

POST

MANAGEMENT STUDY

**MONTEBELLO POLICE
DEPARTMENT**



SEPTEMBER 30, 2013

CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

POST Mission

The mission of the California Commission on Peace Officer Standards and Training is to continually enhance the professionalism of California's law enforcement in serving its communities.

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POST Management Study

Montebello Police Department

SCOPE OF STUDY

This report describes the findings of the POST Management Study for the Montebello Police Department. Chief of Police Kevin McClure requested that POST conduct a management review of his agency. Staff from the POST Management Counseling Services Bureau met with Chief McClure to determine the scope of this study. It was agreed that Special Consultant Dan Koenig would conduct a management review of the agency with a focus on:

- Revitalization of the Department over the past two years
- Organizational structure, alignment of resources, and span of control
- Management oversight of patrol effectiveness
- Internal systems and processes
- Effective utilization of non-sworn personnel
- Effectiveness of crime analysis
- Strategic planning

Specifically, Chief McClure wanted to know: 1) If he is on track with the changes he has made; 2) Any issues that may hinder the Department achieving its goals; and 3) Suggestions for correcting any deficiency identified in the study.

The recommendations contained within this report are based on shared consultant experience within the POST Management Counseling Services Bureau and law enforcement best practices integrated with information and feedback provided by Montebello Police Department leadership and staff. The intent is to assist the Montebello Police Department in becoming more efficient and effective in the delivery of law enforcement services to their community.

ACKNOWLEDGEMENTS

POST sincerely thanks Chief McClure and his staff for their professionalism and willingness to engage in this organizational introspection. Their interest in the process, cooperation with staff, and commitment to providing the people of Montebello with the best possible police service is truly commendable. POST would also like to express appreciation to Captain Brad Keller who provided numerous documents and answered countless questions. His patience, job-knowledge, and professionalism were greatly appreciated.

OVERVIEW OF MONTEBELLO

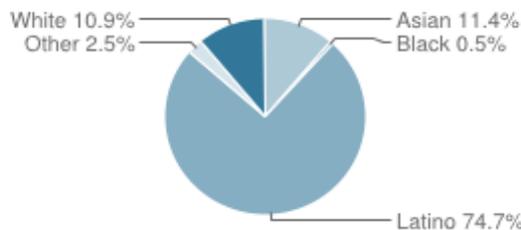
The city of Montebello is located in the San Gabriel Valley, about a 15-minute drive from downtown Los Angeles.

Montebello has seven elected officials: five City Council members, a City Clerk, and a City Treasurer. The City Council elects one of its members to serve as Mayor. The City Council hires a City Manager who serves as the city's Chief Operating Officer. Department heads report to the City Manager, who reports to the City Council.

Population¹

- 61,960 residents, according to the 2000 U.S. Census
- 8.45 square miles
- 7,329 people per square mile, which is about average for the county

Ethnicity



- The Latino population is higher than the county average.
- The ethnic diversity is consistent with the county.

Ancestry and Immigration

- Mexican (63%) and Armenian (5%) are the most common ancestries.
- 23,520 (38.0%) of residents are foreign born, about average for the county.
- Mexico (59%) and El Salvador (5%) are the most common foreign places of birth.

Income

- The median income is \$52,623 (in 2008 dollars), which is about average for the county.
- The percentage of households earning \$20,000 to \$40,000 is high for the county.

¹ Source of Demographic Data: Census 2000, LA Department of City Planning. Source of graphics: LA Times Mapping Project

Education

- 14.3% of residents 25 and older have a four-year degree, which is about average for the county.
- The percentage of residents 25 and older with a high school diploma is high for the county.

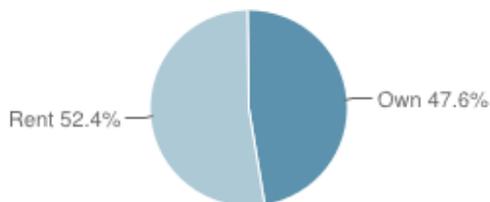
Age

The median age is 31, about average for the county.

Housing

The average household consists of 3.2 people, about average for the county.

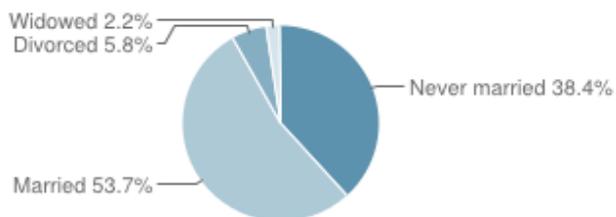
Occupied Housing Units



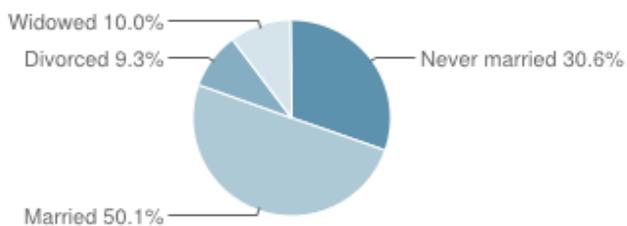
Families

- The percentage of widowed females is among the county's highest.
- There are 2,589 families headed by a single parent, a rate of 17.4%, about average for the county.

Males



Females



Montebello Police Department

The Montebello Police Department is a full-service organization committed to traditional values of close community involvement and the value of the individual employee. The Montebello Police Department is big enough to provide challenge and variety, yet small enough to treat each employee as a person, not a number. Upward mobility is stressed, with an emphasis on promoting from within whenever possible.

The agency consists of 66 sworn officers and 26 civilian personnel organized into three divisions: Field Services, Investigative Services, and Support Services. A Reserve Officer Corps, Police Chaplain Corps, Police Explorer Program, and Citizens on Patrol program augment the Department. The Department maintains specialized units in many areas, including Traffic Investigations, Adult and Juvenile Investigations, Narcotics Investigations, Gang Investigations, K-9 Unit, and Training Bureau. Selection to specialized assignments is made based on the employee's knowledge, interest, ability, and performance in their current field. Individual career development is encouraged through extensive advanced training and educational assistance programs. Montebello's homicides are investigated by the Los Angeles County Sheriff's Department and complex personnel investigations are usually contracted to an outside firm.

Chief Kevin McClure joined the Department in April 2011 after a 30-year career with the Los Angeles Police Department. In addition to Chief McClure, the Department's management team consists of two captains, six lieutenants, ten sergeants, and two civilian supervisors. The two captains were recently promoted to those positions.

The Montebello Police Department is a modern, progressive agency, which tries to take advantage of the rapid advancements in law enforcement technology. The Communications, Records, and Investigative units make extensive use of computer-aided dispatching and report management systems.² The Department has its own Communications Unit with two dispatchers, one lead and one dispatcher, on duty 24/7. On Friday and Saturday, a third dispatcher is added from 1800 to 0200 hours. Part-time dispatchers are used to fill vacancies, planned or unplanned, and to augment staffing for special events. In a worst-case scenario, there are officers who are qualified to dispatch calls who can be hired on an overtime basis.

School Police

There are eleven public schools in the city of Montebello: five elementary, two middle, and four high schools. In addition to policing provided by Montebello PD, those schools are serviced by officers from the Montebello Unified School District Police Department. Those officers work at the schools part-time and handle most incidents of a minor nature that occur on school grounds. During non-school hours there is usually, but not always, one field unit to service the entire district, which includes Bell Gardens, Monterey Park, Pico Rivera, and East Los Angeles. In addition to the public schools there are eight private schools in the city: six elementary and two high schools.

