QUARTER: Objective partly on target this quarter. For compared quarters, burglary down 7.7%, larceny up 17%. No comparison for vandalism with last year. Crime prevention booth at County Fair maintained. Liaison with other units maintained. Installed 110 locks and 49 viewers for low-income senior citizens. Secret Witness Program ongoing. Senior Citizen Seminar conducted. Crime trends identified for patrol and Investigation. Liaison with Citizens Crime Prevention ongoing with one meeting during quarter. Conducted 24 neighborhood meetings for 392 citizens. 70 residential and three commercial security inspections. Development plans reviewed as needed. Business crime prevention seminar in planning for November. Coloring book crime prevention program given to 916 first and second graders in 32 classes. New film purchased with donation from Security Pacific National Bank. Crime Prevention Week planned for October.

SECOND QUARTER: Objective 50% on target. For year 1979, burglary rate decreased 10.5%, 801 to 717; larceny increased 12.7%, 1755 to 1978; and no comparative data for vandalism which totaled 1244 for 1979. Crime PIN maps maintained. Citizen Crime Prevention Group maintained. Secret Witness Program used on weekly basis. Twenty-three crime prevention meetings conducted for 483 citizen participants. 95 residential and 6 commercial security inspections. Business community crime prevention seminar held in November with 90 participants. Tri-Valley "Crime Prevention Week" held October 8-12.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Field Operations	Investigation Unit #575			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	177,345	33,277.35 (18.8%)	88,010 (49.6%)		
FRINGE BENEFITS	42,881	11,862.15 (27.7%)	18,340 (42.8%)		
SERVICES AND SUPPLIES	22,411	5,666.96 (25.3%)	9,428 (43 %)		
CAPITAL EXPENDITURES	1,067	-0-	1,043 (97.8%)		
TOTAL	243,704	50,806.46 (20.8%)	116,821 (47.9%)		

PROGRAMS

OBJECTIVE 575.01: To provide Field Operations with supplemental investigative capability for major or specialized crimes, coordination and services when needed, 24 hours a day.

MEANS

- Investigations coordinated with Patrol, resulting in clearance rate of 21% of reported Part I crimes.
- Juvenile control; intelligence, screening, counseling, and referral of 500 juvenile arrests with 50% diverted from Criminal Justice System.
- Sex crimes, 25 cases.
- Crimes against persons, 360.
- Crimes against property 1358.
- Narcotics abuse, 120 Valley Task Force cases, resulting in approximately 135 arrests with 95% conviction rate.
- Intelligence gathering and sharing.
- Cooperative coordination with other agencies.
- Coordination with Patrol, Crime Prevention Unit, Communications and Records.
- Warrant coordination, outside and local.
- Case management.
- Liaison with all resources: Community, Probation, Courts, District Attorney, other public agencies.

FIRST QUARTER: Objective on target, some means mis-projected. 24-hour supplemental investigations ongoing. 19.7% clearance rate. 27% arrested youth diverted from court system. (50% will not be reached due to decrease in juvenile arrests caused by changes in law on status offenders . . . no longer subject to arrest.) Crimes investigated: 62 juvenile, 14 sex, 81 assaults, 647 property,

the latter will greatly exceed projection of 1358 cases. Narcotics had 23 cases, somewhat below projection due to two new, untrained members in the Task Force. In addition to 23 cases, they assisted County Task Force with 25 cases. Intelligence system up-to-date but department-wide sharing of information is substandard, i.e. F.I. cards, between watches. All coordination operating except for intelligence sharing. Warrants up-to-date. Case management current. Liaison ongoing.

SECOND QUARTER: Objective on target. 25% clearance rate of Part I crimes for the quarter. (18.4% for 1979) 29.3% clearance rate on all crimes for 1979. Crimes investigated: 134 juvenile with 30% diversion, 25 sex, 106 crimes against person, 762 property crimes, 15 narcotics cases.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police - Field Operations	Animal Control #577			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	38,487	5,711.46 (14.8%)	14,969 (38.8%)		
FRINGE BENEFITS	7,468	1,871.76 (25.1%)	2,433 (32.6%)		
SERVICES AND SUPPLIES	34,114	1,113.70 (3.3%)	5,270 (16.1%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	80,069	8,696.92 (10.9%)	22,671 (28.6%)		

PROGRAMS

OBJECTIVE 577.01: To control animals as mandated by City Code at a tolerable level equal to that of 1978, while providing medical assistance, health hazards and permit inspections, public education and assurance of humane treatment.

MEANS

- 5,748 calls for service.
- Cooperative assistance with other agencies, veterinarians.
- Selective citation enforcement: strays, licensing, etc., resulting in 180 citations.
- Public education.
- Permit inspections.
- Pick up 1548 stray animals.
- Obtain required animal medical assistance.
- Remove and dispose of dead animals.
- Investigate animal abuse.
- Pick-up lost, stolen, and found bicycles.
- Enforce selective Fish and Game Code sections.

FIRST QUARTER: Objective on target this quarter.

Activity only 4% below that of 1978 quarter with 1380 calls for service, including 395 strays picked up, 19 cites, 112 public education instances, 17 medical assists, 46 assists, 256 dead animals picked up, 64 bicycles picked up, 7 fish and game cases, 25 animal abuse cases.

SECOND QUARTER: Objective on target. Although only 778 calls for service handled, all received were processed. Reduction probably due to winter weather. Calls for service down 25% (projected for year). 51 assists to outside agencies. Public information contacts - 96, strays - 299, 19 medical assists, 187 dead animals picked up, 10 Fish and Game cases, 79 bikes picked up.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police -Field Operations #570	Reserve and Professional Technical Group #578			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	13,167	1,144.81 (8.7%)	3,222 (24.4%)		
FRINGE BENEFITS	2,531	212.95 (8.4%)	378 (15%)		
SERVICES AND SUPPLIES	6,310	-0-	681 (10.8%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	22,008	1,357.76 (6.2%)	4,282 (19.5%)		

PROGRAMS

OBJECTIVE 578.01: To provide 8,259 hours of trained Reserve Officers to supplement Patrol/Traffic duties and safety, as well as 800 hours of professionally trained private industry experts for Police consultation, training, planning and research support.

MEANS

- 20 Reserve Officers, providing 8,259 hours of Patrol support
- P.O.S.T. mandated and L.P.D. training
- Designated Level II Reserves and supervised by a P.O.S.T. certified regular Officer
- To be self-supporting in all costs except uniforms, safety equipment, training, and security assignments for dances
- 6 Professional Technical Group members from private industry, providing 800 hours of consultation at no cost except training.
- Assist in bicycle enforcement follow-up
- Assist in Department auction
- Provide security at major civic functions

FIRST QUARTER: Objective off target by 69%.

638 hours by 12 reserves (under projection due to low number of members.) Recruitment program underway. All training up-to-date except firing range. Level II Reserves approved by P.O.S.T. 110 hours by Professional Technical Group. They were reorganized with less structure. Bicycle enforcement follow-through up-to-date. With limited resources, security provided at major civic functions.

SECOND QUARTER: Objective 65% below target. 804.5 reserve hours by 12 reserve officers (includes 657 hours of patrol supplement). Recruitment program underway. Nine applications being processed. Sergeant and patrolman added to reserve liaison unit to provide closer assistance and supervision. Training program developed for implementation in fourth quarter. 100 hours by pro-techs.

CITY OF LIVERMORE

<u>Program Function</u>	<u>Program</u>	<u>Sub-Program</u>			
Public Safety	Police-Field Operations	Youth Service Center (HORIZONS) #370			
CLASSIFICATION	FY 79-80	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
PERSONNEL COSTS	67,069	14,105.82 (21%)	36,505 (54.4%)		
FRINGE BENEFITS	11,725	1,231.25 (10.5%)	5,214 (44.5%)		
SERVICES AND SUPPLIES	9,945	1,063.48 (10.7%)	3,138 (31.6%)		
CAPITAL EXPENDITURES	-0-	-0-	-0-		
TOTAL	88,739	16,400.55 (18.5%)	44,857 (50.5%)		

PROGRAMS

OBJECTIVE 576.01: To assist in providing Criminal Justice System diversion for 50% of arrested juvenile offenders, both criminal and status, with a Youth Service Bureau reception center having capability for screening, short-term counseling, outreach, advocacy, education, and referral, with 85% of non-recidivism.

