Long Beach Police Efficiency Study

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Executive Summary

The Long Beach Police Department (LBPD) has played a central role in maintaining a high level of public safety in the City over the past years. Committed to both the public's safety and the City's hard-fought progress on strengthening fiscal stability, the Police Department has implemented several improvements, including the development of community oriented policing. The Long Beach Police Department (LBPD) has been accountable and successful in making Long Beach's residents, businesses, and visitors safer. The number of homicides fell from 67 in 2002 to 41 in 2006. This accounts for a 40 percent reduction in murders over the past four years and brings the City to its lowest homicide totals since 1984.

This dedication to effective law enforcement is echoed throughout the City. The Mayor has made law enforcement a priority and has encouraged the addition of the equivalent of 100 new officers to be added to the police force. Moreover, Long Beach voters recently passed Proposition H by a margin of over 70 percent, indicating the public's willingness to invest in further public safety services.

However, new challenges are developing that could effect that success if the Police Department does not continue to evolve. Despite the recent decreases in crime mentioned above, public safety threats related to gang activity, narcotics, and juvenile offenses have been increasing. The LBPD also is in an increasingly competitive labor market which is putting pressure on the Department's ability to recruit and retain qualified personnel. The LBPD must continue to adapt to these changing conditions through new policies and procedures in order to keep the crime rates low.

Besides safety and accountability, a third priority has emerged: cost effectiveness. Like cities throughout California and across the nation, Long Beach has experienced a period of financial strain. However, the City has been maintaining a schedule of fiscal discipline over the past three years and in FY2007 was able to produce a structurally balanced general fund budget for the first time in over twenty years.

While the City has made commendable progress in addressing and recovering from this period, cost-effectiveness needs to remain an area of concentration for this progress to continue. Meanwhile, the Police Department's budget accounts for over 45.3 percent of the City's General Fund budget ($169.5 million out of a total $374.1 million). One of the drivers of the Police Department's budget has always been overtime accrued by officers. Over the past few years, the Department has averaged $12 million in overtime expenses, roughly 10 percent of the personnel budget. As such, the Department's ability to contain its costs, particularly its overtime costs, can have a significant effect on the City's overall fiscal condition.

Due to the City's emphasis on safety, accountability, and cost-effectiveness, the City engaged Public Financial Management (PFM) - a firm experienced in working with the City of Long Beach and police departments across the nation - to recommend specific ways to improve police efficiency. PFM worked with the Long Beach Police Department in choosing these recommendations. This assessment is intended to be a working guide with recommendations implemented and used as a basis for further discussion.

This analysis focuses on twelve initiatives, representing an estimated fiscal impact of $3.7 million in FY2008 and $22.2 million in over the next five years. Many of these initiatives require a financial commitment from the City and will result in increased costs compared to the Police Department's current state. However, this analysis follows the assumption that the City is working towards increasing the number of officers on patrol. These initiatives offer more effective and less costly means of implementing this goal. Several of the initiatives require additional analysis to be fully quantified but would increase significantly the fiscal impact over the next several years. These initiatives are listed in the following table and focus on the following areas:

Summary of Initiatives

No.	Initiative	FY2008 Fiscal Impact	Five Year Impact
Civilianization			
1	Explore Alternative Staffing Approaches	$403,000	$2,808,000
Redeployment			
2	Expand Differentiated Response	$302,000	$1,936,000
3	Cycle Non-Patrol Officers Through Patrol	$67,000	$355,000
4	Contain Overtime Through Temporary Officer Reassignment	$185,000	$2,042,000
5	Review Specialized Units within Context of More Comprehensive Review of Officer Deployment	NQ	NQ
Technology Upgrades			
6	Implement Records Management System and Automated Field Reporting and make System Improvements that Share Information Across All Required Reports	$368,000	$3,628,000
7	Adopt Automated Timekeeping Systems that Allow Police Officers to do Electronic Time Card Entry	NQ	NQ
8	Share Information Technology Services and Technology Strategy for LBPD	NQ	NQ
9	Improve Clarity and Timeliness of Overtime and Other Financial/Human Resource Information and Reporting	NQ	NQ
Fine Enforcement			
10	Adjust False Alarm Fines	$103,000	$658,000
11	Institute Booting and Towing Policy	$1,463,000	$2,663,000
12	Conduct a Cost Benefit Analysis on Contracting Out Parking Enforcement	$862,000	$8,138,000
TOTAL FISCAL IMPACT		**$3,753,000**	**$22,228,000**

Introduction

In November 2006, the City of Long Beach, California's auditor's office engaged Public Financial Management (PFM) to assess the City's Police Department and provide recommendations to improve the Department's efficiency and cost containment. This report is the written submittal of the findings of the assessment and its corresponding recommendations. Our methodology involved reviewing data provided by the City of Long Beach and the Long Beach Police Department, site visits, document review, and then checking comparable cities and best practices. The overall aim of our report is to help Long Beach to maximize the number of hours available for patrol activities.

The Long Beach Police Department (LBPD) has been accountable and successful in making Long Beach's residents, businesses, and visitors safer. The number of homicides fell from 67 in 2002 to 41 in 2006. This accounts for a 40 percent reduction in murders over the past four years and brings the City to its lowest homicide totals since 1984. Total rapes, robberies, and aggravated assaults have also decreased by over 40 percent each over the past four years. In all, Part One Violent Crime offenses for 2006 were the lowest number the City has achieved in over 30 years. In addition, the Department has been able to achieve these milestones while the population has increased.

Since the Police Department's initial strategic plan in 1994, the Department has worked towards continual organizational change through civilianization, technology upgrades, efficiency measures, and decentralization. Recently, the Department was re-engineered to return over 70 officers to patrol from non-patrol positions with the goal of reducing call-back overtime, decreasing crime, and improving service. The Department has also created the Civilian Bureau which, along with a number of positions elsewhere in the Department, allows civilians to perform duties previously performed by sworn personnel, allowing the sworn personnel to return to patrol. Most recently, the position of Jail Division Commander was civilianized. The Department continues to assess and look for opportunities to take advantage of civilianization and redeployment.

As part of this, the Department has a comprehensive community advisory program with 17 advisory groups which allows the Department to have constant resources to help it keep track of community issues. The Department further engages the community through its Cadet program. The Cadet program, which currently has eight participants, focuses on disadvantaged youth who are enrolled in either the local or community colleges and have an interest in law enforcement. The cadets are paid to work 20 hours a week and handle tasks such as working the front desk or monitoring cameras. The goal of this program is to inspire these cadets to graduate and hopefully join the police force. The Department also uses over 1,000 volunteers to supplement its personnel while involving the community in its goals.

The Department has implemented technology-based initiatives. It has been using crime mapping and data mining technology for years to allow the Department to optimally deploy resources. Data retrieved from these processes helped the Department to develop monthly crime meetings where the Department would be able to look at the type and location of criminal activity in the City and better plan how to address it. More recently, the crime analysis function has been able to be decentralized to the divisions allowing each division to adjust tactics on a daily basis as needed. The Department has also started using automatic license plate readers to more easily identify stolen vehicles and has stationed cameras in the City's downtown and waterfront areas. These cameras have been funded through non-general fund revenues and are about to be expanded.

The Department has operated a CAD-RMS system for the last seven years which links an incident from the initial call to the Department through arrest processing. The currently planned Tiburon upgrade of this system will be the third upgrade as the Department continues to improve its technology. The LBPD has also implemented a crime mapping system allowing for more informed decisions to be made on deployment. This has also been aided by the Department's DCOPS-PRO system which measures and manages workload. The system allows the Department to bring math and technology to the question of how many officers are needed for each division, shift, and even day of the week.

The Department has also modified tactics to help peacefully deal with situations involving mental disorders. The Department currently has four teams in its Mental Health Evaluation program. These teams respond to 5,150 evaluation calls as well as calls involving people who may need mental health assistance. These teams partner with clinical psychologists from the County Health Department and are able to have people institutionalized for up to three days when further assessment is needed. The Department has also developed Crisis Action Teams (CATs) which utilize officers with special training to handle people with potential mental health issues.

Administratively, the Department has reviewed the organization of the Investigations Bureau and created the Gang and Violent Crime unit to focus on the City's changing crime structure. The Forgery and Fraud detail was created for the same purpose. The Department has also increased its reliance on Retired Officers ("Dinosaurs") who are able to perform many of the tasks of a sworn officer. However, while the Department recognizes the benefit of these retired officers, it has not been able to gain budgetary support for them yet. The Department has also expanded its use of contracted services for which it fully recovers the cost of the services it provides.