² Montebello Police Department Website.

Crime Rate

Crime in the city of Montebello decreased dramatically from 2005 to 2009 when compared to the level of crime reported from 2000 to 2004. This was especially true of violent crime, which decreased from an average of 308 violent crimes per year in the first half of that decade to 242 violent crimes per year in the second half. Crime in the year 2010, the most recent year available from the Department of Justice's Uniform Crime Reporting System, showed continuing declines in violent crime. In 2010, there were 214 violent crimes in the city compared with an annual average of 275 violent crimes for the preceding ten years. Property crimes also declined during those years, though at a less-remarkable rate. The men and women of the Montebello Police Department should be justly proud of their accomplishments in making their city a safer place to live and work.

The costs to a community associated with crime go well beyond the consumption of police services. Measurable costs include loss of property, medical treatment, lost productivity, and crime-prevention expenditures by businesses. The incalculable costs related to the community's quality of life are equally significant. The fear of crime and the emotional effects of victimization can dramatically affect the community's sense of well-being and sap the vitality of business and tourism activity.

In 2010, the RAND Corporation's Center on Quality Policing published a report titled *Hidden in Plain Sight: What Cost-of-Crime Research Can Tell Us about Investing in Police*. This report provides an excellent overview of contemporary research on the cost of crime and effectiveness of police in preventing crime. The report's stated purpose is to assist community leaders in understanding what the current social-science literature can tell them about the value of investing in their police. A copy of the Rand report is included in this management study as **Appendix A**.

STUDY METHODOLOGY

This study began with a series of meetings with Chief McClure and his two key assistants: Captain Brad Keller, Investigations and Support Services, and Captain Luis Lopez, Patrol Operations. During those meetings, the scope of this project was refined and concurrence was reached on the study methodology. The primary focus of the study was to conduct a survey of Department employees to determine if the changes that have been instituted truly are being accepted and embraced, to determine if those changes have been effective, and to identify any additional changes that need to be made. Consequently, it was important to include demographic data in the survey instrument in order to assess perception differences, if any, between the employees by rank, duty assignment, work shift, and tenure. It was also important to determine if perceptions were shared by all Department employees, both sworn and civilian. Numerous reports and documents were reviewed, the most significant of which were:

- Montebello Police Department Organization Chart
- Montebello Police Department Beat Plan & Shift Assignment
- Montebello Police Department Shift Schedule January to May 2013 (exemplar)

- Duties & Responsibilities of the Communications Unit
- Duties & Responsibilities of the Records Unit
- Montebello Police Department Training Policy
- UCR Crime Report Data
- Montebello Police Department Weekly Stats Report, 2/3/13 to 2/9/13 (exemplar)

In addition, numerous publications and research documents were reviewed from the POST Management Counseling Services Bureau (MCSB) library. Those found to be most relevant are included as appendices to this report.

EMPLOYEE SURVEY

Design and Methodology

Using POST's templates for previous organizational surveys, a draft survey instrument was developed to assess the perception of Montebello PD's employees regarding its strengths and limitations, and to identify the opportunities and challenges it faces. A draft was prepared and submitted to Richard Bond, MCSB Bureau Chief, and Dave Hoig, MCSB Senior Consultant. The survey instrument was then submitted to Montebello PD's management team for their review and to obtain concurrence from any affected employee organizations. The final survey consisted of 35 multiple-choice and 5 narrative questions. Each multiple-choice question included space for the responder to provide narrative comment on the question. The survey was designed to be completed in approximately 30 minutes. The survey is included in this report as **Appendix B**.

With consensus reached, the survey instrument was distributed to the employees beginning on March 11, 2013. Consideration was given to administering the instrument online or via Department email; however, POST's experience has shown that those delivery mechanisms tend to achieve lower rates of return. Supervisors were instructed to hand the surveys to their subordinates and ask them to fill it out during their shift. Employees then placed their completed surveys in a tray at random and anonymously throughout their shifts.³ Completed surveys were collected and picked up by the POST auditor. The last survey was submitted March 30, 2013. The entire process of distributing and collecting the surveys took just over two weeks.

Survey results were entered onto an Excel spreadsheet, which, though time consuming, facilitated a thorough analysis of the responses. The survey's quantitative results are included in this report as **Appendix C**.

³ Employees were assured their responses would be confidential and only used to report the collective views of various work and demographic groups.

Demographics

The first ten survey questions were designed to gather critical demographic data about the respondents. Factors such as rank, assignment, and tenure were collected to provide Department management with layered insight into employee perceptions. That way the study can identify differing perceptions among those groups.

Rank and Assignment

The following chart provides a summary of the respondents by rank and assignment, and identifies the total population for each of those factors.

Survey Responses

Strata	Population	Responses	Percent
Sworn	66	48	72%
Non-Sworn	26	18	69%
Total	92	66	71%
Line	72	56	77%
Supervisor	11	8	72%
Manager	9	2	22%
Patrol ⁴	47	35	74%
Communications	11	7	63%
Records	11	10	90%
Other Clerical	2	0	0%
General Investigation	14	8	57%
Special Enforcement	5	5	100%
Support	2	1	50%

The response factor of 71% exceeds response level normally experienced for these engagements. That was very encouraging, speaks highly of the employee's commitment to their Department, and provides a reliable sampling upon which to base study findings.

⁴ The response from Patrol was evenly distributed among shifts.

Travel Distances

Four respondents reported traveling 5 miles or less to work; 31 reported traveling 5 to 20 miles; 25 traveled 20 to 40 miles; and 4 reported traveling more than 40 miles to work.⁵ Only 4 of the respondents reported carpooling (3) or using public transportation (1).

Time on the Job

The most interesting demographic was the respondents' time on the job. Fourteen respondents reported having 5 or fewer years; 18 having 5 to 10; 22 having 10 to 20; 9 having 20 to 30; and 3 having more than 30 years on the job. If this self-reported tenure extrapolates to the entire population, there are a substantial number of employees with tenure at or beginning to approach retirement. It would be prudent for the Department to conduct a review of its potential attrition over the next 10 to 15 years and begin to plan for that attrition and the institutional knowledge that can be lost with those retirements. (This issue is discussed further under Succession Planning in the Key Points chapter of this report.)

Child Care

Eighteen of the respondents (25%) reported that child care was a significant issue in selecting their work schedule. Fourteen of those respondents were sworn and the other four non-sworn. Eleven of the 14 sworn respondents worked Patrol (3/12 schedule). Only one of the 18 respondents worked a 5-days-per-week schedule. Most of the respondents (12) in this category traveled 20 to 40 miles to work (one way). Eight of the respondents had 5 to 10 years on the job, 4 had 10 to 20 years, and 4 had 20 to 30 years.

Survey Results

The remaining 25 survey questions examined the respondents' perceptions on a variety of issues. Three of the respondents assigned every question the maximum negative rating, but provided no comment whatsoever; and one respondent marked "no opinion" for every question, again with no comment whatsoever.⁶ The findings in this section of the report eliminated those four "statistical outliers." The following chart identifies the issues and over-arching categories addressed in the survey.

⁵ Distances reported were one-way.

⁶ There was no such pattern of responses that were very supportive.