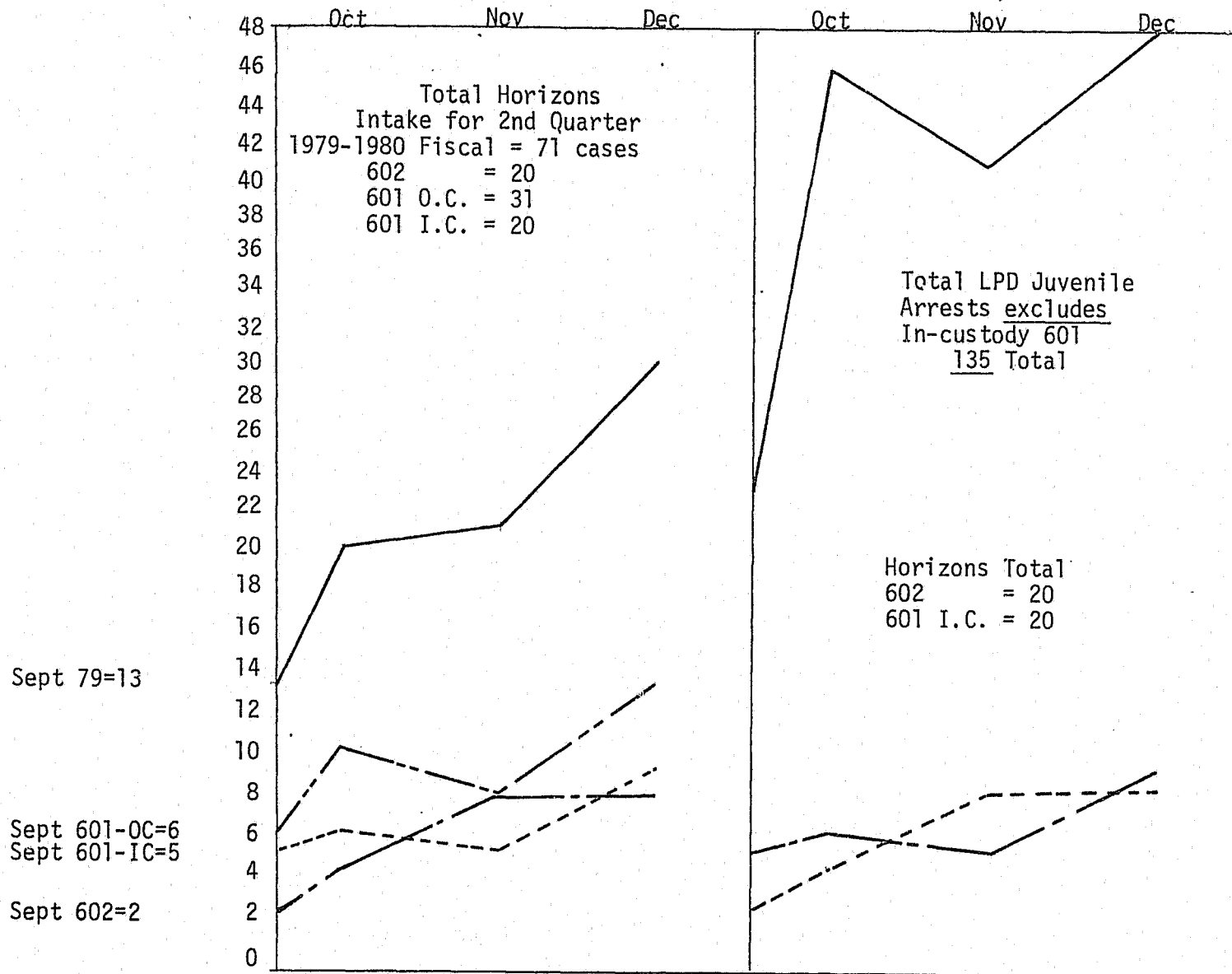
MEANS

- Short term counseling.
- Intake and screening of 263 criminal and status offenders cases.
- Providing 3125 hours of individual, group counseling
- Referral for long term treatment.
- Youth and guardian system advocacy for care.
- Monitor resources with close liaison.
- Provide for in-custody service of status offenders under County contract.
- Seek additional grant funding.
- Case management.
- Secured files
- Youth Services advocacy.
- Training with available hours.

FIRST QUARTER: Objective off target on diversion by 24% due to mis-projections. Received referral of 26% of LPD juvenile criminal arrests. 43 youth and their families were counseled this quarter. This number is low as arrests decrease during summer months. Average number of sessions: status offender, 5.6 and criminal offender, 3.8. Several grant option proposals under study. Case management system established and operational. Secured files pending legal clarification from F.C.I. Youth services advocacy ongoing. Training consists of weekly briefings with staff and juvenile officers, consultations with Valley Mental Health and Social Services. Police patrol briefing/training sessions conducted for all watches. Recidivism data being reorganized as result of a citizen suggestion.

SECOND QUARTER: Objective is off target on diversion by 35.2% due to the need for definition of comparable populations and misprojections. Received referral of 14.8% of juvenile criminal arrests. 71 youth and their families were counseled this quarter. The number increased by 28 this quarter over last. Average number of sessions: status offenders, 7.0 session per client; and criminal offenders, 3.6 session per client. Joint project proposal with Twin Valley Learning Center is now in rough development stage. The last half time position has been filled. Case management system is established and operational. Secured files still pending legal clarification from SOU. Youth service advocacy is on-going. Training included in-service training from Social Advocates for Youth in Family Counseling. Weekly briefings with staff and Juvenile officers. Staff has participated in LPD sponsored schools to train police staff. Recidivism data is now being collected and tabulated.

HORIZONS INTAKE

HORIZONS-LPD 602) INTAKE COMPARISON
601) IN CUSTODY

If a comparison of total Juv. arrests excluding in-custody 601's against Horizons 602 referrals only:

1) 14.8% diversion was accomplished.

If a comparison of total Juv. arrests is made (excluded in LPD and included in Horizons) against Horizon's 601 I.C. and 602:

2) 30% diversion was accomplished.

Key:

———— Total Intake
 — - — - 602 Intake
 — -- — 601 Out of Custody Intake
 - - - - 601 In Custody Intake

Key:

———— LPD Total Juv. Arrests
 - - - - Horizons 602 Intake
 — - — - Horizons 601 I.C. Intake

SUPPLEMENTARY PROGRAMS

TRI-VALLEY CONSOLIDATED PUBLIC SAFETY RADIO COMMUNICATIONS STUDY, 1979

All Valley Police and Fire agencies are studying consolidation of radio communications under Alameda County Sheriffs' Department to increase effectiveness at same or lower cost. Should be completed for recommendations by mid 1980.

CONSOLIDATED LIVERMORE-PLEASANTON ADVANCED OFFICER TRAINING, 1979

Funded by the state with community college coordination, Livermore's Training Manager will provide state-mandated 40-hour training blocks for Valley police and fire marshalls in January 1980 based on surveyed needs. This will be an annual event.

NEIGHBORHOOD TASK FORCE, 1979

Coordinated effort by Patrol, Crime Prevention, Traffic, Animal Control, Fire, Health, Building Inspector and Neighborhood Associations in northeast section of Springtown/Greenville to encourage neighborhood responsibility and pride. Efforts towards crime prevention, traffic, unsightly property and buildings, abandoned autos, hazards and juvenile control. Citizen cooperation resulted in successful results and on-going coordination. Other areas targeted for similar efforts.

SECRET WITNESS, 1979

Sponsored by Citizens Crime Prevention Group, Tri-Valley Herald and money pledges from businesses, groups and individuals, this program allows anonymous tips on advertised crimes. When resulting in arrest or criminal complaint, a reward is given without caller identification. The sum of \$3300 was pledged with \$800 in rewards paid in four major criminal cases.

911 EMERGENCY POLICE, FIRE AND AMBULANCE TELEPHONE, 1978-79

Funded by grant money for County Pilot Project and coordinated by Alameda County Emergency Services, 911 allows any citizen in an emergency need to call this nationally known number from any Alameda County location. It is answered in an average of three rings by the local Emergency Service (Livermore Police Department) with dispatching and foreign language capabilities.

MANAGEMENT BY OBJECTIVES - LONG AND SHORT RANGE PLANNING, 1978-79

A system providing City Manager and Council approved long-range, broad, five-year Police service goals, created with citizen and employee participation using ad hoc groups and a community survey. Short-range specific and measurable objectives developed annually for City Manager and Council approval when integrated into fiscal year budget and employee performance evaluation by objectives. The Citizens Crime Prevention Group, Employee Ad Hoc Group, and the Police Chief are one year into a three year implementation plan.

EMPLOYEE PERFORMANCE EVALUATION BY OBJECTIVES PROCESS, 1978-79

With employee, Police Officers Association and City Personnel Director participation in developing revised position roles, tasks, work-task standards for each position and format for subordinate/supervisor agreement on individual accomplishments projected in measurable form, this system more accurately evaluates employee performance. It also allows for more employee input, recognition, and problem solving.