The Department has also responded to the changing conditions of the area and country by adding Homeland Security duties to its mission. Through this, the Department provides protection to both the Long Beach Airport and the Port of Long Beach.

The findings and recommendations concentrate on the following areas:

- **Civilianization:** This initiative expands the Police Department's previous successful efforts to civilianize certain positions. As part of this analysis, 23 positions have been identified that could potentially be occupied by qualified civilian personnel. The sworn officers would then be available to fill other positions which require a sworn officer and expand the City's police presence.

- **Redeployment:** These initiatives concentrate on the redeployment of officers either to higher priority calls, temporary redeployment to other divisions, or from Investigations to Patrol. These redeployments will be possible through the use of additional civilian personnel, efficiency measures, and policy changes.

- **Technology:** By upgrading certain technology, the Police Department will be able to become more efficient with existing personnel. Also, the Police Department will begin to share Information Technology services and strategy with the City's central IT.

- **Fine Enforcement:** The Police Department generates revenue through several of its safety enforcement activities. Fine enforcement for these activities often serve as a more minor penalty than an arrest for an infraction and can work as a deterrent. This analysis examines the Police Department's current fine enforcement for false burglar alarms and Parking Enforcement.

Police Department Comments

For the past several months, Police Department staff has been working collaboratively with the audit team from Public Financial Management (PFM) on the preparation of the Long Beach Police Efficiency Study. PFM was engaged by the City to recommend specific ways to improve police efficiency, while balancing priorities for safety, accountability and cost-effectiveness. The manner in which the study was conducted involved personal interviews and an ongoing active dialogue regarding a broad range of police operations and associated management practices. PFM staff was engaging, competent and professional throughout. Given their experience with many other Police Departments across the country, it was gratifying to the Department to receive a number of positive comments from the PFM team about the management and operations of the Long Beach Police Department (LBPD).

In conjunction with the City of Long Beach Steering Committee for this project, PFM identified, and the study explores, twelve separate initiatives, which PFM felt could result in near-term and long-range cost-savings, if implemented. Police Department comments are provided for each of the initiatives.

Civilianization: There is one initiative concentrating on civilianization as follows.

1. Explore Alternative Staffing Approaches

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	High	**Feasibility**:	Medium

For the Police Department to reduce overtime and increase the number of officers on patrol, the Department will consider continuing its strategy of civilianization – placing civilian employees in positions held by sworn employees, thereby allowing sworn employees to be assigned to patrol.

The Department has successfully used this strategy before and is currently using civilians in management and staff positions in the Fiscal, Community Relations, Records, Personnel, Jail and Forensic Services divisions as well as many other programs. However, continued opportunities for expanded civilianization remain.

Recommendation
The City will explore the rationale of civilianizing some or all of the following positions:

a. Community Relations (up to 3 sergeants, 1 corporal, 4 officers)
b. Information Technology (1 lieutenant, 1 sergeant, 2 officers)
c. Fleet (1 corporal)
d. Physical Fitness (1 corporal)
e. Range (1 officer)
f. Business Desk Jail Division (1 police officer)
g. Communication (1 sergeant)
h. Management of Criminal Investigations (1 Sergeant, 4 officers)

Implementation
The department will need to analyze each unit and determine if operational requirements could be met with fewer sworn officers.

Fiscal Impact
In order to determine the savings from civilianizing a position, the appropriate civilian replacement for the sworn incumbent must be determined. Civil Service and Human Resources will need to do an analysis to determine the appropriate classification and grade when this is implemented. However, to determine the fiscal impact, in consultation with the LBPD administration, we are using the Administrative Analyst position at levels corresponding to police department ranks (i.e. a Lieutenant will be replaced by an Administrative Analyst III and so on). This replacement pattern is listed in the table below.

Annual Salary and Fringe				
Sworn Post	**Civilian Counterpart**	**Sworn/ (with $300 month Detective Pay – Sergeant only)**	**Civilian**	**Difference/ (Detective)**
Lieutenant	Admin Analyst III	$162,406	$105,556	$56,850
Sergeant	Admin Analyst III	$143,578/($147,178)	$105,556	$38,022/($41,622)
Corporal	Admin Analyst II	$126,247	$100,465	$25,782
Officer	Admin Analyst I	$106,977	$89,729	$17,247

To determine the fiscal impact, it is necessary to calculate the difference in cost for each position replaced. The following table shows the numbers of sworn incumbents by rank and the sum of the difference in cost for each area of civilianization.

	Lieutenants	Sergeant	Corporals	Officers	Cumulative Difference
Community Relations		3	1	4	$208,837
Information Technology	1	2		2	167,388
Fleet			1		25,782
Physical Fitness			1		25,782
Range				1	17,247
Business Desk Jail Division				1	17,247
Communications	1				56,850
Management of Criminal Investigations		1		4	122,041
Total					**$620,381**

The foregoing analysis assumes that the police officers substituted with civilians will end up replacing other police officers that are leaving through attrition (terminated, resigned, or retired). If these officers are not replacing others but are augmenting the force – there will be the additional cost to hire and pay the civilians taking over the police functions. This increase in the number of sworn officers in patrol capacity functions may be desirable.

The fiscal impact detailed in the table below is prepared using the following assumptions: (1) a 10 percent discount for imperfect substitutions (i.e. some sworn officers may need to help out more than they do now since these functions will be performed by civilians), (2) full implementation (i.e. hiring the civilians) is not completed until the end of the first quarter 2008; and (3) the savings increase by 3 percent each year to account for inflation

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Discount %	35%	10%	10%	10%	10%
Fiscal Impact	$403,000	$575,000	$592,000	$610,000	$628,000

Police Response

The LBPD supports the recommendation to review 23 sworn Police Officer positions, which currently perform a variety of support/administrative functions, as candidates for replacement with civilian (non-sworn) personnel. The concept would be to recruit, hire and train civilian personnel to replace the sworn Officers and reassign the sworn Officers to front-line law enforcement positions. PFM assumes that the reassigned Officers would replace other Police Officers leaving through attrition. This would result in an increase in the vacancy rate in the Department and ultimately fewer Officers on the street. LBPD disagrees with this assumption and recommends that the reassigned Officers reduce the number of additional new Officers deemed appropriate by the City. The initiative would not, however, result in immediate cost-savings. It would potentially reduce the number of new Officers required in the future, and the long-term cost of the civilian employees will be significantly less than the long-term cost of new Police Officers. This would, indeed, result in long term savings. In the near-term, however, there will be an increase in costs to the General Fund to hire the additional civilian personnel. Using the PFM data, the near-term cost to the General Fund of replacing all 21 positions with civilians would be $2.2 million. While each sworn position must be analyzed, it appears that a number of the positions could be acted on relatively quickly. The process to civilianize would involve collaboration with the Civil Service and Human Resources Departments to evaluate the position description, duties and responsibilities of each position, determine the appropriate classification and grade, test for and provide a list of qualified candidates,

select replacements, conduct background investigations, hire and train the new employees, which will take some time. As a part of the Department's analysis, the time frame for that process will be refined. The point is that the transition to civilian employees will not be immediate in nature.

A final and important factor for consideration is the need to meet and confer with the Police Officers Association (POA) on this (and several other) initiative(s). The reassignment of the current sworn Officers likely constitutes a change in working conditions and pay. POA support will be an important component of the implementation of this initiative.

Redeployment: The following four initiatives focus on redeployment.

2. Expand Differentiated Response

Recurring/Non-Recurring:	**Recurring**	**Rev/Sav:**	**Saving**
Fiscal Impact:	**Medium**	**Feasibility:**	**High**

The Police Department dispatches officers to approximately 180,000 calls for service annually. These calls are currently classified into three priority levels. Priority One calls encompasses events which involve life safety such as a shooting or a felonious crime in progress. This level call receives the Police Department's fastest response time of an average of 4.5 minutes. Priority Two calls are determined to be not life threatening and can include a verbal argument or a property crime in progress. These calls have an average response time ranging from 17 to 22 minutes. Lastly, Priority Three calls are mainly "report calls" (e.g., stolen or missing tags, past burglary and robbery, past vandalism), where a crime is not currently in progress and have average response times of between 27 and 34 minutes. Priority Three calls account for 33.8 percent of all police dispatches.