Survey Issues & Categories

Category	Issue	Question(s)
Organizational Effectiveness	Mission & goals	10, 11
	Communication	13
	Accountability	19
	Organizational structure	14, 23, 31, 32, 33
External support	City & Community Support	20, 21
Individual support	Feedback	16, 17,
	Evaluations	18, 29
	Training	24, 34
	Recognition	15, 28
	Valued	27, 30, 35
Job support	Information	22
	Workload	12
	Resources & Equipment	25
	Technology	26

Organizational Effectiveness

The nine questions in this category received overwhelming support from the respondents. In fact, there were only 23 negative classifications out of the 558 possible responses (4%).

Almost every respondent strongly agreed they were proud to work for the Montebello Police Department (Question 10) and that their work provided them with a sense of personal accomplishment (Question 11). Several respondents commented they would not have said that a few years ago and credited the Chief and his new administration with creating the change.

The respondents felt strongly that the Department's mission and goals have been communicated to them very clearly (Question 13).

Respondents were somewhat less enthusiastic, but nonetheless agreed that the Department investigates personnel complaints thoroughly and objectively (Question 19).

Again, there was strong support for the current organizational structure (Question 14), a sense there are clear lines of authority and responsibility (Question 23), and that teamwork was valued (Question 31).

Respondents felt there was good cooperation among Montebello PD work units (Question 32) and that the Department collaborated effectively with other agencies (Question 33).

Respondent comments in this and many other categories were highly supportive of the Chief and his new command staff. (This will be discussed in detail in the Response to Open-Ended Questions section, which follows.)

External Support

There were two questions in this area, one asking employees if the majority of the community viewed the Department favorably and the other asking them if the Department enjoyed the support of City leaders. Nine of the respondents had no opinion on either question, eight had no opinion on City support, and six had no opinion on community support. Of the remaining responses, 67% agreed or strongly agreed that the community viewed the Department favorably; however, 58% disagreed or strongly disagreed with the statement that the Department enjoyed the support of City leaders. Many of the respondents cited budget cuts and the lack of pay raises as the primary reasons they felt a lack of support from City leaders. Those sentiments were repeated in responses to the open-ended questions.

Individual Support

The 11 questions in this category were designed to test the respondents' perception of the Department's support for them as individuals. Of the 682 possible responses, only 76 received a negative evaluation (11%). Very few of those negative evaluations came from non-sworn respondents. Interestingly three of the five sworn supervisor respondents accounted for a significant number of the negative evaluations (20%).

Most respondents agreed that they worked in a supportive environment (Question 16) and received constructive feedback to improve their performance (Question 17). Only five respondents disagreed with those statements.

To a lesser extent, respondents agreed that performance evaluations were generally fair and timely (Question 18), and that promotions and special assignments were based on merit (Question 29); however, 11 of the respondents disagreed that evaluations were fair and timely (17%). The majority of the comments associated with those evaluations stated the evaluations were generally fair, but seldom timely.

Respondents agreed they received basic training to do their jobs effectively (Question 24); however, there was substantially less agreement that they had adequate opportunity for professional growth (Question 34). Only 6 of the respondents felt they did not receive adequate basic training, but 16 (25%) felt the opportunity for professional growth was inadequate.

Most respondents felt they received appropriate recognition (Question 15) and that the Department treats its employees fairly (Question 28). Those perceptions were especially strong among the non-sworn respondents. There were only 13 negative evaluations regarding this issue.

Most respondents agreed that the Department makes good use of its employees' skills and abilities (Question 27). There were only three negative responses to this question; two of those were non-sworn employees assigned to Records who felt they were under-utilized and under-appreciated.

The respondents felt the Department encouraged the sharing of new ideas (Question 30) and they were encouraged to maintain a balance between their personal and professional lives (Question 35). Most of the negative responses focused on the inability to take time off due to staffing shortages.

Job Support

The four questions in this category were designed to obtain the respondents' perception on information, workload, and resources to assist them in performing their duties.

The vast majority of the respondents felt they received adequate information to do their jobs (Question 22). Only four respondents disagreed with that statement. Many of the responders commented on the excellent quality and quantity of information being published by the Department's relatively new Crime Analyst.

Most respondents agreed, though few strongly, that their workload was generally manageable (Question 12); however, 14 respondents disagreed with this statement, 9 from patrol, 4 from detectives, and 1 from records.

Most respondents marginally agreed that they had the resources and equipment to do their job well (Question 25), though many commented that the technology was wholly inadequate and they had only recently begun receiving replacement vehicles for their depleted pool of cars.

There was near universal agreement that the Department's technology is inadequate and needed to be upgraded (Question 26). Twenty-five (37%) of the responders gave the current technology very low evaluations.

Response to Open-Ended Questions

At the end of the survey, respondents were asked five open-ended questions. After carefully sorting through the responses, a synopsis is provided below.

- *What do you perceive to be the Department's two greatest strengths?* The overwhelming response was the "new" Chief's openness, sincere concern for his people, and consistency in leading the Department. Several comments were made that those leadership traits are reflected in his newly appointed command staff. They also cited the excellent people, teamwork, and camaraderie that have been part of Montebello PD for many years. Finally, several commented on the positive change from cronyism to a system based on merit and demonstrated ability.

- *What would you identify as two opportunities for improvement?* The most frequent improvement mentioned was establishing some consistency in supervision and ensuring supervisory compliance with established policy. Other frequently mentioned improvements were:
 - Making the pay scale comparable with surrounding agencies
 - Improving technology and equipment
 - Improving communication with the public, particularly through the Department's website
 - Staffing Communications with three dispatchers from 0800 to 0200 every day

- *Other than additional staff, what could be done to better manage the Department's workload?* Several suggestions were made by multiple respondents, including:
 - Find an alternative to sending field units to take "cold" reports
 - Emphasize online reporting to the community
 - Streamline reporting and eliminate redundant reports
 - Utilize CSOs more effectively
 - Give Communications the authority to refuse sending a unit on an anonymous call of non-criminal activity

- *If you could change two things about the Department, what would they be?* Establishing supervisory consistency was the most frequent comment made. Other comments were:
 - Require more "turn-around" time for special units
 - Follow our policies and have one set of rules for everyone
 - Improve communications between Patrol and specialized units as well as between administration and line staff
 - Establish a formal employee recognition program
 - Improve our technology

- *Provide any other comment's you believe would be helpful to this study.* The most frequent comment was the esteem in which Chief McClure and his command staff are held. Comments included:
 - Chief McClure has gained nearly universal approval from the Police Department employees. He is very approachable and supportive of officers. The Department's leadership is moving forward.

- I believe our current Chief is doing the best job with what he is given. His respect toward us officers is very comforting. We have not had a good leader in many years (25-year veteran).
- This Chief has done a great job; we are headed in the right direction (30-year veteran).
- We finally have a strong administration leading us in the right direction (patrol supervisor).
- Our Department has come a long way in the past few years and we are on track to become a premier PD, but we need more officers and comparable pay (20-year detective).

The second-most-common comment focused on the need for the City to demonstrate its support for its Police Department. There were also several comments regarding the need for sworn **officers** (not supervisors or managers) to show their appreciation for the support provided to them by the non-sworn members of the Department.