SENIOR CITIZEN CRIME PREVENTION SEMINAR 1978-79

An annual prevention effort aimed towards senior citizens who are prime targets for fraud and theft, prevention education is provided by trained speakers.

DEPARTMENT REORGANIZATION, 1978

In 1979 Council authorized the booking of adult prisoners directly into the Santa Rita County Jail. This saves about 1723 manhours per year which are devoted to other police costs.

A retiring Captain position was reclassified from Divisional Commander to a fourth Patrol Lieutenant, changing the Investigations Division to a Unit under Field Operations at a savings of \$5,609.00 per year. We now have two Divisions: Services and Field Operations.

Three desk Officers diverted to street Patrol representing 5,880 hours (Clerks handling desk duties.)

Emergency Response Unit, S.W.A.T., disbanded, representing 870 hours. (If needed, outside S.W.A.T. resources will be used - Sheriff, FBI, etc.)

Traffic Unit, three Officers and one Sergeant, adjusted by placing Sergeant in Patrol and increasing Officers to four while integrating the Unit into the Patrol teams to enhance traffic safety throughout the Patrol force.

Elimination of arrest files, representing 980 hours. (Data to be retrieved from county computer.)

Elimination of witness names from alpha index files, representing 980 hours. (Information not required.)

In 77/78 budget, Council approved adding second and third Lieutenants for Patrol Watch Commanders. To provide financing, the Department deleted an Administrative Assistant to offset costs.

CRIME VICTIMS - CIVIL SUITS AND SMALL CLAIMS COURT, 1978-79

As additional pressure against crime, when a suspect is identified, arrested or not, the victim is encouraged to seek civil redress and given necessary information to file a small claims action in court.

STATE PEACE OFFICERS STANDARDS AND TRAINING MANAGEMENT SURVEY, 1978-79

A cost-free P.O.S.T. Management Survey to update one of 1974, was completed with emphasis on organization, administration, technical services, and facility. Resultant recommendations are either already implemented or in a planning stage.

ELEMENTARY SCHOOL CRIME AND SAFETY EDUCATION, COLORING BOOK, 1978-79

Conceptualized by a member of Valley Women's Club and Citizens Crime Prevention Group with cooperation and coordination by the School District, Police Crime Prevention Officer, Sheriff's Department, Home Savings and Loan Association and Traffic Officers, each first grade student received a coloring book and instruction on safety. The program was expanded in 1979 with 916 children in 31 classes participating.

9 - PLAN, 1978-79

A program of Patrol working a nine hour day, 5 day week, rotating three days off to allow: maximum patrol deployment when needed; cover streets at shift change; flexibility for Task Force assignments; minimum employee disruption; 30 minutes daily briefing and roll-call training time; allow for 8-hour training blocks - up to 40 hours average per year per Officer; assure schedule can withstand short period 25% vacancy rate; lessen overtime cost; consistent supervision; maximum use of Sergeants and Lieutenants; Field Training Officer assigned to each Watch; assure workable spans of control; balance meeting of employee and organizational needs; and balance expertise throughout Patrol Watches. This plan to be evaluated in January of 1980 for adjustments or retainment.

CITIZENS CRIME PREVENTION GROUP, 1977-79

Advisory toward Police crime prevention tasks, this group contains 23 citizens representing a cross section of our community. They have been involved with Neighborhood Alert, Operation Identification, Elementary School Coloring Book, Community Survey for long-range Police planning, obtaining private donations to support programs and reviewing programs and attainment evaluations.

NEIGHBORHOOD ALERT, 1977-79

In an effort to enhance citizen awareness of neighboring property subject to theft or vandalism, the Police Crime Prevention Unit, supplemented by Detectives and Patrol Officers, assists neighborhoods in organizing this program and provides small neighborhood training sessions. During 1979, 1,666 citizens participated in 83 neighborhood meetings.

PROFESSIONAL-TECHNICAL GROUP, 1977-79

A Unit within the Police Volunteer Reserves, the Pro-Tecs provide no-cost private industry expertise to the Police Department in areas of planning, photography, chemical testing, computer availability, and other similar services. Unit reorganized in 1979 to expand available resources and Police use.

TRI-VALLEY NARCOTIC UNIT, 1977-79

A Valley coordinated narcotic enforcement Unit made up of Detectives from Alameda County Sheriff's Office, Pleasanton and Livermore Police. This Task Force coordinates with Valley Patrol and Investigators, other County task forces, State and Federal agents, the enforcement of major narcotic violations and intelligence. Reorganized in 1979 to increase effectiveness towards enforcement against Valley drug dealers.

SENIOR CITIZEN SECURITY LOCK PROGRAM, 1977-78

Grant funded county wide, coordinated by the Police Crime Prevention Unit with assistance from the North Livermore Jaycees, provides free installation of security devices in homes of senior citizens. 300 locks and 100 door viewers installed.

SECURITY REVIEW OF MAJOR PROPOSED CONSTRUCTION PLANS, 1976-79

The Police Crime Prevention Officer makes security recommendations on major proposed plans and monitors compliance with City security ordinances. Approximately 120 plans were checked in 1979 and received security related recommendations.

HOSTAGE NEGOTIATION, 1976-79

Two members of the Livermore Police Department are trained in negotiation techniques for dealing with suspects holding hostages.

FIELD EVIDENCE OFFICERS, 1976-79

Six Officers are trained in evidence identification, seizure, marking, testing and preservation. Their regular assignments are spread among the Watches and Investigations for maximum utilization. Council approved an evidence/property technician position in the 78/79 budget who will have overall responsibility and be supplemented by the Field Evidence Officers.

RECORDS MICROFILMING, 1975-79

All required records, 18 to 24 months old are microfilmed for rapid retrieval.

FIELD TRAINING OFFICERS, 1975-79

Six Officers are trained to instruct new Officers in a formal on-the-job training program after completion of Basic Police Academy. This program was revised in 1979 and approved by State Peace Officers Standards and Training.

POLICE CRIME PREVENTION UNIT, 1974-79

Beginning with grant funds and now City funded, the Crime Prevention Unit Officer: reviews major construction plans for security recommendations; monitors City security ordinances; conducts business and community crime seminars; seeks and maintains crime prevention grants; participates with City and County crime prevention groups; performs security inspections, Neighborhood Alert, and Operations Identification. 2,725 citizens participated in 117 sessions.

SECURITY INSPECTIONS OF RESIDENCES AND COMMERCIAL BUILDINGS, 1974-79

To prevent burglaries by providing merchants and residents with recommendations for making their business and home more secure. These recommendations are based upon a detailed inspection of the premises to identify the deficiencies and make recommendations to improve existing security. In 1979, 406 residential and 27 commercial/industrial security inspections were conducted and recommendations provided.

JUVENILE JUSTICE DIVERSION PROJECT, HORIZONS, 1973-79

Supervised by Milt Woolley, this unit provides professional counseling to troubled youth and their families, referred by Police, Probations' Family Crisis Intervention Unit, schools, parents or youth themselves. Problems may be incorrigibility, criminal behavior, neglect or confusion in growing up. Horizons assists in diverting from the juvenile justice system 50% of police youth arrests and boasts an 85% success rate. The County funds 70% of the unit to serve the Livermore, Dublin and Pleasanton area's incorrigible youth referred by Livermore Police Department, Pleasanton Police Department and Alameda County Sheriff's Department.

GRANTS, 1973-79

- Youth Service Bureau, 1973-76, \$169,642
- Strategic Team Crime Enforcement Program, 1974-77, \$196,007
- 911 Emergency Telephone, 1974-78, \$2,900
- Selective Traffic Enforcement Section, 1975-78, \$81,936
- Records Microfilming Program, 1975, \$9,981
- Senior Citizens Home Security, 1977-79, \$4,621
- Neighborhood Alert, 1978-79, \$7,395

POLICE CADETS, 1972-79

Police Science students are hired half-time to perform police tasks such as dispatching and traffic enforcement.

POLICE ASSISTANTS, 1972-79

Hired to perform selective police tasks, to relieve officers to work major tasks.

EMPLOYEE CAREER DEVELOPMENT, 1972, REVISED 1978

Employees' positions have been rotated on an unscheduled basis to afford broad training and task performance. In late 1978, revision planning began with staff and Police Officers Association to create a more formal, all inclusive career development program for all employees and staff, to integrate: Position Specifications, Titles, Merit Selection System, Documented Career Tracking, Training, Education, Scheduled Rotation of Assignments, Performance Evaluation by Objectives, Annual Career Counseling and Planning. The plan has two aims, in order of priority: development to increase expertise and productivity, and to prepare for advancement.