Recommendation
Sworn patrol officers currently respond to all priority level calls. While all calls are important to the Police Department and are treated with care, Priority Three calls do not usually necessitate a sworn officers' response. The Department could use "differentiated response" to Priority Three report calls pre-established guidelines. The Department could establish a call-taking unit staffed by sworn officers on light duty, retired officers, and trained civilians. The Department might also dispatch retired officers or trained civilians who would go to the scene to take reports. In the Investigations Division, the Police Department has already instituted the use of retired detectives in the Managing Criminal Investigations (MCI) program where two retired detectives handle cases that do not require officer follow up.

Comparability
As part of the background for this report, the LBPD's practices were compared to the rest of California's ten most populous cities. These cities have been designated as regional "comparables". National comparables which have similar populations, crime rates, or regional areas were also considered.

Among California comparables, the City of Anaheim uses non-sworn Police Service Representatives to respond to report calls in the field (no suspect information/property crimes), and non-injury traffic collisions. The City of Fresno also uses civilian Community Service Officers for lower priority calls that do not have suspects at the scene and are considered normally non-hazardous and non-confrontational, such as burglary reports, vandalisms, and a number of other property crimes.

Nationally, Fulton County, the jurisdiction surrounding the City of Atlanta, recently created a Call Diversion Unit consisting of seven civilian personnel which handles certain calls for service that do not require the immediate response by a sworn officer. Such calls include: missing persons, phone harassment, stolen license plates, past burglary, noise complaints, and past auto theft. These lower priority level calls in Fulton County account for approximately 10.0 to 20.0 percent of service calls.

Implementation

A Long Beach officer spends an average of 34 minutes on each Priority Three Call. With over 60,000 of these dispatches annually, that equates to over 34,400 hours of patrol time diverted. Long Beach police officers work 1,600 productive hours annually. This means that responding to Priority Three calls requires the equivalent of 21 officers or approximately $2.2 million annually ($106,977) fully loaded officer cost.

Sworn Officer Fully Loaded Cost FY2008

	% of Annual Salary	Cost
Hourly Salary		36
Annual Scheduled Hours		2,088
Annual Salary		75,753
PERS	24.27%	18,388
FICA/Medi	1.31%	990
Health		9,233
Other Fringe	3.45%	2,612
Fully Loaded Cost		**106,977**

Civilians work 1,760 productive hours annually, 160 additional hours compared to a sworn officer. These additional productive hours would allow the Police Department to hire only 19 civilians to handle the current Priority Three patrol needs of 21 sworn officers. By hiring 19 civilians to handle the majority of Priority Three calls, the Long Beach Police Department will be able to increase its patrol presence across the City by approximately 21 sworn officers for less money than hiring an additional 21 sworn officers.

According to data provided by the Long Beach Police Department, a civilian qualified to handle Priority Level Three calls would cost about $33 per hour for a fully loaded annual cost of $98,402 as shown below.

Civilian Fully Loaded Cost FY2008

	% of Annual Salary	Cost
Hourly Salary		33
Annual Scheduled Hours		2,088
Annual Salary		68,904
PERS	18.68%	12,871
FICA/Medi	7.65%	5,271
Health		9,247
Other Fringe	3.06%	2,108
Fully Loaded Cost		**98,402**

Assuming a savings of $8,575 per officer ($106,977-$98,402), the City could achieve an estimated fiscal impact of approximately $376,879 in FY2008. These savings have been discounted by 20.0 percent to allow time for implementation. In the out years, salaries of both sworn and civilian personnel are assumed to increase by 3.0 percent annually. Health care costs are estimated to increase by 7.7 percent annually

while all other benefits are anticipated to remain at their current percentages of annual salary and increase accordingly[1].

While it is not currently estimated in the fiscal impact, the Department is examining expanding the responsibilities of the Cadet program to handle Priority Three calls. The Cadet program, which currently has eight participants, focuses on disadvantaged youth who are enrolled in either the local or community college and have an interest in law enforcement. The cadets are paid to work 20 hours a week and currently handle tasks such as manning the front desk or monitoring cameras. The Department plans on expanding these tasks to have the cadets handle a portion of the Priority Three calls.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Cost per Sworn Officer	106,977	110,620	114,406	118,342	122,434
Cost per Civilian	98,402	101,789	105,311	108,975	112,788
Cost for 21 Sworn Officers	2,246,517	2,323,020	2,402,526	2,485,182	2,571,114
Cost for 19 Civilians	1,869,638	1,933,991	2,000,909	2,070,525	2,142,972
Total Fiscal Impact	**376,879**	**389,029**	**401,617**	**414,657**	**428,142**
Discount %	20%	0%	0%	0%	0%
Discounted Fiscal Impact	**302,000**	**389,000**	**402,000**	**415,000**	**428,000**

Police Response

The LBPD supports the recommendation to respond with properly trained civilians (non-sworn) to Priority 3 Calls for Service, which typically requires Officers to take reports to document property-related crimes that have occurred. The new Police Cadet program, which is concluding its first year, would be an ideal source of the civilian personnel. With proper training and supervision, Cadets from other agencies have successfully undertaken this responsibility. There would likely be a reduction in the current level of service, in that response coverage would be limited to daytime and early evening hours only. With appropriate community outreach, the adverse impact of the change would likely be minimized. As with Initiative this proposal will involve a near-term cost increase to add the new civilian positions to the budget. The PFM Study estimates that 16 civilian positions would be required, and their analysis presumed that retired Police Officers ("Dinosaurs") would be used. Since no sworn Officer positions would be removed from the budget, the total cost of the civilians would be an increase to the General Fund Budget. If this initiative is implemented, with either Dinosaurs or Police Cadets, it will be critical to ensure that adequate supervision and support are available in the field. The PFM estimate is nearly $1.5 million for Dinosaurs. Cadets are less expensive, but would still cost roughly $1 million for 16 Full Time Equivalents (FTE's). The process to put the new Cadets in the field will take some time, and the POA must be consulted.

3. Cycle Non-patrol Officers Through Patrol

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	Medium	**Feasibility**:	Medium

The Long Beach Police Department is committed to increasing its presence of patrol officers throughout the streets of Long Beach. While this will partially be achieved through increased efficiencies from the City's current patrol officers, national best-practices suggest that the City can also gain an increase in its patrol officer presence from cycling non-patrol officers through patrol.

[1] Health care growth rates are based on the Kaiser Family Foundation's *2006 Employer Health Benefits Annual Survey*

In 2006 sworn personnel in the Investigations Bureau have on average 12.7% of regular hours as overtime, within the Detective Division it's 5.62% of regular time and within Youth Services 8.64%. The Gang and Violent Crime Division had 20% of regular hours as overtime. Of the 220 sworn individuals listed in the data with over 1,000 hours in the Investigations Bureau, they vary in their overtime use from 0% of regular hours to 68% overtime versus regular hours. Thirty-eight percent (38%) of the sworn officers in the Investigations Bureau had less than 5% of regular hours in overtime. With this much variation within the Investigations Bureau, a more thorough workload analysis may identify individuals that could be cycled through patrol without compromising other crime fighting duties.

Comparability
The Metropolitan Police Department of the District of Columbia (MPD) instituted this practice as a response to the City's commitment to reducing crime. At the same time, the City was experiencing fiscal instability which caused the Police Department to implement innovative solutions which would decrease overtime and not require the hiring of additional officers. The Police Department analyzed the workload in its investigation and specialized units to determine if units were able to maintain exceptional work standards while participating in the program. Some units are exempt from the program due to their size and workload.

Under the MPD's program, approximately 10% of a given patrol unit is cycled one out of every six weeks. Since the rotations are scheduled in advance, these officers are not paid overtime for their rotation patrols. This contributes to an increase in patrol officers while containing overtime created by extended shifts and call backs. Officers who participate in the program report that their investigation performance has not declined as a result of their cycles through patrol.

Recommendation
The Long Beach Police Department should implement a system to cycle non-patrol officers through patrol to reduce call-back overtime associated with meeting minimum staffing levels. Assignments would be made with sufficient advanced notice to avoid established minimum prior notification for involuntary transfers. Exceptions would be made for certain units in Investigations, based on level of personnel and workload.

Cycling non-patrol officers through patrol helps also keep non-patrol officers up-to-date with patrol practices.

Implementation
The LBPD Management would perform a detailed workload analysis that schedules and assigns each officer from the Investigations Bureau to patrol for a designated period (for instance, one week on a five week rotation). This analysis would need to take into account functionality of the department as well as overtime costs. Certain officers/detectives would not be able to perform the patrol duties. However, the clear understanding would be that unless there was a critical requirement otherwise, all detectives would be assigned to rotate through the Patrol Bureau.