Follow-up Interviews

In addition to interviews with Chief McClure, Captain Keller, and Captain Lopez, POST conducted interviews with a representative cross-section of mid-managers, supervisors, and line staff, both sworn and civilian, as a follow up to the employee survey. The goal of these interviews was to obtain additional insight as to the pertinent organizational and operational factors affecting the Department. These interviews allowed POST to “dig deeper” and go beyond the results of the survey to gain a more comprehensive understanding of prevailing issues within the Department. Participants were assured their input would be completely anonymous. Interviews were conducted with the following employees by classification:

- A Patrol Watch Commander
- A Field Supervisor
- A Records Supervisor
- A Communications Supervisor
- The Department’s Crime Analyst

The interviews of these key personnel essentially validated the survey’s findings. Employees completing the surveys appeared to be quite candid in their responses, and there were very few points made by only one respondent. Consequently, POST was fairly confident that it received a good cross-section of thoughtful input from the survey respondents. These interviews validated that perception. Following is a synopsis of the interviews by topic.

- **V**

iew of the Department Similar to the survey responses, the employees interviewed expressed a deep loyalty and affection for the Department. They felt employees may be able to find higher paying jobs with other agencies, but they were unlikely to find the camaraderie and job satisfaction that is so much a part of the Montebello Police Department. There is widespread sentiment that Department employees have worked with the City during the fiscal crisis of the last few years, and now that the fiscal crisis seems to be abating, they expect that City leaders will make efforts to give them pay parity with surrounding agencies. They very much appreciate the new cars that are arriving and are hopeful that other equipment deficiencies will be corrected, especially the shortage of quality technology. This is very consistent with the survey's findings.
- **C**

hief McClure Chief McClure has done a remarkable job of turning the Department around. Promotions and specialized assignments are no longer given on the basis of personal friendships, but awarded on the basis of demonstrated merit. His more recent promotions, especially those at the management levels, were widely applauded. In short, his first two years as the Chief of Police have turned a lagging department into one of enthusiasm, confidence, and optimism for the future.
- **W**

orkload There was support for the Department to step back and take a look at the way it handles calls for service and generally responds to community requests for police service. Too many calls should be handled by a CSO, but are given to Patrol when a CSO isn't working. There was also support for the survey finding that the community needs to be educated on using the Department's website to obtain answers to routine questions and to submit non-emergency reports through the online reporting system. Again, this was consistent with the survey's findings.
- **O**

rganizational Communication Several survey respondents commented that the Department needed to improve its internal communications. Patrol respondents expressed the need for more input from detectives, and supervisors expressed a need for more information from administrators. That included some explanation for changes so they can be communicated to line personnel. Apparently, there used to be a monthly supervisors meeting during which changes and their rationale were discussed, but those have not been held in some time. Consequently, supervisors or line personnel will hear about a change and the "rumor mill" will take over until the rumor is confirmed, modified, or eliminated. Much of this internal confusion could be reduced or even eliminated with a more structured, reliable system of internal communications.⁷
- **R**

esources, Equipment, and Technology For many years equipment has been deteriorating and

⁷ A recommendation in that regard is provided later in this report.

perishable resources have become scarce. Employees are seeing improvements in this area. New cars are being put in the field to replace cars that have become unreliable. There is hope that this trend will continue and that employees will have the resources and equipment they need to do their jobs.

There is not quite the same level of optimism when it comes to technology. Employees have seen much more sophisticated automation in other departments as well as in private industry. The general sense is that the Department's technology is so outdated that it may never catch up. Similar to the input received through the surveys, there seems to be a lot of time spent re-entering the same data on multiple forms and completing too many forms to accomplish a relatively simple task.

- **C**
Civilian Employees The civilian employees generally felt their work was appreciated by the Chief and his management team; however, they felt that line officers could be more appreciative of the work they do to support them. Several civilians felt there were limited opportunities for advancement for them at Montebello PD, but at the same time recognized that advancement limitations are inherent in smaller departments.

KEY POINTS DERIVED FROM THIS STUDY

Mission and Core Values

Within too many organizations, mission and values statements are merely framed platitudes mounted on a wall that collect dust. It need not be so. When properly integrated within the organization, mission and values statements should create a sense of purpose, unity, and direction. More specifically, the mission statement should reflect an organization's attitudes, beliefs, and customs, while the statement of values should reflect the fundamental beliefs on which decisions are made and employee conduct is based.

Part of Chief McClure's "top to bottom" review of the entire Department included a review of the Department's Mission Statement and Core Values to ensure they adequately identified its mission and values. It was determined that the Montebello Police Department's Mission Statement describes the collaborative goals and objectives of the agency. Likewise, its statement of its core values affirms those priorities and beliefs that provide a framework for how decisions are expected to be made.

Mission Statement

The mission of the Montebello Police Department is to provide effective and professional police services of the highest quality, in partnership with the citizens we serve, encouraging mutual respect and innovative problem solving, thereby improving the quality of life in our community.

Core Values

Quality: *The quality of a police department is reflected in its people, its leadership, its reputation, and its vision. We are dedicated to selecting, developing and retaining a diverse staff of*

professionals who embrace excellence as their driving force and who continually strive to surpass their previous accomplishments.

Service: *The primary function of the Montebello Police Department is to protect and serve the public. We are "Dedicated to Superior Service" as reflected by our Department Motto and committed to delivering responsive, innovative and courteous service in an impartial manner. We encourage community input and participation in our delivery of police services.*

Integrity: *We recognize that we are employed in positions of trust, responsibility and expectations in our community. We hold ourselves to an elevated standard of conduct and only accept the highest levels of honesty and ethical behavior on the part of all our members. Our citizens, who are also our customers, deserve nothing less.*

Compassion: *The people we serve are individuals who possess the full range of human strengths, weaknesses and needs. Each member of the Montebello Police Department places a high value on customer service. We realize that every contact is unique and that we do not always see citizens in the most favorable circumstances. We will express concern, sympathy and sensitivity for all who need our services.*

Pride: *Police work is a noble undertaking. We believe that we make a difference in our community and we take great pride in our accomplishments. We will exhibit creativity, confidence and courage in meeting the daily challenges of our chosen profession.*

POST found both of these statements to be well crafted and complete; however, if any statement of an organization's mission and values is to be effective, it must be integrated throughout the organization. Specifically, supervisors need to view them as a reliable source of guidance for making their daily decisions and the management team's policies, priorities, and decisions need to reflect the tenets contained in those statements.

With respect to communication, the Department's Mission and Core Values are prominently displayed throughout the police facility and they are each clearly visible on the Department's website. While it may not have been true in the past, the survey results show that today's supervisors and managers are striving to achieve the lofty goals found in these statements. As noted in the earlier section on Organizational Effectiveness, survey responders felt the Department's Mission and Values were being communicated to them effectively, especially during the last two years.

Strategic Planning

Strategic planning is the process to determine where an organization is going, how it is going to get there, and how it will know if it got there or not. The Montebello Police Department does not have a strategic plan in place to provide this much-needed organizational direction.⁸ This is not unusual in law enforcement agencies of similar size, particularly given the dire budget conditions that have beset California's cities for the past several years; however, there is strong evidence that the economy is rebounding and agency leaders need to develop a plan for using additional revenues effectively.