CITIZEN RIDE ALONG, 1972-79

Citizens have an opportunity to ride Patrol with Officers as observers. They interact with Beat Officers, see Patrol techniques, and gain a better understanding of local Police service and community problems.

POLICE EXPLORER POST #760, 1972-79

Young men and women, 14-18 years old, receive Police training and perform selective Police tasks such as station tours, filing and research.

ELEMENTARY SCHOOL BICYCLE SAFETY, 1972-79

Traffic Officers provide a Bike Safety education program at each grammar school every year in cooperation with the School District and the American Auto Association.

OPERATION IDENTIFICATION, 1970-79

The Crime Prevention Unit encourages citizens to engrave driver's license number on valuable items for recovery assistance if stolen and provides electric engravers for use. In 1979, approximately 226 individuals participated in marking property.

POLICE OFFICERS ASSOCIATION SPONSORED ANNUAL COMMUNITY PROGRAMS, 1970-79

- Downtonw free Christmas movie, Santa and candy
- Community barbeque
- Valentine's Sweetheart Ball
- Little League Baseball Team
- Police and Fire Department tackle football benefit game
- Police softball team
- Babe Ruth League baseball team
- Bobby Sox Girls softball team
- J. R. Michelis Youth Scholarship Annual Fund

COMMUNITY BLOCK PARENT PROGRAM, 1970-79

In cooperation with the School District and area P.T.A.'s, citizens provide an advertised home on each block as safe refuge for young children in need. The Juvenile Officer and P.T.A. Coordinating Council are attempting to revitalize the program. Presently, three schools are participating.

ANNUAL BUSINESS EMPLOYER/EMPLOYEE HOLIDAY CRIME PREVENTION SEMINAR, 1968-79

With the Chamber of Commerce cooperation and Security Pacific National Bank sponsorship, this year's agenda was credit card fraud, check fraud, shoplifting, robbery and till tap. 150 were in attendance in 1978 and 90 in 1979.

PUBLIC SAFETY EDUCATION, 1942-79

Started by Chief Michelis in 1942, the program of Officers speaking to citizen, business, and school groups has continued each year. Topics include: Police service; crime prevention; youth and citizen responsibility; traffic safety; drug and alcohol abuse; and other timely topics. 4,161 citizens participated in 188 sessions in 1979.

VOLUNTEER POLICE RESERVE OFFICERS, 1942-79

Initiated by Chief Michelis during World War II to supplement regular Officers, the program continues today with great success. Trained men and women volunteered 3,563 hours in 1979 for crowd control, supervised patrol, traffic direction, walking patrol, security, training, stake-outs and escort service. Recruitment is becoming more difficult as State mandated training and restrictions increase and initial uniform and equipment costs are now approximately \$500 to \$600 per recruit. Council has approved allowance of \$250 with \$100 a year for maintenance.

PERSONNEL

The Department consists of 72 employees, plus two C.E.T.A. workers, two half time cadets, one half time clerk and ten part time school crossing guards. Forty-nine positions are sworn officers, including supervisors and managers. Serving a population of 50,000, this reflects a ratio of less than one sworn officer per thousand citizens. The National Average is 2.1 and Pacific States, 1.8 per thousand citizens.

Our employee profile averages: 34 years of age; 7 years police experience; and 81 college semester units. There are 27 associate, 24 baccalaureate and 6 masters degrees held by employees. We have a realistic career development program including education, training, assignment rotation, career counseling, performance evaluation by standards and objectives, contemporary position specifications and classifications, and merit entrance and promotional systems.

During 1979 employees received 170 written citizen commendations and 14 formal divisional commendations. There were 6 formal complaints against employee police service, two of which were sustained, one partially sustained, one exonerated and two unfounded.

A police officer today must cope with difficult mental, physical and emotional demands. In addition, must possess tact, diplomacy, discretion, and the ability to make prompt and prudent decisions. An officer's training to handle these moments of extreme emotional and physical stress are never completed. Officers attend special training sessions in subjects such as criminal law and evidence, interviewing, investigation, patrol procedures, crowd control, hostile diffusion, weapons, first aid, CPR reports, computers, communications, crime prevention, traffic, supervision, management, human development, rape investigation sensitivity, coping with personal work stress, defensive tactics, management, supervision.

The department continues to apply an equal prioritized distribution of police services to all citizens in needs. We are responsive to these needs within budgetary limitations. We are also accountable to the community for all our actions.

This year we lowered our rate of personnel turnover to 12.5% compared to 21% for 1978. We lost 9 employees who transferred to other departments, retired or entered private industry. We hope to keep this rate at 15% for the year 1980. With improvements in consistent contemporary management practices and supervision, employee recognition, development and participation in major decisions and the traumas of 1977-78 fading into the past, morale and productivity are increasing. Our most important asset is our employees. Their evident dedication makes for a healthy department and relatively safe community.

PRODUCTIVE TIME LOSS, EXPRESSED IN WORK DAYS

PRODUCTIVE TIME LOSS		1979					
		WORK DAYS					
		100	200	300	400	500	600
Recruit Training -	192 Days						
Advance Training -	205 Days						
In-House Training -	133 Days						
Court -	100 Days						
Used Compensated Time -	68 Days						
Used Vacation Time	687 Days						
Used Sick Leave -	447 Days						
Workmen's Compensation -	328 Days						
Holidays -	153 Days						
Total Loss Productive Work Days -		2133 Days = 8.2 Work Years					
		(2080 Hours = One Work Year)					

1979 TOTAL POLICE DEPARTMENT EXPERIENCE

NO. OF EMPLOYEES	EXPERIENCE IN YEARS	5	10	15	20	25	30	35	%
8	0 - 1								11
17	1 - 3								23
16	4 - 6								22
15	7 - 9								21
5	10 - 12								7
4	13 - 15								5
4	16 - 18								5
1	19 - 21								1
3	22 - 27								4

TOTAL ADVANCED EDUCATION, ALL EMPLOYEES, 1979

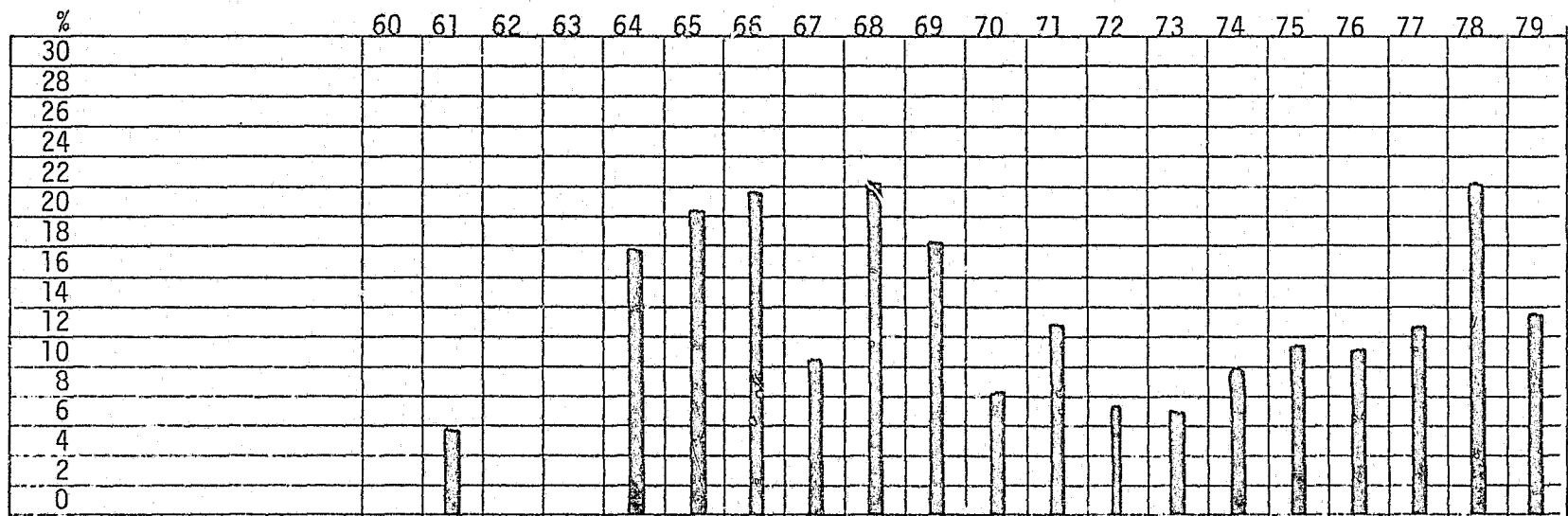
HIGHEST LEVEL ACHIEVED COLLEGE UNITS	NUMBER OF PERSONNEL	5	10	15	20	25	30	35	%
1 - 29	10								14
30 - 59	8								11
60 - 90	16								22
91 - 125	9								12
BA or BS	24								33
Masters Degree	6								8