Fiscal Impact
There are 220 officers listed in the available data that currently work in the Investigations Bureau. While a detailed workload analysis of each unit must be conducted before specific deployment decisions are made, it is conservatively estimated that at least ten non-patrol officers can be cycled through patrol every week on a five week cycle.

LBPD indicated that approximately one third of the Investigations Bureau works nights, while two thirds work days. According to LBPD administration there are approximately 600 hours of call back overtime per week needed to meet minimum staffing requirements. In addition, more of this occurs during the night shift rather than during the day. Therefore, there are about 200 hours per week of day shift, minimum staffing overtime required (i.e., four 10-hour shifts per day). An officer earns on average earns

overtime salary of $55.21 per hour while an officer receiving detective pay on straight time only earns $38.58 per hour (including 1.45% for Medicare tax). This yields a difference of $16.63.

Assuming these 10 officers work four 10-hour shifts per week, 10 times per year yields 4,000 hours where the lower cost detectives on patrol can be substituted for overtime hours. This yields an undiscounted savings of $66,500 per year. To fill all the day-time shifts with detective bureau officers cycling through patrol, 26 officers would need to be part of this program. This undiscounted savings would be approximately $170,000. In other words, for each officer in the Investigations Bureau that can be cycled through patrol and fill a minimum manning overtime shift, there is an undiscounted savings of approximately $6,500 per year.

Since only 10 officers are included in the calculation and this program can be put into service by the department, there is no need to discount for implementation issues or timing. Therefore, the discount for this initiative is 0%.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Discount %	0%	0%	0%	0%	0%
Fiscal Impact	$67,000	$69,000	$71,000	$73,000	$75,000

Police Response

The LBPD does not support this initiative, due to an inadequate number of Detectives to manage the existing caseload. *While this initiative makes good sense in theory and worked well with the Metropolitan Washington, D.C. Police Department, where Detectives were relatively more plentiful, the number of Detectives investigating crimes, filing cases with the District Attorney, and managing the prosecutions in Long Beach is already inadequate to meet the demands of the caseload. Reassigning 10 of those Officers to Patrol for a week will simply exacerbate an already difficult situation.*

These facts were discussed with PFM Staff, and we respectfully agreed to disagree on the viability of this initiative.

4. Contain Overtime Through Temporary Officer Reassignment

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	Medium	**Feasibility**:	Medium

The Long Beach Police department assigns a minimum of at least one officer to each of the 24 police beats, 24 hours a day. Multiple officers are assigned to some beats. If there is a shortage of officers on a beat for any given shift within one of the four patrol divisions, the Department typically shifts an officer from another beat (which exceeds the minimum staffing target) to the understaffed beat, so long as the beat in question is within the same division. If no additional officers are available on the same shift within a patrol division, the Department pays call-back overtime to fill the understaffed beat instead of reassigning officers from another patrol division.

Recommendation

To contain overtime, the Police Department could reassign officers in Patrol Divisions to those Divisions below the minimum staffing level. Since these officers would be working during their normally scheduled shifts, they would be paid straight time and enable the Department to reduce its overtime costs.

Comparability

Police Departments both in California and across the nation have implemented policies which allow for officers to be shifted on a daily basis from a beat which is over the minimum staffing requirement to one in

a different division which does not meet the minimum staffing requirement. Nassau County, New York Police Department (over 2,600 sworn officers) implemented such a process that has quickly become a national best practice. In October 2006, the Nassau Police Department implemented a "flying squad" that allowed management to move patrol officers from a precinct above its minimum staffing threshold to one that was below it. The program was implemented to reduce overtime costs during a period of fiscal strain and yielded an estimated $0.3 million in overtime savings from October through December, 2006.

Five of the comparable cities in California have also instituted the use of "flying officers". The City of San Jose was among the first to implement such a program over twenty years ago. According to the San Jose Police Department, an officer is needed to be reassigned for one shift at least once every two weeks on average in order to meet the minimum staffing requirement. Since the program has been implemented, San Jose has not experienced any difficulties resulting from officers not knowing their temporary area of patrol. The cities of Anaheim, Fresno, Los Angeles, and San Diego have also implemented similar practices. In each city, officers can be temporarily reassigned to another district in order to provide adequate coverage. No comparable has reported any disadvantages from this practice.

Implementation
An average of 600 overtime hours a week is being accrued as the result of the minimum staffing target in FY2007. The current average officer overtime hourly rate of $55.21 leads to over $1.7 million in costs annually (600 hours x $55.21 x 52 weeks). Based on data from comparable programs, it is assumed that at least 25% of these overtime hours can be avoided by implementing a "flying officer" policy for a base savings of $430,000 annually (7,800 OT hours avoided x $55.21). $200,000 in costs have been budgeted in FY2008 to allow the Department to engage in additional training to ensue that officers know the territory in all Divisions.

One area to consider during implementation is the effect of disrupting the current schedule of neighborhood beat officers. It is currently the practice in Long Beach to have sworn officers assigned and responsible for their beats. This allows for accountability with the beat officers as they are taught that they are responsible for containing crime in their beats. It also fosters a sense of community between the neighborhood and the officer.

Base salaries are estimated to increase by 3 percent annually. The fiscal impact of this initiative has been discounted 20 percent to allow time for training to allow for officers to familiarize themselves with the beats.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Overtime Costs Avoided	431,000	444,000	457,000	471,000	485,000
Training	200,000	0	0	0	0
Total Fiscal Impact	**231,000**	**444,000**	**457,000**	**471,000**	**485,000**
Discounted %	20.0%	0.0%	0.0%	0.0%	0.0%
Discounted Fiscal Impact	**185,000**	**444,000**	**457,000**	**471,000**	**485,000**

Police Response
The LBPD will more closely review and analyze this initiative to validate the assumptions and determine its feasibility. One negative factor not addressed in the PFM analysis is the potential impact on our Community Oriented Public Safety (COPS) philosophy. We reassign Officers in Patrol once a year. They are assigned to a Beat in their Division and are expected to learn that Beat and assume responsibility and accountability for the crime in that Beat. Temporarily reassigning Officers to other Divisions will adversely impact the Beat familiarity that is fundamental to the collaborative problem-solving component of COPS.

5. Review Specialized Units within Context of More Comprehensive Review of Officer Deployment

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	Medium	**Feasibility**:	High

Specialized enforcement details and units support the Police Department's ability to focus staffing power on issues of heightened public concern while also allowing officers to develop the skill sets and knowledge base to most effectively deal with these public safety issues. Police service often includes special units to handle special problems, such as tactical units (for quelling riots), bomb squads, and units specializing in hostage situations, and others. Depending on the community's specific needs, other specialized units might focus on such issues as domestic violence, gang violence, juvenile investigations, etc. While some areas may require specialization due to the complexities of the function; over specialization restricts management's ability to deploy staffing as needed.

Recommendation

The Department should review its specialized units to determine whether its current allocation of officers is the most effective when evaluated against actual service demand levels; since areas historically requiring heightened police attention may no longer be applicable. For instance, a special unit was established to combat a certain type of crime. When that crime was reduced, the unit was not eliminated nor reduced accordingly.

From this evaluation, opportunities to consolidate or eliminate details may be discovered, thus increasing management's pool of available officers within a specialized area or allowing full redeployment of selected officers to the Patrol Bureau.

A preliminary review of Long Beach's staffing chart shows the following special enforcement details and units. An initial impression of this structure indicates that there could be opportunities for consolidation or reduction depending on caseloads and work functions of the members of these units. The table below shows the level of sworn and civilian staffing in these sections. While the fiscal impact of such an evaluation is yet to be determined, it is anticipated that such a study would result in the most efficient deployment of manpower in the investigation bureau. Opportunities may also exist to consolidate administrative staff within sections and can be reviewed as part of the larger study.