A strategic plan affirms an organization's overall purpose and function. It identifies the results it desires and establishes benchmarks for accomplishing and measuring those results. It serves both as a planning tool and a means of communicating the organization's purpose and goals to its internal and external

⁸ A small committee prepared a plan several years ago, but it was not well received and has fallen into disarray with the changes in command staff.

stakeholders. It also recognizes the steps that must be taken to achieve major organizational goals, and sequences those steps in a plan designed to achieve great things. The strategic planning process also serves to:

- C
clearly define the purpose of the organization
- I
identify external and internal “SWOT” (Strengths, Weaknesses, Opportunities, and Threats)
- E
establish and build consensus around realistic goals and objectives
- D
define time frames within the organization’s capacity for implementation of those goals and objectives
- C
communicate those goals and objectives to the organization’s employees
- C
communicate those goals and objectives to the organization’s constituents
- E
ensure that organizational leadership is "on the same page"
- E
ensure the organization’s resources are focused on its key priorities
- E
establish a basis from which progress can be measured
- P
provide mechanisms to monitor and update the plan when change is needed
- P
provide clear focus for the organization, thereby producing greater efficiency and effectiveness

Most public safety agencies typically view strategic planning as a process for determining where the organization is going over the next three to five years, although some agencies extend their vision ten or more years into the future. Likewise, there are countless strategic planning “models” that can be employed, and any organization seeking to create a strategic plan should first determine which methodology best meets its needs.

POST has provided the following reference materials in **Appendix D** to assist the Department as they embark upon a strategic planning effort:

- International City/County Management Association (ICMA) – Excerpt from Strategic Planning for Local Government, 2nd Edition

- Scottsdale Police Department, Arizona – Strategic Planning as a Management Philosophy
- Example of a law enforcement agency strategic plan (Alameda County Sheriff's Office Strategic Plan 2006-2008)

RECOMMENDATION

- ❖ **Create or amend a written directive which outlines the strategic planning process for the Montebello Police Department. The objective must assign the strategic planning process to a functional unit in the agency.**

Leadership Development and Succession Planning

The quality of leadership consistently exhibited within any police department will be the determinant factor as to its professionalism, effectiveness, and image. As such, leadership development is critical to the sustained success of any law enforcement agency. During their interviews, a number of supervisors and managers indicated that they did not receive active mentoring or development outside of mandated training courses to assist them in transitioning to their new leadership role.

In order to promote ongoing leadership development and mentoring, it is important to identify a coherent leadership model to serve as a basis for these efforts. This model should be built on defined competencies and be sufficiently comprehensive as to have application for all supervisors, managers, and executives, both sworn and civilian.

The following competencies⁹ define the demonstrated knowledge, skills, and capabilities a law enforcement agency should expect of its leaders. While these competencies are wide-ranging and overlap, for illustrative purposes they have been placed in four broad categories consisting of:

- Foundational
- Supervisory
- Managerial
- Executive

It is best to view these categories as a continuum of leadership knowledge and skills which define a path to career success. It is to these competencies that an agency should seek to develop and mentor its current and future leaders. Inherent in this concept is an expectation that as one promotes their mastery of already-achieved competencies, competencies will further develop to meet increasingly complex leadership demands.

Foundational Competencies:

⁹ Adapted from the Sacramento County Sheriff's Department – Leadership Development Program “Leadership Competencies” 2008

- Core Values
- Critical Thinking
- Customer Service
- Decision Making
- Decisiveness and Flexibility
- Equality and Fairness
- Accountability
- Oral Communication
- Problem Solving
- Self-Direction
- Technical Competence and Organizational Awareness
- Reading & Writing Communication

Supervisory Competencies:

- Coaching/Mentoring
- Conflict Management
- Human Resources Management
- Influencing/Collaborating
- Managing a Diverse Workforce
- Responsive Leadership
- Risk Assessment & Consequence Management

Managerial Competencies:

- Change Management
- Ability to Multi-Task
- Innovative Thinking
- Presentation/Outreach Skills

- Process Oversight
- Program Development, Planning, Analysis, and Evaluation
- Resource Management
- Technology Management

Executive Competencies:

- Agency Representation and Collaboration
- Organizational Awareness and Global Perspective
- Strategic Vision

RECOMMENDATION

- ❖ **Incorporate into the strategic plan a formal program of leadership development and mentoring for all supervisors, managers, and executives, both sworn and non-sworn/professional employees.**

As discussed earlier in this report, it appears the Department may have a number of employees who are beginning to approach the retirement stage of their careers. It would, therefore, be prudent for the Department to conduct a review of its potential attrition over the next 10 to 15 years and begin to plan for that attrition and the institutional knowledge that can be lost through retirements. An effective succession plan should not only establish a process for developing potential leaders, but also ensure the development of sufficient staff in key operational areas in order to ensure it can continue providing quality service to its community. While the loss of a chief executive can be tumultuous, the loss of a key detective or field supervisor can be equally devastating. To assist in this endeavor, a 2008 study published by the International Association of Chiefs of Police (IACP) titled "*Succession Planning and Staff Development*" is included with this report as **Appendix E**.

RECOMMENDATION

- ❖ **Incorporate into the strategic plan a succession and staff development plan to ensure the Department has adequate personnel resources in the future. Ensure all personnel have access to the succession plan's opportunities for growth and development. The plan must include both sworn and non-sworn/professional employees.**

Organizational Communication

The effective flow of communication within any organization needs to be reevaluated almost continually to ensure information is being received and understood. That need is particularly acute in a law enforcement organization where critical information must be communicated to a work force working literally all hours of the day and night.

In their survey responses, patrol officers expressed a genuine appreciation for the Chief's efforts to attend their roll calls and discuss a variety of issues with them; however, managers and line staff alike commented on the need to improve communication within the Department. Specifically, they expressed a need for more answers to the "why are we doing what we are doing?" question. They want to know the reasons for decisions so they can be understood and supported. One survey respondent commented, "I shouldn't hear about change from the union before I hear about it from management." That sentiment was expressed several times during the survey and in some of the interviews. The most common suggestion made was the Chief should consider reactivating the monthly (or quarterly) supervisors meetings where various issues can be discussed. They felt this would ensure that everyone clearly understands what is expected of them and, equally important, promote more consistency in supervisors.

The Department appears to be making good use of its technology to keep staff informed; however, the downside of technology is the information flow can reach a saturation point and overwhelm the individual or simply be ignored. There is no substitute for the personal touch and, when important information needs to be delivered, nothing can take the place of a command staff member personally briefing employees on those issues.

RECOMMENDATIONS

- ❖ **Hold regular supervisors meetings to facilitate internal communication and promote supervisory consistency.**
- ❖ **Create or amend a written directive which outlines a comprehensive communications plan to facilitate internal communications, including management bulletins, training bulletins, and Montebello Police Department employee "town hall" meetings.**

Organizational Accountability

The information collected for this study points to the fact that the Chief and his command staff are holding people accountable for their actions. Several survey respondents noted this has not always been the case and they universally applaud the new management team's efforts in this area. The surveys and interviews alike note more needs to be done in this area, especially regarding supervisory consistency, but the Department is on the right track and moving in the right direction.

The Chief holds a quarterly Risk Management meeting with his two captains. In that meeting, they review all high-risk incidents including uses of force, pursuits, traffic collisions, arrests for interfering, legal claims, and lawsuits. The material is viewed not only by individual, but by work groups also to identify any

patterns that may indicate increased risk. Appropriate action is taken to correct or mitigate any pattern identified. The Department should be commended for this very progressive and necessary approach to managing a law enforcement agency's risk.