CERTIFICATION BY CALIFORNIA PEACE OFFICERS STANDARDS & TRAINING, 1979
SWORN OFFICERS

CERTIFICATE	NO. OF SWORN PERSONNEL POSSESSING EACH TYPE	10	20	30	40	50	%
Basic	45						92
Intermediate	23						47
Advanced	17						35
Supervisory	13						27
Middle Mgmt.	6						12
Management	3						6
Executive	2						4

LIVERMORE POLICE DEPARTMENT
FULL-TIME PERSONNEL TURNOVER

	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79
CHIEF													1						1	
CAPTAIN					1														1	
LIEUTENANT																				1
SERGEANT							1					1				1		1		
OFFICER					3	3	4	3	5	3	3	3	2	3	2	3	5	3	6	5
DISPATCHER																				
CLERK		1				2	1		2	3		1			3	1		3	1	1
TECHNICIAN																				
POLICE ASSISTANT																			2	
ANIMAL CONTROL																			1	
SECRETARY																				2
COUNSELOR																			3	
LOSS TOTAL	0	1	0	0	4	5	6	3	7	6	3	5	3	3	5	6	6	7	15	10
NO. BUDGET EMPLS.	21	21	21	22	24	26	29	32	33	35	39	42	47	51	56	58	60	60	71	72
% LOSS	0	4.8	0	0	16.7	19.2	20.7	9.4	21.2	17.1	7.7	11.9	6.4	5.9	8.9	10.3	10	11.7	21.1	13.9
% SWORN LOSS										10.7	9.7	12.1	8.9	7.7	4.8	9.5	11.9	8.7	16.7	14.3



DOES NOT INCLUDE PART-TIME (CROSSING GUARDS, CLERKS, CADETS, C.E.T.A.)

LIVERMORE POLICE DEPARTMENT
PERSONNEL AS OF 12-31-79

<u>SWORN PERSONNEL</u>		<u>Ave.</u>	<u>Service</u>	<u>Total</u>	<u>Years</u>	<u>Semester Units</u>	<u>Highest</u>
<u>Name</u>	<u>Age</u>	<u>Years</u>	<u>Police</u>	<u>Service</u>	<u>and Degrees</u>	<u>State Post</u>	<u>Certification</u>
1. Chief Mel Nelson		1.5	24.5	(4 Air Police, 19 Pacifica PD)	165 Units/AA,BA,MPA	Executive	
2. Capt. Jack Essex		10	20	(10 Westminster PD)	156 Units/AA,BS	Executive	
3. Capt. Joseph Nichols		16	16		80 Units/AA	Management	
4. Lt. Richard Burruss		5.5	9.5	(4 A.C.S.O.)	142 Units/AA,BA	Advanced	
5. Lt. Phillip Johnson		9	9		143 Units/BA	Advanced	
6. Lt. Donald J. Lee		17	17		143 Units/AA,BA	Advanced	
7. Lt. Larry Morrison		12.5	12.5		57 Units/	Advanced	
8. Sgt. Phillip Aguiar		8.5	9	(.5 A.C.S.O.)	83 Units/AA	Intermediate	
9. Sgt. Donn Neher		5.5	5.5		136 Units/AA,BS	Intermediate	
10. Sgt. Richard Sibley		8	8		149 Units/AA,BS	Advanced	
11. Sgt. Jack Stewart		6	6		148 Units/AA,BA	Advanced	
12. Sgt. Jerome Weakland		9	9		152 Units/AA,BA	Advanced	
13. Sgt. Leonard Wicksten		14	15	(1 Martinez PD)	138 Units/AA,BA	Advanced	
Subtotal Averages 37		9	12		130		
14. Off. Terry Abbey		1.2	3.2	(2 A.C.S.O.)	75 Units/AA	Basic	
15. Off. Laurence Anderson		6.8	6.8		94 Units/AA	Basic	
16. Off. Louis Andrade		12.5	12.5		24 Units/	Basic	
17. Off. Rodney Brisendine		5.5	5.5	(2 LPD Cadet)	49 Units	Basic	
18. Off. Richard Davies		22	22		60 Units/AA	Advanced	
19. Off. John Foxx		1.2	7.2	(6 New York City)	125 Units/BA	Basic	
20. Off. Larry Frick			.8	(.8 Oakland PD)	72 Units/	Basic	
21. Off. Charles Garrison		.5	.5		112 Units/BA	Basic	
22. Off. Kenneth Gardner		6	6	(1 LPD Cadet)	53 Units/	Basic	
23. Off. David Hollander		9	9		61 Units/	Intermediate	
24. Off. Richard Hudson		15	15		130 Units/BA	Advanced	
25. Off. Nina Jacobs		1.3	2.3	(1 LPD Cadet)	93 Units/AA	Basic	
26. Off. Dale Jaynes		3	3		120 Units/BA	Basic	
27. Off. Richard Jensen		1	2	(1 LPD Cadet)	73 Units/AA	Basic	
28. Off. Gaylen Johnson		7.5	7.5		158 Units/AA,BS	Advanced	

Name	Age	Service Years in Livermore	Total Years Police Service	Semester Units and Degrees	Highest State Post Certification
29. Off. Jimmy Kekic		3	5 (2 E. Bay Reg. Parks Police)	40 Units/	Basic
30. Off. John Leal		17	17	63 Units/AA	Advanced
31. Off. Ribert Lucas		2.5	2.5	49 Units/	Basic
32. Off. Larry Medders		17	17	18 Units/	Basic
33. Off. Wesley Morgan		1	4 (3 LPD Cadet)	23 Units	Basic
34. Off. Michael Newton		1.2	6.2 (5 LPD Animal Control)	20 Units/	Basic
35. Off. Brian Oppendike		1.2	1.2	103 Units/AA	Basic
36. Off. Mark Overby		1.1	1.1	64 Units	Basic
37. Off. James Perry		1.2	1.7 (.5 A.C.S.O.)	73 Units/AA	Basic
38. Off. Mike Rider		4	4	88 Units/AA	Basic
39. Off. Scott Robertson		3	3	77 Units/	Basic
40. Off. Kenneth Sair		7	7 (3 LPD Cadet)	48 Units/	Basic
41. Off. Dennis Scott		6.5	6.5	89 Units/AA	Intermediate
42. Off. Kathleen Sekany		3.5	6 (2.5 A.C.S.O.)	11 Units/	Basic
43. Off. James Serna		8	8	129 Units	Advanced
44. Off. Robert Springer		6	6	124 Units/AA,BS	Advanced
45. Off. Robert Tette		12	14 (2 Union City PD)	27 Units/	Intermediate
46. Off. Mark Weiss		3	3	140 Units/BS	Intermediate
47. Vacant		-	-	-	-
48. Vacant		-	-	-	-
49. Vacant		-	-	-	-
Subtotal Averages 31		6	7	74	

CIVILIAN PERSONNEL

50. Karen Armstrong		2.5	2.5	-	Clerk
51. Patricia Benson		.5	.5	60 Units	Animal Control
52. Fern Bosch		11	11	-	Dispatcher
53. Lori Burrus		4	4	55 Units	Dispatcher
54. Linda Carpenter		1	3 (2 Orange Co.)	60 Units	Animal Control
55. Phyllis Cherryholmes		8.5	8.5	24 Units	Dispatcher
56. Caroline Coffey		9	9	-	Dispatcher
57. Ella Cohen		1.1	1.1	-	C.E.T.A.
58. Vicki Cowan		1.5	1.5	62 Units/AA	Police Ass't
59. Natasha Fuess		.2	.2	90 Units	Clerk
60. Floyd Gregory		1	8 (1 OPD, 6 ALSO S.O.)	40 Units	Criminal Tech

Name	Ave. Age	Service Years Livermore	Total Years Police Service	Semester Units and Degrees	Highest State Post Certification
61. Rose Hamblin		.5	.5	127 Units/BA	C.E.T.A.
62. Patricia Harvey		5.	5.	-	Clerk
63. Nancy Hazen		1.5	6. (4.5 Oakland P.D.)	114 Units/AA	Clerk
64. Bruce Jensen		8	8.	125 Units/BA	R/C Supr.
65. Raeanne Judd		5.5	5.5	20 Units	Dispatcher
66. Karen Kihle		1.	1.	10 Units	Police Asst.
67. Mary Marsh		27.	27.	-	Dispatcher/Clerk
68. Vacant		-	-	-	1/2 Clerk
69. Jackie Robertson		4.	4.	-	Clerk
70. Bernice Sabo		1.	12. (11 City Hall)	-	Dept. Secy.
71. Gloria Testasecca		1.1	1.1	-	Clerk
72. Vacant		-	-	-	1/2 Cadet
73. Vacant		-	-	-	1/2 Cadet