Special Enforcement Details and Units in Investigations	As of April 30, 2007			
	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Investigations Bureau Administration	2	2	2	1
Detective Division Administration	1	1	1	1
Adult Investigations Division	1	1	0	0
Burglary Detail	6	7	1	1
Auto Theft Detail	6	7	1	1
Taskforce for Regional Auto Theft Prevention (T.R.A.P)	2	1	0	0
Computer Crimes	3	3	0	0
Identity Theft	4	4	2	1
Forgery/ Fraud	7	7	2	3
Night Detectives	6	6	0	0
Property Office	1	1	10	9
Crime Lab Personnel	0	0	18	17
Family Services Administration	1	1	0	0
Sex Crimes Detail	7	7	2	2
Child Abuse Detail	6	6	1	1
Domestic Violence Detail	7	7	2	2

Special Enforcement Details and Units in Investigations	As of April 30, 2007			
	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Management of Criminal Investigations	6	4	1	1
Vice Section Administration	1	1	0	0
Vice Administration Detail	3	3	2	2
Warrant/ Parole	6	6	0	0
Detail	**Auth.**	**Act**	**Auth.**	**Act**
Night Vice Detail	8	7	0	0
Gang and Violent Crime Administration	1	1	1	1
Gang Enforcement Section	46	45	3	3
Career Criminal Apprehension Team	8	8	1	0
Drug Section	20	16	1	1
Homicide	15	14	2	2
Robbery	7	7	1	1
Violent Crimes	8	8	2	2
Graffiti Detail	2	2	0	0
Firearm Unit	2	2	0	0
Juvenile Investigations Administration	2	3	5	4
Juvenile Investigations Watches 1,2 and 3	23	20	0	0
Juvenile Investigations Missing Persons	2	1	0	0
J-Cars (apprehends juvenile offenders in or around our schools)	9	5	0	0
J-Cars SRO's	8	9	0	0
Police Athletic League (3 sites)	6	7	1	1
Total	**243**	**230**	**62**	**57**

Implementation
The department would need to analyze each unit and determine if operational requirements could be met with fewer sworn officers.

Fiscal Impact
While the steering committee indicated that there may be opportunities here, LBPD administration indicated that these specialized units are already working at capacity. Any reduction or consolidation would reduce the number of cases filed within the 48-hour window of opportunity. Therefore the fiscal impact will need to be determined after the staffing analysis is completed.

Notwithstanding the foregoing, for each sworn position eliminated from specialized units, there would not be a need to hire an additional officer. The salary and fringe cost of an officer for one year is $96,000 with a cost of approximately $41,000 to recruit, train, and equip that officer.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Fiscal Impact	NQ	NQ	NQ	NQ	NQ

Police Response
The LBPD will review the staffing levels of the specialized units, as recommended, but challenges a basic study assumption that when a crime is reduced, the specialized unit should be eliminated or reduced. If anything, it would make more sense, from an efficiency standpoint, to increase the level of Investigations Bureau staffing to reduce Detective caseloads and clear more cases.

While the City has experienced four years of crime reductions, as a result, in part, of the superb crime fighting efforts of Long Beach Police Officers assigned to both Patrol Bureau Calls For Service Units and Investigations Bureau Specialized Units, the resulting crime levels are still too high. Specialized units

were created to deal with the evolving crime patterns in our City. Recent reorganization of the Investigations Bureau created the Gangs and Violent Crime Division bringing Gang Enforcement, Narcotics, Career Criminal Apprehension and Homicide Units under the same command to better coordinate enforcement and suppression efforts against the most violent criminals in our City. The results have been impressive, but the caseloads have not decreased.

Likewise, several years ago, Forgery/Fraud and Computer Crimes Units were created and subsequently expanded to deal with the epidemic of identity theft, credit card fraud, elder financial abuse and related technology-based crimes. Because of the sheer volume of these types of crimes, the threshold of dollar value of the loss required for a formal investigation has been raised several times, because the number of Detectives assigned simply cannot keep up with the existing caseload.

Discussions with PFM regarding recommended staffing levels for Detective units confirmed that there are currently no generally accepted staffing metrics or models (i.e., ratios of Calls For Service Officers to Detectives, numbers of crimes per Detective, caseload per Detective). Absent such a model LBPD will continue to assess this initiative, with an effort to better quantify the need for an appropriate level of Investigations Bureau staffing.

Technology Updates: The following four initiatives focus on technology upgrades.

6. Implement Records Management System and Automated Field Reporting System Improvements that Share Information Across All Required Reports

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	Low	**Feasibility**:	High

During Department interviews, the relative weakness of current technology was frequently cited as an obstacle to improving the data collection that would increase officer efficiency and help management analyze appropriate process changes. One of the systems commonly described as weak is the Tiburon Records Management System and Field Automation System.

The Records Management System (RMS) supports data input from sources such as computer aided dispatch, field reporting, or ancillary technology such as hand held citation devices or mug shot capture stations.[2] The Field Automation System integrates a flexible Mobile Dispatch System (MDS) and a Field-Based Reporting System. The MDS allows mobile workstations to receive dispatch information, send status changes, and run remote inquiries. With the Field-Based Reporting (FBR) system, officers can enter and access accident and case reports and process citations while in the field, increasing the speed and accuracy of reporting. Tiburon's Field-Based Reporting System provides customized report writing and forms generation capability to automate an agency's current business practices; turning hard copy forms into digital images, creating a paperless report writing system.

Currently, identical information (e.g. name search, vehicle search, location search, incident search, etc.) must be entered on multiple forms causing lost time and inconvenience for the officer. Officers frequently find themselves driving to, and parking at, District headquarters to enter reports causing a decrease in efficiency. The majority of these problems will be addressed in 2007 as the Police Department upgrades to the 7.5 model of Tiburon and implements car-based modems.

Recommendation
While it is not currently scheduled, the Police Department's Information Technology section can also work with Tiburon to customize the program further in order to eliminate the need for duplicate data entry. This will make many functions, including arrest processing, more efficient. The system should also make it

[2] http://www.tiburoninc.com/solutions/RMS.asp

easier for officers to retrieve information on the arrestee, providing valuable intelligence for the interview process. While cases have varying times needed for data entry, for every one minute that is saved in data entry on the average dispatch the Police Department will gain an additional 3,000 hours of patrol time (178,553 annual dispatches/ 60) which, based on the Long Beach Police Department's 2,088 scheduled hour work year, is greater than the equivalent of one officer.

Implementation
The City's currently planned Tiburon upgrade has been budgeted at $318,000. Based on conversations with Tiburon, the additional customization is estimated to cost the City an additional $150,000 for the program and $50,000 for training.

Assuming the customization allows the average dispatch data entry to be reduced by five minutes, the Police Department will gain an additional 15,000 hours of patrol time or the equivalent of seven sworn officers (15,000/2,088) for FY2008 personnel savings of $750,000 ($106,977*7).

This initiative has been discounted 33.0 percent in FY2008 to allow for the software upgrade and training.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Tiburon Customization	$150,000	$0	$0	$0	$0
Data Entry Training	$50,000	$0	$0	$0	$0
Cost Per New Officer	$106,977	$110,620	$114,406	$118,342	$122,434
Cost Per 7 Officers	$748,838	$774,341	$800,843	$828,392	$857,038
Total Fiscal Impact	**$548,838**	**$774,341**	**$800,843**	**$828,392**	**$857,038**
Discount %	33.00%	0%	0%	0%	0%
Discounted Fiscal Impact	**$368,000**	**$774,000**	**$801,000**	**$828,000**	**$857,000**

Police Response
The LBPD supports this initiative and will further explore the feasibility and assess the potential cost-savings estimates. This initiative, like many others, has a fairly significant ($200,000) up-front cost to develop, field test and implement the software upgrade and to validate the assumption of cost-savings. If those assumptions are accurate, the additional 15,000 hours of patrol time derived in the study includes a significant amount of on-duty time that the Officers would spend either responding to another call for service, or patrolling their assigned beat. Neither case would result in a true cost-savings.

Past experience with upgrades to the Computer Aided Dispatch (CAD)/Records Management System (RMS), however, raises some concerns about the accuracy of the cost-savings computations. The extrapolation of time savings from estimated report writing efficiencies to a proposed reduction in the number of sworn Officers presumes that the frequency and distribution of those reports is uniform, and that a reduction in the number of Officers could be applied across the four Patrol Divisions and the three shifts per day, seven days per week, without impacting service levels (i.e., response times).

7. Adopt Automated Timekeeping Systems that Allow Police Officers to do Electronic Time Card Entry

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	Medium	**Feasibility**:	High

Currently, officers fill in timecards manually; supervisors review and sign off on reported hours, and departmental payroll clerks manually enter the data. The Department would like to move forward in

setting default hours in the system, so that only changes to regularly scheduled hours will have to be entered by the payroll clerks. It has been difficult to coordinate this proposal through central payroll.