One area that did appear to be in need of improvement is the timeliness of personnel evaluations. There were several comments made in the survey responses that annual evaluations, while generally thorough and accurate, were seldom completed in a timely manner. Rather than trying to complete evaluations while on duty, some departments have found it more efficient to have the supervisor telecommute and complete the evaluations away from the station to avoid distraction and interference. This "administrative time" can be built right into the agency's work schedule so there are sufficient supervisors available to support field operations.

RECOMMENDATION

- ❖ **Create or amend a written directive which provides for the timely completion of personnel evaluations and holds executive managers accountable for their subordinates' timely completion of evaluations.**

Employee Recognition

Chief McClure summed it up best when he said, "We do well on supervisory comment cards and presenting our people with medals, but we need to do more in the middle." That summation was evident in the survey responses and interviews.

Employee recognition is not just a nice thing to do for people, it reinforces and rewards the actions and performance the organization most wants to see people repeat. Studies show that employee recognition, when linked to the organization's mission and goals, effectively increases commitment, loyalty, and retention.

Employee recognition programs can be both informal and formal. Informal programs center around the day-to-day interaction between supervisor and employee and include supervisors giving compliments and credit to an employee when appropriate. Formal programs are memorialized in organizational policy statements. The Montebello Police Department currently has a formal recognition program for their employees; however, it is not clear whether this program includes non-sworn professional employees.

Key Elements

The following points are essential to giving employees the recognition they deserve. Such routine recognition should be considered a fundamental component of effective organizational leadership.

- **Pay attention**
- **Inspire effort**
- **Reward the right things**

- **Ensure equal opportunity**
- **Be timely and sincere**
- **Be consistent and objective**
- **Recognize teamwork**
- **Recognize leadership**
- **Tell your boss**
- **Give recognition up the chain**

Formal Employee Recognition Programs

Employee recognition programs provide the means to publicly recognize and reward individual employees and work groups for excellence in support of the agency's mission and goals. Formal programs are not a substitute for day-to-day recognition. The underpinning of any formal program is a robust culture of routinely providing informal recognition of employee efforts. A formal program will fail to achieve its objectives without such foundational support.

The structure of a formal recognition program is limited only by a department's imagination. An effective program should include all the essential points of employee recognition noted above. In addition:

- Fairness and consistency in bestowing recognition and awards is imperative.
- Recognition must supply specific information about what behaviors or actions are being rewarded and recognized.
- All employees should be eligible for some form of recognition. No single reward format will serve all employee classifications.
- Avoid competitive awards as they are often counterproductive because only a few can win. Those who do not win despite superior performance may actually end up demoralized.
- High visibility – This is a time to publicly celebrate the agency's good works. Showcase them within the agency and publicize them to the community.

RECOMMENDATION

- ❖ **Review the employee recognition program to ensure proper recognition of the good work being done by all employees, sworn and non-sworn. Publish the recognition program in a written directive and/or policy statement codifying the program well into the future.**

Civilian Employees

The survey responses and interviews all support the conclusion that civilian employees feel included and an integral part of the Department. They particularly cited Chief McClure and his management team's efforts to recognize their work and go out of their way to stop and visit with them. Several comments were made that some officers, particularly some individual detectives and patrol officers, needed to be more courteous and appreciative of the support civilian employees provide to them; however, these were individual shortcomings, not systemic or widespread.

Best Practices

While the Department is doing well in this area, POST has found that the following measures serve to fully support the civilian employees' personal sense of recognition and organizational value. They are provided here only as a way of ensuring the Department's continued support for all of its employees.

- Managers and supervisors should use language that is inclusive of civilian employees.
 - Seek to avoid the sense of exclusion that can result from inadvertent oversights.
 - Statements such as "it's a proud day for those of us wearing the badge" when civilian staff participated with their own contributions could offend those civilian staff members.
 - Inclusive language sends a message to both civilian staff and the agency's sworn personnel that civilian employees are valued and viewed as central to the success of the organization.
 - Whenever appropriate, memos, orders, newsletters, SOPs, unit commendations, and other documents should be inclusive and address "all personnel."
- Departments should examine and, where needed, revise performance evaluation forms to ensure they are appropriate for civilian-held positions.
- Civilian employees should be included in a wide range of training programs. Civilian employees need to be provided training that enables them to perform their duties in an effective and safe manner. Joint training with sworn staff on topics of mutual interest is particularly valuable. This increases the amount of training available to civilians and fosters greater understanding between sworn and civilian staff.
- Civilian employees can be used as trainers for some classes attended by sworn staff. Due to their areas of expertise, civilian staff may be the best choice as trainers on a number of topics.
- Affected civilian staff should always be included in debriefings or counseling sessions made available after critical incidents. Work done in Communications during a field emergency is just as critical as the officers' response.
- Employee assistance programs should be made equally available to all civilian employees.

- Civilian managers and supervisors should be included in staff meetings. These employees have a great deal to offer in the way of information and experience and should be recognized and treated as part of the leadership team.
- Include civilian staff as members of any advisory or planning committees.
 - On almost any issue it is important to incorporate the civilian employee perspective to ensure a fully informed conclusion or plan.
 - Civilian employees often closely interact with other agencies and government entities and thereby have knowledge that sworn staff may not have.
- Award and recognition program should be structured to allow opportunities for civilian employees to be recognized for distinguished service.
 - The award program should include recognition for civilian accomplishments. “Employee of the Month” programs that are inclusive of civilian employees and other similar forms of recognition are very well received.
 - Some agencies have instituted a civilian employee appreciation week with department-wide events recognizing their unique and essential contributions.
- Civilian employees should have a clearly defined role in community policing and outreach efforts.
 - To be successful, the entire agency must understand and support the community-oriented policing philosophy.
 - In many cases, civilian employees are the main, or only, point of contact for many citizens. Having them trained and integrated into community policing efforts makes sense.
 - Civilian employees can be effectively used for community outreach. For example, a Records Section employee may be the best person to teach citizens how to complete a basic crime report.

Customer Service

The relationship between any police department and the community it serves can, at times, be a fragile one. Good police-community relations require constant monitoring and nurturing. Equally important, experience has shown that the most effective way of dealing with a police/community crisis is to develop a deep reservoir of trust, respect, and good will *long before* the crisis occurs.

Based on our observations, the Montebello Police Department is a fundamentally sound police force whose members conduct themselves professionally on a day-to-day basis. Unfortunately, the Department

has had to discontinue its community relations positions over the past few years due to budget cuts, so there has not been any feedback or analysis of how the community views its services in quite some time.

To compensate for similar shortcomings, some departments require supervisors to do a “Quality Control Check” on calls for service to see if the appropriate level of service was provided. Other departments have partnered with local colleges and universities to have graduate students conduct community surveys as part of their graduate-level studies. The department receives the benefit of the information and the students are able to apply their academic skills in a real-world setting.

An article included in the National Institute of Justice Journal Issue No. 256 *“Making Every Encounter Count: Building Trust and Confidence in the Police”* discusses how every law enforcement interaction with the public – both pleasant and unpleasant – can greatly affect the community’s level of satisfaction with the police. A copy is included in **Appendix F**.