YOUTH SERVICE BUREAU

74. Milt Woolley		5.	5.	215 Units/BA,MA	Counselor/Supr
75. Yvonne Feldman		1.1	1.1	184 Units/BA,MA	½ Counselor
76. Nancy Friedman		4.	5.	180 Units/BA,MA	½ Counselor
77. Jonelle Price		1.	1.	15 Units	Clerk
78. Steve Sardella		.2	2.2	160 Units/BA,MA	½ Counselor
79. Judith Wood		.5	.5	160 Units/BA,MSW	½ Counselor

Subtotal Averages	36	4.	5.	63	
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TOTAL AVERAGES	34 Yrs.	6.Yrs.	6.Yrs.	81 Units	
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DIVISIONS

CHIEF ADMINISTRATOR

As executive officer of the Department, the Police Chief is responsible for overall police services. This role is accomplished by tasks of coordinating major divisions: directing; planning; control; review/inspection/reporting; staffing; organizing; budgeting; identifying service levels and needs; personnel management, communication maintenance internally and externally; community, city departments, council and justice agencies liaison; and leadership. Ultimately responsible for maintaining high levels of service, he must balance service needs with available resources. The Chief must assure highest measurable service levels at lowest possible costs, so develops long-range, broad five year goals with community participation and short-range, one year specific objectives with employee participation, measuring attainment for City Manager, Council and community.

FIELD OPERATIONS DIVISION

Commanded by Captain Jack Essex, this is the largest and most visible Division, having units of Patrol/Traffic. Investigations, Animal Control, Reserves and Horizons Youth Service Bureau. The Captain is responsible for divisional administration by the use of the same tasks of management listed for the Chief.

PATROL/TRAFFIC UNIT

Uniformed officers on patrol provide a wide variety of services: protection of life and property against attack and disorder; crime prevention patrol; calls for service; traffic enforcement and control; criminal investigation; searching for and arresting offenders; non-criminal service., i.e. lost or missing persons, family fights, suicides, directions, etc.; building and street security; public safety and security education; report writing and case management; court preparation and testimony; recovering property; community liaison; law enforcement; crowd control; booking and care of prisoners; search warrant preparation; arrest warrant service; and non-business hour government community liaison.

INVESTIGATION UNIT

Non-uniformed detectives, providing investigative service to supplement uniformed Patrol Officers. Supervised by Sgt. Wicksten, Detectives are responsible for follow-up investigations beyond the capability of patrol. However, Patrol Officers, in assuming a generalist form of policing and having total case responsibility, very often work with Detectives in major crime follow-ups. Detectives specialize in: assaults; juvenile control, screening, counselling, investigating; and referrals. Detectives also maintain court liaison, warrant processing, outside criminal agency liaison - local, state and federal.

VOLUNTEER RESERVE OFFICER UNIT

Commanded by Lt. Rick Burruss of Patrol, Police Reserve positions give a variety of civic minded citizens the opportunity to serve their community. Reserve Officers work on patrol assignments with regular officers to form two-officer patrol units and donate many hours assisting with crowd control at disaster scenes, parades, carnivals, fires, high school events, or wherever they are needed. Our Reserves are selected very carefully and are subject to a stringent background investigation and oral interview similar to those conducted on applicants for a regular officer's position. Citizen reserves come from a variety of backgrounds and employment fields, seeking to make the community in which they live a better place. The time donated is voluntary and they often work long hours under difficult circumstances. Their organizational structure includes a Reserve Captain position, held by Glenn Coffey. During 1979, 2,552 hours of support were provided by the Reserve Unit.

Reserve Officer	Daily Occupation
Mike Brown, Sgt.	Attorney
Pat Brosnan	Sales
Glenn Coffey, Captain	Management, Theater Construction
George Friedrich, Sgt.	Quality Control Specialist
Debby Frydendal	Hospital Receptionist
Jeff Getz	Security Officer
Tom Harris	Security Officer
Shirley House	Flight Attendant
Bill Jackson	Purchasing Agent
John Leap	Insurance Agent
Dottie Mello	Secretary
Jan Salbu	Tug Boat Owner/Operator
Mike Sexson	Security
Larry Winslow	Chemist

The Professional Technical Group volunteered hours of private industrial expertise and training to the Police Department.

Professional Technical Group	Daily Occupation
Vince Alvarez	Chemist
Elliott Dopkin	Photographer
Tom Fredericks	Minister/Professional Photographer
Bob Garret	Computer Programmer
Dave Simpson	Chemist
Lee Spencer	Electrical Engineer, Research
Ben Tarver	Computer Scientist

HORIZONS YOUTH SERVICE UNIT

To assist in providing Criminal Justice System diversion for 25% (approximately 106) of all Livermore Police Department's W&I 602 criminal arrests, to offer Criminal Justice System diversion to 100% (approximately 100) of all W&I 601 in-custody youth and to approximately 100 W&I out-of-custody youth and their families residing in Livermore, Pleasanton, Dublin and unincorporated area, with a Youth and Family Service Center having capability for screening, short-term counseling, outreach, advocacy, education and referral, with 85% of non-recidivism.

MEANS: Short-term counseling; intake and screening of 306 criminal and status offender cases; providing 3125 hours of individual and group counseling plus support work; referral for long term treatment; youth and guardian system advocacy for care; close monitoring of resources; provide for in-custody services of status offenders under county contract; seek additional grant funding; case management; training with available hours and youth services advocacy.

SERVICES DIVISION

Commanded by Captain Joseph Nichols, this Division is responsible for the many operations necessary to run an efficient and effective Police Department: planning; research; facility and equipment maintenance; records; communications; personnel; permits; licensing; training; budgeting; purchasing; fiscal control; criminal technical investigation; property control; program and data resource, and; statistics.

RECORDS AND COMMUNICATIONS

Supervised by Bruce Jensen, Police Clerks and C.E.T.A. workers function to: process, index, reproduce, distribute and file reports; process warrants; file identification record reports; index and file records of stolen, recovered, impounded and repossessed vehicles; take complaints and give out information to the public; operate radio, teletype and computer terminals.

Dispatchers operate radio and communications equipment; receive routine and emergency calls for Police and Fire assistance and dispatch appropriate personnel in the street via radio; operate complex data processing equipment to P.I.N., C.L.E.T.S., and C.O.R.P.U.S.; receive Animal Control calls and dispatches to personnel; monitor fire and burglar alarm systems.

TRAINING

Responsibility for coordinating all training activities is assigned to the Training Manager, currently Lt. Phil Johnson, who schedules, implements and evaluates the training program; maintains audio and visual instructional equipment; develops and maintains training files and records of employees and schools; is responsible for training of Police Reserve and Explorer Post programs; coordinates the Field Training Officer program; identifies and makes possible use of Department employees' specialized expertise; and provides assistance in career development.

PROPERTY/EVIDENCE TECHNICIAN

Our Property/Evidence Technician Floyd Gregory provides assistance and support services for line operations; technical, clerical and laboratory work related to the investigation of crime scenes; fingerprint identification, comparison and classification; photography; control of evidence and property; presumptive field testing; court presentations; supervises the Department inventory of property and equipment; and handles the quarterly bicycle and property auction.

FACILITY AND JAIL

With the assistance of the Supervisor of Records and Communications, the Police Assistants and the Cadets, the station is maintained for safety, convenience and efficiency in everyday, physical operation. Supplies and equipment for daily routines are ordered, dispersed and inventoried. The jail is maintained in a safe and efficient manner, complying with City, State and Federal statute. Prisoner handling; booking, care and release to court or bail, is supervised and performed in accordance to statute. The jail now has minimal use with the booking of adults directly from the field into the County Jail at Santa Rita. This provides a savings of 1,723 patrol and support hours which is dedicated to other important tasks.