Recommendation

A further efficiency that the City will consider is the use of automated timekeeping system which allows officers and employees to input their time at their desktop PC or a kiosk, reducing the need for departmental and central payroll clerks. The basic functionality offered by automated timekeeping systems is to track and record hours worked and leave taken by employees.[3] Ideally, the timekeeping system would be implemented Citywide and include the LBPD as one of the subject Departments.

An automated timekeeping system can reduce the cost of time related to payroll clerks entering data, facilitate calculations of overtime, record leave accruals, and provide management reporting capabilities for deployment and staffing adjustments. Automated timekeeping systems can also provide enhanced security features such as badge swipe capability or biometric software.

PFM surveyed several vendors of timekeeping systems and asked them to provide cost data for implementation of a system for an organization with 1,473 employees. Our expectation is that should the City of Long Beach implement such as system the cost attributable to the Police Department would be similar to a purchase of a system for this number of people.

Costs listed include purchase price and some implementation, but do not include the City's internal cost of implementing this type of system.

Vendor	Price	Comment
Oracle (recently merged to include PeopleSoft and J.D. Edwards) www.oracle.com	Initial purchase of $75 per user with an annual maintenance fee of $16.50 per user. Initial purchase cumulative cost: $110,000 with an annual maintenance of $24,000	The time and labor management systems of Oracle, J.D. Edwards, and PeopleSoft may still be sold separately. While three are web based aspects of broader Human Resources Suites and have the same general functionality, although the operating systems are slightly different. Employees would be able to update their work data online (rather than use badge swipe or biometric software at the work facility).
Data Management Inc., Time Clock Plus, www.timeclockplus.com	Installation: $2,000 to $4,000 Software/hardware: $50-75,000 Maintenance: annual software fee equivalent to 12% of the purchase price ($6,000-$9,000 depending on actual purchase price)	Enterprise version to be used
Replicon, Web TimeSheet, www.replicon.com	Initial purchase price of $109 per user for a total price of $160,000 Annual maintenance cost of 20% of purchase price for a total of $32,000	A comprehensive, full-service package (tracking not only payroll but related information such as tracking project costs). That price should include all implementation and software costs, unlimited technical support, and free training.
Time America, www.timeamerica.com	$50 per employee for a total of $75,000 at customers facility or if maintained on the vendor's servers can be $48 per year per employee or $70,000	Capabilities include biometric as well as telephone, key, and badge employee identification.

[3] Burger, Patrice Sutton. It's about Time(Keeping)! *Government Finance Review.* August 2003. pp. 33-38.

Comparables
The City of New York has recently introduced such a system, called *CityTime*, which is currently being used by the Patrol Bureau of Staten Island, Board of Correction along with 12 other agencies; other City agencies will be included in this system between the end of 2006 and beginning of 2007. In addition to the direct data input described previously, other data collection options under the City of New York's timekeeping system is a biometric reader placed near the entrance of the office that records an employee's time through presentation of a hand geometric and ID number, an interactive voice response ("IVR") system that allows employees to call in and call out of shifts, or a web clock that automatically captures time in and time out from the employee's computer.

The City of New York's system sets up an approval process so that employees' supervisors or manager review and approve all time and leave requests electronically, thereby maintaining consistent supervisory oversight over the process. CityTime is set up to automatically register employee's title, union, length of time in City service, length of time in the agency, and work schedule, and processes all leave and other time requests according to these parameters.

Implementation
The City should perform an analysis to gather requirements of Departments, including the LBPD for an automated timekeeping system. City staff should assemble information about capabilities of timekeeping systems to identify possible functionality for the City of Long Beach. From this analysis, managers should assemble a "wish list" for functionality. A request for proposals should then be developed that allows vendors to bid in a "modular" form to provide for elements of the wish list. Then a vendor and the elements of the program should be selected, and a detailed installation and roll-out plan should be developed.

Fiscal Impact
While the fiscal impact of this initiative could be significant, the information needed to develop a fiscal impact is not available (i.e. current time keeping abuse, etc.)

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Fiscal Impact	NQ	NQ	NQ	NQ	NQ

Police Response
The LBPD strongly supports this initiative, and underscores the PFM assessment that "...Ideally, the timekeeping system would be implemented Citywide and include the LBPD as one of the subject Departments." Like many other initiatives, there will be a significant General Fund impact to purchase and implement such a system, which is why the City has deferred such a change for many years.

8. Share Information Technology Services and Technology Strategy for LBPD

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	NQ	**Feasibility**:	Medium

The Long Beach Police Department currently has an entire division dedicated to the procurement, oversight, maintenance, and implementation of technological services. The department depends on technological services for conducting the day-to-day business of policing, which includes: communications, processing of arrests, criminal investigations, dispatch, police deployment and staffing, and operational analysis.

Recommendation
LBPD can achieve greater efficiency and cost savings within its Informational Technology division in three ways: 1) increased use of services already offered by the City's Technology Services Department; 2) greater coordination and collaboration between Police Department and Technology Services Department; and, 3) alleviating computer shortage issues and moving away from the 'Office in the Patrol Car' model. These initiatives create savings by eliminating redundancy, creating greater synergy between city-wide offices, and creating a checks and balance system that prevents costly procurement mistakes from occurring.

Currently, LBPD employs a wide array of technological tools. In the field, squad cars are equipped with a Panasonic Tough-Book, which assists in the dispatching of officers to crimes and is used for basic research related to incidents (e.g. background checks, outstanding warrants, existing restraining orders, etc.). Field supervisors use tough books to ensure that all beats are covered; calls are responded to; and whether officers or resources need to be redeployed to meet targets and goals. In addition, command staff (currently ranks of lieutenant and higher) use department issued Blackberries to assist with overall communications. Using seed money from grants and donations from the downtown businesses, the department installed wireless streaming video cameras to monitor downtown areas from the command center. Each police sub-station has desktop computers for officers to conduct everyday business including: report writing; continuing investigations; e-mail; and general internet access. Finally, the department purchased police software such as Tiburon 7.5, Speedtrack, and Crimeview to assist with crime analysis, geocoding and mapping, arrests and investigations.

Comparability
Information technology plays an increasingly important role in policing. The chart below highlights different ways that comparable departments staff their technology services divisions.

City	Sworn	Civilian	# of Retired FTE
Long Beach	4	6	0
Anaheim	1	4	0
Fresno	0	14 (+7 as needed from City Hall)	0
San Diego	5	14	1 (volunteer)
San Francisco	19	6	2

As demonstrated in the chart, some cities civilianized the staff of their information technology division, while others still staff primarily with sworn personnel. A growing trend is the increased usage of retired officers to assist with duties related to this division.

Implementation
The LBPD strives to be on the cutting edge of technology, and as such, works diligently at ensuring that technological tools and associated trainings are available to all officers and civilian staff. To reduce costs, the LBPD tested new technologies and upgrades affiliated with Tiburon 7.5 which cut down the overall cost to the department when the technology was installed and implemented. The Information Technology Division of the department employs civilians (usually retired police officers) to assist with research, procurement, and development of department related hardware and software. Given many of the police specific modifications and needs, this ensures that departmental needs are met. Finally, the department proactively writes for grants to support needed tools, enhancements, or upgrades. Most recently, the department used a grant to buy updated handhelds for the traffic division to expedite the citation process for parking violations.

The department can improve efficiency and find savings in three different areas:

1) *Increased use of services already offered by the City of Long Beach Technology Services Department*

Currently, parallel structures exist in the Police Department's IT division, and the City's Technology Services Department. Eliminating redundancies between these two departments creates greater efficiency and synergy. For example, the department designates one civilian FTE specifically for Blackberry and Cell Phone Issues. The City's Technology Services Department maintains a "Blackberry and Lotus Notes Group." Ultimately, the Police Department's FTE must call Technology Services in order to work on both hardware and software related issues. Another redundant area includes the maintenance of a PC support group. Instead of having two separate entities, greater collaboration between the PD and Technology Services can eliminate the need for two different groups.

2) *Increased coordination and collaboration between Police Department and Technology Services Division.*

LBPD faced significant and, at times, costly set-backs in the procurement and implementation of new technology. Set backs include glitches in the implementation of the new Tiburon software system that created a 6 month backlog for the records division, and the procurement of hardware that was incompatible with the City's existing computer technology structure and resulted in the need for an additional investment of money in order to bring the technology online. Increased collaboration in the areas of research and development and procurement can decrease these issues. The police department does not currently employ technology specialists for database administration and technology project management. The Technology Services Department can provide specialists that focus on stress-testing and business/technology analysis prior to procurement, or analysis prior to a new software system going live to prevent backlogs in work. Finally, many working in the Police Department IT division take on the daunting tasks of technology specialists and a technician, despite a lack of formal training. Collaboration with Technology Services Division allows the technical work to fall to those with extensive programming background.