RECOMMENDATION

- ❖ **Implement a regular system of evaluating the level of customer service provided to the community and codify the procedure in a written directive or policy statement.**

Another obstacle the Department faces in nurturing its police-community relations is the large percentage of non-English-speaking populace within Montebello. While the Department has a sizeable number of bilingual employees, language and cultural barriers can impede the Department’s ability to connect with those communities. To further assist in bridging those barriers and increasing accessibility to police services, the Department should augment its website to include the most common languages used in the city. For example, the Department’s current webpage is in English and has a tab for filing a report online. When the user places the cursor over the online report tab, a menu box offers the forms in Spanish, French, or Chinese; however, the user needs to read enough English to find that option.

The Vera Institute of Justice, in cooperation with the U.S. Department of Justice Office of Community Oriented Policing Services, has produced a beneficial report titled *“Overcoming Language Barriers: Solutions for Law Enforcement.”* This report explores how law enforcement agencies can strengthen police-community relations by developing and implementing a viable language access plan. A copy is included in **Appendix G**. POST also recommends a Web-based training course titled *“Communication: Keeping Your Edge,”* which is offered on the POST Learning Portal. This course meets the requirement for perishable skills training in communication and counts toward either the interpersonal or tactical communication requirement. It is available at <https://lp.post.ca.gov>.

Training

The vast majority of the survey respondents felt they received sufficient training to perform their duties effectively. The Department has also issued a training policy, which includes the Department’s training

plan and establishes an efficient procedure for employees to request training.¹⁰ The Department appears to be in very good shape in this critical area.

WORKLOAD MEASUREMENT

The Montebello Police Department, like many law enforcement agencies, finds it difficult to define, measure, and verify its performance. Officers, supervisors, and support staff all know they are working hard, but except for several specialized units, they have trouble quantifying it. Field officers do not complete a daily log, but the MCTs in their patrol units capture their activities in the CAD system.

Because there are no daily reports for the field units, there is no routine report providing managers with comprehensive data regarding Patrol's daily activities. That lack of quantitative information on performance and productivity deprives the agency of a sound, objective basis for supporting its use of budgeted resources. Such measurements need to go well beyond quantifying arrests and citations, but need to include variable such as the frequency of self-initiated activity, which is one of many ways to measure an agency's focus on community-oriented policing. Workload measures also provide a rational basis on which to request additional resources when that opportunity presents itself.

Best Practices¹¹

Law enforcement best practices call for the development of a system designed to capture and document meaningful workload indicators. Such a system offers agency leaders a valuable management tool by providing them with a snapshot of unit and individual productivity and performance. In terms of what specific workload indicators are measured, those decisions are best made by the agency and representatives from each working unit.

Identifying the correct performance measures is likely to be a challenge. It is important to distinguish those measures that are necessary and informative from those that are merely interesting. Collecting too much data wastes valuable resources and overwhelms the process. At the same time, defining performance measures offers opportunities. It encourages the Department to reflect on different ways to think about police work and accountability for the work product. The confirmation of workload indicators which reflect the functions that staff performs will provide structural support for a department's policing philosophy. It can also be a valuable aid in the implementation of organizational change. In that regard, a Police Executive Research Forum report to the National Institute of Justice titled *"Implementing an Agency-Level Performance Measurement System – April 2006"* provides an in-depth guide to performance expectations, measures, and accountability structures. A copy is included in **Appendix H**.

Once meaningful workload indicators are established, it is important to standardize a reporting format. One commonly utilized methodology is based on a monthly report that allows for comparison of current

¹⁰ Published May 30, 2012.

¹¹ POST recommends the following text as pertinent to issues of organizational accountability and performance measures: Moore, Mark. 2002. *Recognizing Value in Policing – The Challenge of Measuring Police Performance*. Washington, D.C.: Police Executive Research Forum.

month and year-to-date data against the prior year's matching month and year-to-date data. This provides unit members, supervisors, and managers with the ability to assess performance. These reports can be used to identify more active work periods over the course of a year and assist in developing deployment strategies which allow for a more tailored, efficient response to increases or decreases in workload levels.

RECOMMENDATION

- ❖ **Identify meaningful workload indicators for measuring performance and productivity, then develop a process for the collection and reporting of that data and codify the procedure in a written directive or policy statement.**

STAFFING AND PATROL DEPLOYMENT

Shift and Beat Assignments

The Department uses a six-beat plan and deploys a minimum of six patrol cars at all times. One field sergeant and a lieutenant watch commander are also deployed at all times. Officers are hired on an overtime basis to maintain those minimums. One motor unit is deployed on the Day shift, usually during the regular business week. One additional patrol unit is deployed on Thursday night, and two additional units are deployed on Friday and Saturday nights due to increased call load on those nights.

Patrol is on a 3/12 compressed work schedule with shifts starting and ending at 0600 and 1800 hours daily. There are four shifts or "teams," with two teams on Day shift and two on Night shift. Each team works an eight-hour "payback" every other Wednesday along with four hours of overtime to make up a complete 12-hour shift for that day. A Team 5 was designed to be a cover shift and, if fully staffed, would eliminate the need for the Wednesday overtime.

There are few, if any, discretionary resources available to the Department's managers. The beat plan appears to be reasonable, especially given the myriad communities that make up the city of Montebello. It appears the Department has maximized its efficiency of deployment given its limited resources. Given the automated nature of computer-aided dispatch (CAD) systems, however, it is necessary to review the programmed dispatch priorities to ensure they reflect the agency's current needs.

RECOMMENDATION

- ❖ **Review the current CAD system to ensure its call prioritization and other automated dispatch policies reflect the Department's current priorities.**

Alternatives to Dispatching Patrol Units

One area in which the Department may be able to leverage additional efficiencies is through the use of alternatives to a traditional patrol response for selected calls for service. Several of the interviews and survey respondents discussed a more efficient use of Community Service Officers (CSOs). When these part-time civilian employees are working, they take reports in the field and perform other support work of a

non-emergency nature. When they are off, Patrol units are dispatched to take those reports. Many of those reports could wait until a CSO is working and could be handled through an appointment system. Oftentimes people want to make a report, but are willing to wait until it is convenient. In fact, knowing someone will be there at a particular time is often preferable to waiting an unknown amount of time for a unit to arrive. That scheduling function could be done quite easily through Communications.

Another area that could help reduce unnecessary call load is the online reporting system. The system itself seems adequate for the purpose, but several survey respondents suggested it receive more publicity. Another suggestion was that the Department include more information on its website so people can go there for simple questions rather than calling the station.

Finally, the Department may want to review its call load arising from activated burglar alarms. POST has included a Model Burglar Alarm Ordinance in **Appendix I**. This model ordinance was prepared through a joint effort between the National Burglar & Fire Alarm Association (NBFAA) and the False Alarm Reduction Association (FARA). The NBFAA is an association that promotes electronic security and life safety services in the United States. The FARA is an organization comprising law enforcement and fire officials from throughout North America who administer and implement false alarm reduction programs.

RECOMMENDATION

- ❖ **Review current dispatch policy and consider alternatives such as scheduling reports for CSOs and encouraging the community to submit certain reports electronically; codify the procedure in a written directive or policy statement.**

CRIME ANALYSIS

The only survey question that exceeded the respondents' enthusiasm for the "new" Chief and his management team was their enthusiasm for their new crime analyst. About one year ago, the Chief brought a trained and credentialed crime analyst on board from another department. Though part time, she has proven herself to be a valuable member of the crime-fighting team. Patrol officers commented on the quality of the information they now receive in roll call, and detectives mentioned how she identified leads, not just in Montebello, but in other jurisdictions as well.