LIVERMORE POLICE DEPARTMENT STATISTICS - 1979

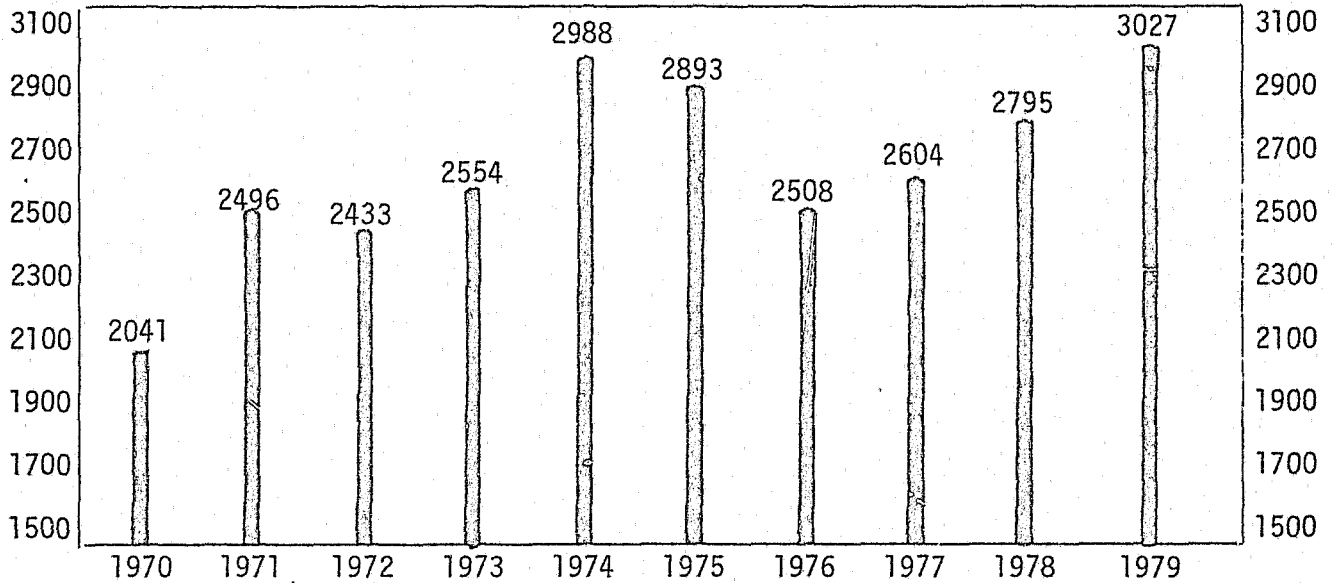
PART I	% CHANGE	78-79 1979	OCCURRED CLOSURE	PERCENT 1978	OCCURRED CLOSURE	PERCENT 1977	OCCURRED CLOSURE	PERCENT 1976	OCCURRED CLOSURE
HOMICIDE	+100.0%	2	100.0%	1	100.0%	1	100.0%	0	-0-%
RAPE	- 50 %	6	50 %	12	58.3%	10	60.0%	10	10 %
ROBBERY	- 19 %	21	33 %	26	15.4%	26	46.2%	10	20 %
AGG. ASSAULT	+ 77 %	131	66 %	74	75.7%	44	79.5%	81	72 %
BURGLARY	- 10 %	717	22 %	801	21.1%	600	13.3%	605	13 %
LARCENY	+ 13 %	1978	13 %	1755	18.7%	1765	20.3%	1676	10 %
AUTO THEFT	+ 36 %	172	30 %	126	77.8%	158	63.3%	126	33 %
SUBTOTAL	+ 8.3%	3027	18.4%	2795	23.7%	2604	22.7%	2508	13.7%
PART II	% CHANGE	1979		1978		1977		1976	
ASSAULT, OTHERS	- 37 %	107		171		206		145	
ARSON	N/A %	17		*		*		*	
CHILD BEATING	N/A %	13		*		*		*	
DRUNK IN PUBLIC	+ 2 %	342		336		276		263	
DRUNK DRIVING	- 9 %	235		258		173		223	
FRAUD, FORG., CHECKS	+ 50 %	409		272		369		337	
LIQUOR VIOLATIONS	+ 4 %	28		27		37		40	
NARCOTICS VIOLATIONS	+ 1 %	106		105		105		189	
OFFENSES/FAMILY	+ 45 %	16		11		0		6	
OFFICER ASSAULT	N/A %	36		*		*		*	
PROSTITUTION	-0-%	0		0		0		0	
SEX OFFENSES, OTHER	- 19 %	44		54		44		57	
STOLEN PROP. REC'D	- 31 %	27		39		51		56	
VANDALISM	N/A %	1244		*		*		*	
WIFE BEATING	N/A %	16		*		*		*	
OTHER CRIMES	N/A %	344		1478		2234		1798	
SUBTOTAL	+ 21 %	3328		2751		3495		3114	
ARRESTS	% CHANGE	1979		1978		1977		1976	
ADULT - FELONY	- 23 %	175		228		204		248	
ADULT - MISDEMEANOR	+ 15 %	978		850		666		693	
WARRANT-OUTSIDE	+452 %	116		21		154		171	
WARRANT-LOCAL	+ 23 %	259		210		120		166	
JUVENILE-FELONY	- 17 %	175		211		198		240	
JUVENILE-MISDEMEANOR	+ 5 %	255		242		242		407	
SUBTOTAL	+ 11 %	1958		1762		1584		1925	
AUTO ACCIDENTS	% CHANGE	1979		1978		1977		1976	
PROPERTY DAMAGE	+ 9 %	905		827		749		929	
HIT & RUN	-0-%	(197)		(197)		(182)		(171)	
INJURY	+ 21 %	229		190		163		169	
FATAL	+100 %	4		2		2		2	
DRUNK DRIVING-ACC.	- 9 %	(43)		(58)		*		*	
SUBTOTAL	+ 12 %	1138		1019		916		1100	
CITATIONS	% CHANGE	1979		1978		1977		1976	
MOVING CITATIONS	- 13 %	4093		4466		4611		3214	
PARKING CITATIONS	- 5 %	2321		2439		2884		3371	
OTHER CITATIONS	- 46 %	2090		3855		4163		3077	
BICYCLE CITATIONS	- 3 %	703		723		1485		1026	
SUBTOTAL	- 19.8%	9207		11,483		13,143		10,688	
MISC. SERVICES	% CHANGE	1979		1978		1977		1976	
ABANDONED AUTOS	+ 29 %	443		344		275		254	
ALARMS, VALID/FALSE	N/A %	4/1197		*		*		*	
ANIMAL COMPLAINTS	- 47 %	3028		5748		*		*	
ANIMAL IMPOUNDS	- 22 %	1214		1548		*		*	
ANIMAL CITATIONS	- 74 %	46		180		*		*	
COMMIT. MENTAL	+153 %	76		30		64		121	
DOMESTIC DISTURB.	N/A %	530		*		*		*	
LOST AND FOUND	N/A %	566		*		*		*	
MISSING PERSONS	N/A %	125		*		*		*	
SUICIDES	N/A %	2		*		*		*	
SUICIDE ATTEMPTS	N/A %	39		*		*		*	
SUSPICIOUS ACTIVITY	N/A %	7736		*		*		*	
OPEN DOORS/WINDOWS	N/A %	99		*		*		*	
OUTSIDE ASSISTANCE	N/A %	307		*		*		*	
OTHER SERV. REQ.	- 22 %	15,556		19,898		23,584		21,558	
SUBTOTAL	+ 12 %	30,964		27,748		23,923		21,933	
TOTAL CASES & ACT.	+ 4 %	49,622		47,558		45,665		41,268	

NOTE: 1976-78 Data may be in error. 1979 collection methods revised and validated for accuracy.
* UNKNOWN