3) *Computer shortage and the "Office in the Patrol Car" Model*

LBPD spent a significant amount of money over the last three years to upgrade technology in patrol cars. The goal – creating an office in the patrol car where officers use mobile technology to write reports, conduct background checks, and access databases, therefore minimizing dependence on computer resources at the police station. Simultaneously, the department reports shortfalls in the number of computers available at the station for officers to use, particularly during shift changes. For the "office in a car" concept to work, officers must be able to complete "office work" such as write reports, conduct background checks and access databases from their car. The ability to conduct this work from the vehicle should be taken into account when identifying additional technology needs for the LBPD. Despite the increased investment in upgrades for patrol cars, it has not alleviated any of the issues related to overtime caused by the overload of report writing at the end of a shift. Further investigation into this issue is warranted.

Fiscal Impact
Savings from this initiative are not quantifiable, but the Department has a $2.9 million budget for information services part of which could be eliminated depending on the functions handled by Technology Services Department.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Fiscal Impact	NQ	NQ	NQ	NQ	NQ

Police Response
The LBPD supports this initiative. The day-to-day Department operations rely heavily on a broad array of sophisticated technology, which must function 24 hours a day, seven days a week, 365 days a year. As the technology evolved, it became imperative that the Department has access to a dedicated cadre of service providers for repairs, installations, upgrades, etc. Because many of the Police systems were unique to law enforcement, a decade ago an lnformation Technology Division was created.

This initiative has three recommendations.

First an increased use of the services offered by the City's Technology Services Department. Preliminary discussions reflect the commitment of both Departments to implement this recommendation, using a Memorandum of Understanding (MOU) to assure that the level of service needed is guaranteed. The details of the MOU will need to be worked out, but the likelihood is that the numbers of technicians will not decrease substantially, which will limit the cost-savings to the General Fund.

The second recommendation is to ensure a greater level of coordination and collaboration between the LBPD and Technology Services Department. The implementation of this recommendation will be a natural result of the relationship established through the MOU described above.

The third recommendation is to move the LBPD away from the "Office in the Patrol Car" model. Recent upgrades to the Mobile Data Computers (MDC's) in the police cars has dramatically increased the ability of the Officer in the field to access files and databases critical to effectiveness and safety. They also have made it possible for Officers to write their reports in the Patrol car, and, in some cases, file them from the field. There are several problems with the current system, which make report writing in the car problematic. With a preponderance of one-officer cars, officer safety becomes a valid concern. An Officer with his or her attention focused on the computer screen to type reports is vulnerable to a variety of threats, and the LBPD has had several Officers shot over the years, while distracted inside the car and not paying attention to their surroundings.

The LBPD is currently exploring options to expand the use of the MDC's to allow Officers in the field to more safely file reports. This effort is being pursued in cooperation and collaboration with the Technology Services Department (see recommendation #2).

9. Improve Clarity and Timeliness of Overtime and Other Financial/Human Resource Information and Reporting

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	TBD	**Feasibility**:	High

The City and Department should collaborate to establish systems and protocols to enhance overtime reports and regularly report overtime costs by category (e.g. extension of shift, special event, beat, etc.) to explain overtime trends Consistently reporting and monitoring overtime costs in this forum could help ensure that there is constant attention paid to keeping these costs as low as possible and would also target areas requiring greater personnel. This initiative would determine if the functionality of the financial and human resource management systems are a severe limitation, or if reports could be generated on a timelier basis with existing systems, but with new processes and LBPD-Finance-Human Resource coordination.

Currently this type of information could be provided by the FAMIS system as a customized LP 1 File or Labor Distribution Report that could be run every payroll period. However certain limitations do exist within the FAMIS system – most notably, the system overwrites itself each payroll period. The City Finance Staff could customize the report to be downloaded by LBPD staff each payroll period that would provide information related to overtime and staffing. LBPD staff could maintain the data on an ongoing

basis within their own database. Historical data could be provided by Finance for the years FY2000 to 2006 (this has already been provided to PFM). The LBPD could then request that the technical services division produce the historical data for FY2007 to the current date and the LBPD could update the database over time.

In addition, currently officers are able to bank significant amounts of overtime and take that time with limited notice to management. This can cause a problem for staffing and require additional overtime from other personnel. Better accounting for overtime will allow the department to be in a more favorable position to negotiate changes to the banked overtime policy to facilitate efficiency.

Recommendation
The LBPD and Finance Department should convene a meeting to discuss what information is available through FAMIS and design a report that meets the LBPD needs.

Fiscal Impact
Savings from this initiative are not quantifiable.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Fiscal Impact	NQ	NQ	NQ	NQ	NQ

Police Response
The LBPD fully supports this initiative. Much of the data recommended in this initiative is already captured and shared internally in the Department to mange resources. Working with the Financial Management Department to assess and analyze this data would be instructive and beneficial to both Departments, and could lead to necessary improvements to the systems that capture and report the overtime data.

The nature of Police overtime is not typical of most City Departments. While the annual total amount of overtime used is historically fairly stable, the allocation of the overtime among the various categories (Special events, court, contract services, call-back, extended shift, call-out, etc.), the timing of the use of the overtime and the amount needed is unpredictable. Crime drives much of the overtime, and no two cases are the same, in terms of the resources needed to manage the crime scene, gather the evidence, interview the witnesses, file the report, prepare the case and meet the court requirements. Periodic crime spikes in various parts of the City also demand immediate attention, often through overtime. A mutual understanding of the foregoing will help to identify a more realistic budget for the overtime component of the LBPD budget.

The collaboration also offers an opportunity, similar to that proposed with Technology Services, to improve the management information tools available to Division Commanders and Supervisors in the field to better plan for and track the use of scarce General Fund resources. To that end, the Police Department is currently working with Financial Management and the developer of the "Speedtrack data mining software, used to query a variety of databases in criminal investigations, to develop software to achieve that improvement.

Fine Enforcement: The following three initiatives focus on fine enforcement.

10. Adjust False Alarm Fines

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Revenue
Fiscal Impact:	Medium	**Feasibility**:	High

According to national benchmarks and the False Alarm Reduction Association, the following best practices have been successful in diminishing the volume of false alarms in jurisdictions across the nation:

- Alarm Registration
- False Burglar Alarm Fines
- Verified Response

Alarm Registration
Alarm registration allows the jurisdiction to create meaningful statistics on the number of alarm users, frequency of their false alarms, including those who have excessive false alarms. The database associated with alarm registration provides a mechanism to quantify and evaluate the false alarm reduction effort. Long Beach follows this national best-practice by providing alarm registration permits. Commercial alarm permits have an annual fee of $12 while residential alarm permits are valid for three years and cost $18.

False Burglar Alarm Fines
False burglar alarm fines provide an incentive to the alarm user to operate the system properly. Moreover, false burglar alarms drain valuable resources from the Police Department's budget in terms of direct and indirect costs. Collections of false burglar alarm fines can recoup for the government partial cost of service.

Comparable False Alarm Fines

City	# Alarms per Year before Charge	1st Violation	2nd Violation	3rd Violation	4th Violation	5th Violation	6th Violation	7th Violation	8th Violation
Long Beach	**2**	**$0**	**$0**	**$50**	**$150**	**$250**	**$350**	**$350**	**$350**
Anaheim	1	$0	$131	$131	$170	$170	$270	$270	$370
Fresno	1	$0	$155	$155	$155	$155	$155	$155	$155
Los Angeles	1	$0	$115	$165	$215	$265	$315	$365	$415
Oakland	1	$0	$100	$200	$300	$300	$300	$300	$300
Sacramento	3	$0	$0	$0	$50	$50	$50	$50	$50
San Diego	1 in 30 days 2 in 90 days 3 in 180 days 4 in 1 year	$75	$150	$300	$1,500	$1,500	$1,500	$1,500	$1,500
San Jose	2 in 60 days	$0	$0	$50	$100	$250	$250	$250	$250
San Francisco	1	$0	$100	$150	$200	$250	$250	$250	$250
Santa Ana	1	$0	$50	$75	$125	$150	$200	$300	$400
Median	**1**	**$0**	**$100**	**$141**	**$163**	**$250**	**$260**	**$285**	**$325**

The City of Long Beach currently has a false alarm policy which allows residents and businesses two false alarms in a year at no charge. However, this fee policy is significantly below that of comparable jurisdictions. Of the ten largest ten cities in California, only Long Beach and San Jose do not charge for the second false alarm in a year.