Without question, crime analysis is one of the most effective "force multipliers" available to contemporary law enforcement. A crime analysis program can successfully augment staff resources in both patrol and investigations through the delivery of timely intelligence data which serves to focus those policing efforts. Crime analysis has a positive impact on the performance and effectiveness of community-oriented policing, directed enforcement activities, and follow-up investigative efforts.

A properly managed crime analysis program will be able to:

- Provide an abundance of statistical information with various descriptors of events
- Consolidate and evaluate data from a wide variety of sources, such as:

- Crime reports
- Incident reports
- Field observation cards
- Pawn/salvage tickets
- Gang files
- Career criminal and parolee/probationer information
- Perform trend analysis utilizing computer mapping programs that track crime patterns and hot spots as they develop

Crime analysis technology is advancing at an exponential rate of progress. An established crime analysis program provides a framework for a department to implement the latest “cutting edge” tools. For example, predictive policing is rooted in the concept that it is possible, through advanced computer analysis of information regarding previous crimes, to predict where and when future crimes may occur. Programs are currently being refined that, in more optimistic scenarios, could enable law enforcement to anticipate and possibly prevent, many types of crime. *Law Officer Magazine* has published an excellent article on the role of the crime analyst which highlights these potential benefits. A copy is included in **Appendix J**.

The Police Foundation is a good source for information on crime analysis and mapping. They have a number of excellent reports in the Electronic Library section of their website that can be downloaded free of charge. These resources can be located at www.policefoundation.org. POST offers one caution: although a crime analyst will often be working with some of the same statistical data that provides the basis for workload indicators that measure performance and productivity, a department should not saddle the analyst with the primary job of collecting this data for that purpose. To do so would undercut the primary mission of the analyst – the detailed review of intelligence data to discern crime trends and hot spots.

One issue we did notice is that Montebello’s current crime analyst is not a member of the regional Crime Analyst Association. The dues to join that organization are approximately \$120 per year; money which would be well spent given the exchange of information that drives such organizations.

RECOMMENDATION

- ❖ **Ensure that the duties, responsibilities, and authority of the crime analyst are adequately incorporated into a written directive or policy statement.**
- ❖ **Consider budgeting for their crime analyst’s membership in the regional Crime Analysts Association.**

TECHNOLOGY

There was complete consensus among everyone—managers, supervisors, and line staff alike—that the Department’s technology support is entirely lacking. In fact, the question regarding technology resulted in one of the two negative sets of responses received from any question within the employee survey. Employees pointed to outdated, obsolete office computers as creating significant obstacles to efficiency. Other deficiencies mentioned included patrol vehicle MCTs and radios and dictation equipment. The crime analyst discussed in the preceding section doesn’t even have a printer.

In 2009, the Police Executive Research Forum, in partnership with the Lockheed Martin Corporation, published *Technology Needs Assessment: Future Technologies to Address the Operational Needs of Law Enforcement*. A copy is included in **Appendix K**. One of the report’s key findings is that better data systems and access create a strong potential for enhancing the effectiveness of police. They found this was particularly true when coupled with crime analysis capabilities that were used to improve strategy, resource allocation, and managerial control and accountability. Within this report there is an assumption that foundational technologies such as basic office computers are sufficiently up to date to support the mission.

Most technologies available to law enforcement individually have merit, but there is a parallel between the implementation of new technologies and special projects. As noted previously in this study, attempting to take part in more programs than an agency has capacity to sustain dilutes the effectiveness of each program and diminishes staff’s commitment to program goals. The same can be said for technical advances.

RECOMMENDATION

- ❖ **Ensure sufficient technological support to maximize the effectiveness of Department resources.**
- ❖ **Integrate the maintenance, development, and replacement of technology, both hardware and software, into the strategic plan and incorporate into each annual budget.**

CONCLUSION

The leadership of the Montebello Police Department is to be commended for their hard work and dedication. Much has been accomplished over the past few years, and the men and women of the Montebello Police Department can be justly proud of their accomplishments.

Although numerous recommendations have been offered as a result of this study, in the final analysis, following these recommendations is intended to make the Montebello Police Department function more effectively in both the short and long term. The majority of the recommendations are intended merely to fine-tune the operation and shore up gaps in the area of policy and procedures.

SUMMARY OF RECOMMENDATIONS

- ❖ Create or amend a written directive which outlines the strategic planning process for the Montebello Police Department. The objective must assign the strategic planning process to a functional unit in the agency.
- ❖ Incorporate into the strategic plan a formal program of leadership development and mentoring for all supervisors, managers, and executives, both sworn and non-sworn/professional employees.
- ❖ Incorporate into the strategic plan a succession and staff development plan to ensure the Department has adequate personnel resources in the future. Ensure all personnel have access to the succession plan's opportunities for growth and development. The plan must include both sworn and non-sworn/professional employees.
- ❖ Hold regular supervisors meetings to facilitate internal communication and promote supervisory consistency.
- ❖ Create or amend a written directive which outlines a comprehensive communications plan to facilitate internal communications, including management bulletins, training bulletins, and Montebello Police Department employee "town hall" meetings.
- ❖ Create or amend a written directive which provides for the timely completion of personnel evaluations and holds executive managers accountable for their subordinates' timely completion of evaluations.
- ❖ Review the employee recognition program to ensure proper recognition of the good work being done by all employees, sworn and non-sworn. Publish the recognition program in a written directive and/or policy statement codifying the program well into the future.
- ❖ Implement a regular system of evaluating the level of customer service provided to the community and codify the procedure in a written directive or policy statement.
- ❖ Identify meaningful workload indicators for measuring performance and productivity, then develop a process for the collection and reporting of that data and codify the procedure in a written directive or policy statement.
- ❖ Review the current CAD system to ensure its call prioritization and other automated dispatch policies reflect the Department's current priorities.

- ❖ **Review current dispatch policy and consider alternatives such as scheduling reports for CSOs and encouraging the community to submit certain reports electronically; codify the procedure in a written directive or policy statement.**
- ❖ **Ensure that the duties, responsibilities, and authority of the crime analyst are adequately incorporated into a written directive or policy statement.**
- ❖ **Consider budgeting for their crime analyst's membership in the regional Crime Analysts Association.**
- ❖ **Ensure sufficient technological support to maximize the effectiveness of Department resources.**
- ❖ **Integrate the maintenance, development, and replacement of technology, both hardware and software, into the strategic plan and incorporate into each annual budget.**

Appendix A

Hidden in Plain Sight: What Cost-of-Crime Research Can Tell Us About Investing in Police

Appendix B

POST Survey Instrument

Appendix C

Quantitative Results of POST Survey

Appendix D

Strategic Planning Materials:

Strategic Planning for Local Government

Strategic Planning as a Management Philosophy

Alameda Co. Sheriff's Office Strategic Plan 2006-2008

Appendix E

IACP Article 2008 Succession Planning and Staff Development

Appendix F

Making Every Encounter Count: Building Trust and Confidence in the Police

Appendix G

Overcoming Language Barriers: Solutions for Law Enforcement

Appendix H

Implementing an Agency-Level Performance Measurement System: A Guide for Law Enforcement Executives

Appendix I

Model Burglar Alarm Ordinance

Appendix J

Law Officer Magazine: Role of the Crime Analyst

Appendix K

Police Executive Research Forum: Law Enforcement Technology Needs Assessment