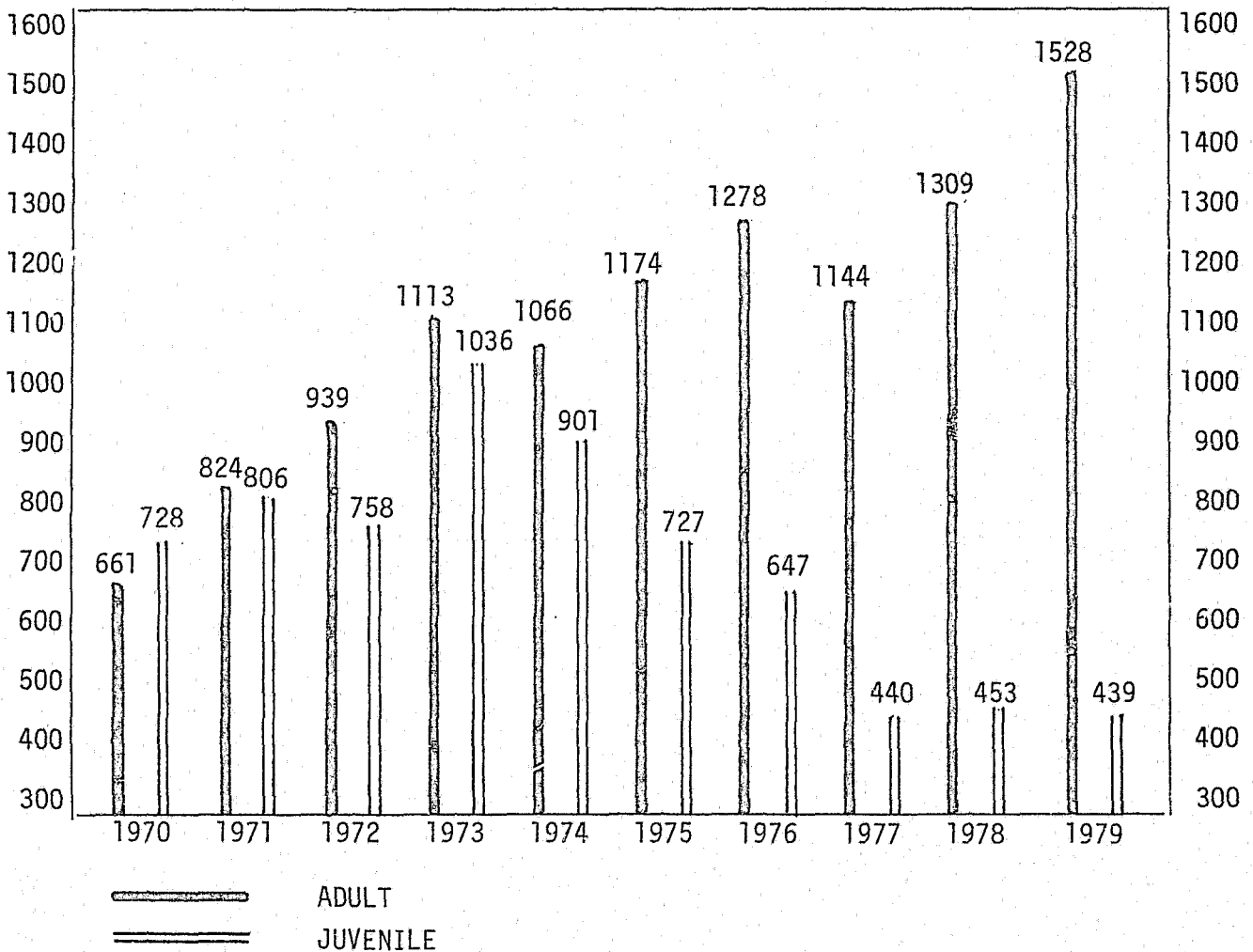
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REPORTED PART I CRIME COMPARISONS BY YEAR



JUVENILE AND ADULT ARRESTS BY YEAR



REPORTED CRIME AND SERVICE REVIEW

POLICE DISPOSITION OF JUVENILE OFFENDERS ARRESTED AND BOOKED, 1979

HANDLED WITHIN THE DEPARTMENT AND RELEASED (Warning, counseling, etc.)	47	11%
REFERRED TO JUVENILE COURT	291	66%
REFERRED TO HORIZONS YOUTH SERVICE UNIT	89	20%
REFERRED TO OTHER AGENCIES (Mental Health, Minister, Family Services, etc.)	12	3%
	<u>439</u>	

These figures do not include youthful non-booked criminal or status offenders.

REPORTED PART I CRIME RATE PER HUNDRED THOUSAND POPULATION

CRIME	REPORTED ¹ 1979	1979 RATE PER 100,000	REPORTED 1978	1978 PACIFIC STATES	
				1978 RATE PER 100,000	1978 RATE P/100,000
HOMICIDE	2	4	1	2	10.1
RAPE	6	12	12	24	48.1
ROBBERY	21	42	26	52	261.9
AGGRAVATED ASSAULT	131	262	74	148	342.0
RES/COMM. BURGLARY	717	1,434	801	1,602	2,072.9
LARCENY	1,978	3,956	1,755	3,510	3,530.1
AUTO THEFT	172	344	126	252	625.4
TOTAL CRIMES	<u>3,027</u>	<u>6,054</u>	<u>2,795</u>	<u>5,590</u>	<u>6,890.5</u>

¹ 50,000 Population

REPORTED PART I CRIME CLEARANCE RATE

CRIME	1979		1978		1978 PACIFIC STATES
	CLEARANCES	PERCENT	CLEARANCES	PERCENT	CLEARANCES %
HOMICIDE	2	100.0 %	1	100.0 %	70.3 %
RAPE	3	50.0 %	7	58.0 %	44.0 %
ROBBERY	7	33.3 %	4	15.4 %	25.8 %
AGGRAVATED ASSAULT	86	65.6 %	56	75.7 %	57.2 %
RES/COMM. BURGLARY	156	21.8 %	169	21.1 %	15.1 %
LARCENY	251	12.7 %	328	18.7 %	20.9 %
AUTO THEFT	<u>52</u>	<u>30.2 %</u>	<u>98</u>	<u>77.8 %</u>	<u>16.9 %</u>
TOTAL CRIMES	557	18.4 %	663	23.7 %	21.0 %

1979 CRIME AND POLICE SERVICES ANALYSIS

Overall Police activity, calls-for-service and field initiated tasks, has increased by 4%; reported crimes are up 15%, non-criminal tasks 12% and arrests 11%. As these activities increase, Part I Crime closures, traffic enforcement and preventive patrol decreases. Vehicle citations have dropped 20% and auto accidents increased proportionately at 12%.

In addition to increased activity impacting accidents, citations and crime closures, we lost 2,133 days of productivity due to training, court, compensated time off, vacation, duty injuries, holidays and sick leave. The latter improved in 1979 with a savings of 1,467 hours over 1978. Personnel turnover also causes lost productivity time; we averaged about four vacancies all year long. Our turnover rate has improved this year; 12.5% compared to 21.1% in 1978.

We continue to produce a high level of service with minimal resources - holding police costs well below the average. However, as we continue to experience increased calls for service and rising crime rates, we must prioritize our tasks in order to provide necessary attention to the protection of life and property. Metro flush - urban criminals moving to suburbs as urban police become more effective - continues to increase impacts of crime in our community. Larceny, vandalism and burglary are our most frequently reported crimes. However, aggravated assaults, auto theft, fraud and checks are all increasing. Much may be attributed to lessening of social values and increasing numbers of young people moving into our community with urban habits and values. The majority of our crimes are directly related to youthful offenders.

Our emphasis continues to be crime prevention and case closure. We do make effort towards diverting first time youthful offenders of minor violations from the Justice System by use of community resources and our Horizon's Youth Service Bureau which is effective in preventing repeated criminal acts; a process recommended by several presidential task forces as once in the Justice System, recidivism is high

We have identified problems with the Justice System's lack of follow-through: no prosecution due to lack of evidence; probation and court diversion of repeated offenders. At any rate, too many youthful career criminals are returned quickly to our community to continue their criminal acts and social misbehavior. The system seems consistently inconsistent, allowing too many offenders to avoid responsibility for their acts. Our staff has met with the prosecutors, Probation and judges to point out these problems and seek their cooperation. We will continue to point out these problems to proper authorities and improve our own case investigations to assure necessary evidence is gathered for prosecution.

Alcohol abuse increases and is related closely to violent crime, vandalism, family domestic disturbances, auto accidents and attempted suicides. The community lacks adequate resources for treatment or education of this Bay Area socially accepted pastime among adults and youth. We will continue in our efforts to have this service gap filled by public or private agencies.

1980 PROJECTIONS

- Burglary decrease of 10% should level off to a tolerable level.
- Larceny and vandalism will continue to increase, but at a slower rate.
- Alcohol abuse will continue to increase at a moderate rate and be a contributing factor in violent and property crimes, suicide attempts, auto accidents and family disturbances.
- Frauds will increase at a slower rate.
- We will see more contact with urban criminals as a result of metro flush.
- The Part I Crime Closure Rate should increase to the National Average, while arrests will increase again by about 10%.
- Calls for service will continue to increase about 3 to 5%.
- Traffic enforcement will continue at low to moderate rate due to increasing workloads and auto accidents will increase again by 10 to 12%.
- Robberies will continue to decrease or stabilize.
- Sex offense decreases should stabilize.
- Personnel turnover will remain between 12 and 15%.
- Personnel morale will continue to stabilize at the increased level of 1978.
- Continued crime prevention efforts should impact the crime closure rates as citizens continue to take a more active part in property protection.
- Selected low priority police services will be reduced or deleted in order to provide more time for higher priorities. Community input and advance education will play a large part.

END