Verified Response

As an alternative method in addressing the excessive costs of responding to alarms, a number of municipalities in Western states have introduced a policy known as "Verified Response." Verified Response is a system in which either after a certain number of false alarms or at the activation of any single burglar alarm, the police department will not respond unless verified by either the property owner or the alarm company. Alarm companies must visually verify the legitimacy of alarms either at the scene or via camera. This approach can significantly reduce the number of false alarm calls and allow police to focus on true break-ins.

Verified Response works on the assumption that an alarm signal is not inherently an indicator of a criminal activity. Traditional burglar alarms detect motion and therefore also report human error, system malfunctions, and occasionally inclement weather conditions. Moreover, response to alarms, which do not indicate a crime has been committed, is the responsibility of the alarm company, not the local law enforcement.

Several cities in California have instituted some variation of verified response including the City of Los Angeles. Los Angeles has been practicing a system of balanced response since 2003. Prior to instituting the policy, the Police Department was responding to almost 1,000 addresses which had 10 or more false alarm calls within a year and over 5,000 addressed which had between four and nine false alarm calls per year as shown below. Less than 20 percent of the addresses in Los Angeles (48,413) account for 100 percent of false alarm calls.

Los Angeles Police Department
False Alarm Calls Per Address
2002[4]

False Alarm Calls Per Address	Number of Addresses	Total Number of False Alarm Calls	Percent of Total False Alarm Calls
10 or more	999	16,609	15.6%
4 to 9	5,511	29,179	27.4%
3	4,442	13,326	12.5%
2	10,065	20,130	18.9%
1	27,396	27,396	25.7%
Total	**48,413**	**106,640**	**100.0%**

Due to the City's highly concentrated amount of false alarms, the City instituted a policy of balanced response. Under the policy, two-false alarms are allowed per address in a twelve-month period without physical verification. Starting with the third false alarm in a year, the Los Angeles Police Department requires physical or video verification before responding to an alarm. If no verification is received, the LAPD dispatched the alarm activation as a broadcast and file response. Since implementing the verified response policy, the City has experienced a 38.0 percent decrease in alarm calls.[5]

The City of Fremont, CA instituted its verified response policy since 2005. The City cited the 98.5 percent of false alarms and the City's recent fiscal instability as reasons for moving to the verified response policy.[6] The current policy excludes panic, duress, and robbery alarms. These continue to be treated as

[4] Los Angeles Burglar Alarm Task Force Report. 2006.
l 11, 2003. pg. 2 http://www.lacity.org/batforce/batffinal.pdf
[5]Gentile, Annie. *Sounding the Alarm on False Activations.* American City and County Magazine. September 2005. www.americancityandcounty.com
[6] City of Fremont, California. Verified Alarm Response Policy Chief's Letter 2005. http://www.fremontpolice.org/alarm/chiefs_ltr.html

a high priority calls for services and are subject to false alarm fines. All burglar alarms now need to be verified by an alarm company before the Police Department will respond.

Implementation
Long Beach should reevaluate its false alarm policy including: instituting a charge for the second false alarm within a year, increasing its false alarm fines to the comparable average, and implementing a verified response policy.

By instituting a fine for the second false alarm within a year and increasing its fine for the third false alarm within a year to the comparable average, the City could increase its revenue by over $200,000 annually assuming current collection rates as shown below.

Potential False Alarm Fiscal Impact

	1st	2nd	3rd
Annual False Alarms	3,679	1,397	828
Current Fine	$0	$0	$50
Proposed Fine	$0	$100	$125
Potential Additional Revenue	$0	$139,700	$62,100
Collection Rate	89%	89%	89%
Potential Fiscal Impact	**$0**	**$124,000**	**$55,000**

As part of the City's efforts to decrease the number of false alarms, $50,000 has been budgeted in the first year of implementation to allow for a public awareness campaign educating Long Beach residents on proper alarm use and the new fine structure. The fiscal impact of this initiative has been discounted 20 percent in FY2008 to allow time for the public awareness campaign before fines are increased. Additionally, false alarms are anticipated to decrease 10 percent annually as a result of increased public awareness and the new fine structure.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Public Awareness Campaign	$50,000	$0			
Additional Revenue from False Alarms	$179,000	$161,000	$145,000	$131,000	$118,000
Total Fiscal Impact	**$129,000**	**$161,000**	**$145,000**	**$131,000**	**$118,000**
Discount %	20%	0%	0%	0%	0%
Discounted Fiscal Impact	**$103,000**	**$161,000**	**$145,000**	**$131,000**	**$118,000**

Police Response
The PFM study makes a case for raising the false alarm fees. This is a policy matter, not an operational matter, and the LBPD will continue to respond to burglar alarms, regardless of the levels of fines associated with false alarms.

11. Institute Booting and Towing Policy

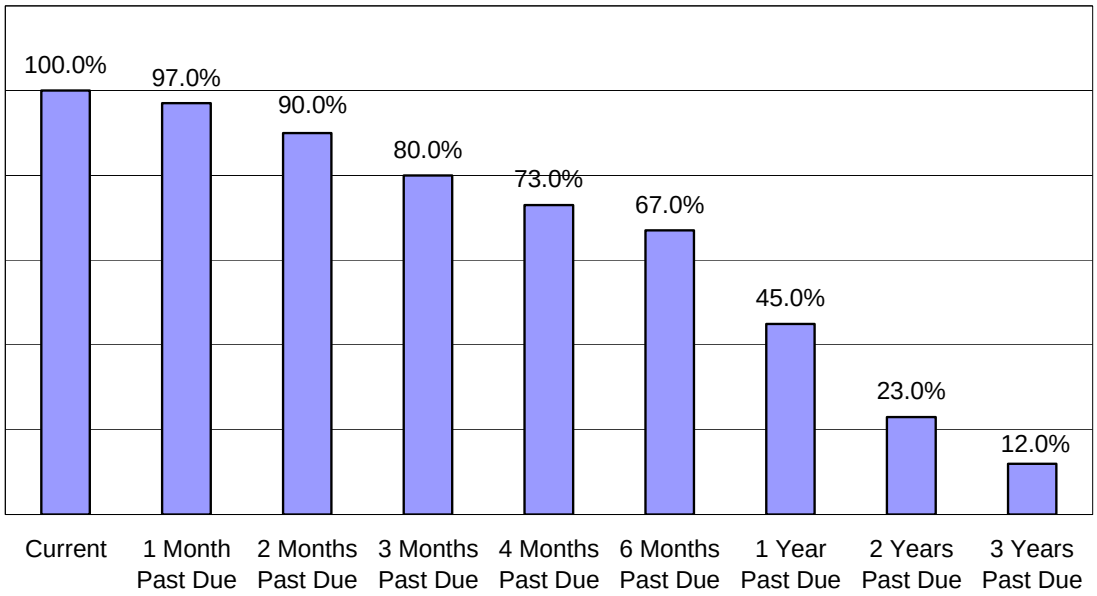
Recurring/Non-Recurring: Recurring **Rev/Sav**: Revenue
Fiscal Impact: Medium **Feasibility**: High

Long Beach operates both a Motors division which ensures citizens safety on roads as well as a parking enforcement program which ensures the fair and safe use of on-street parking facilities. Since moving and parking violations are typically reprimanded with tickets, the ability to enforce payment of these tickets is a necessary part of the programs. Long Beach currently enforces its parking and traffic laws

through the use of patrol, the issuance of tickets, and its towing operation. The City currently tows vehicles which have either five or more unpaid parking tickets as authorized under California Vehicle Code Section 22651 (i), an expired registration, or the driver was operating with a suspended license. In 2006, the City towed a total of 6,864 vehicles of which 2,002 were related to citations and/or driving with a suspended license.

For 2006, the City issued 413,443 parking tickets. Of these, the City collects approximately 82 percent of all tickets issued within one year, generating in 2006 $4.4 million in revenue[7]. However, this means that every year approximately $1.0 million in parking ticket revenue goes uncollected (($4.4million/82 percent)-$4.4.million). The $1.0 million in tickets left outstanding annually not only detracts from the enforcement of moving and parking violations but also harms the City financially. As illustrated below, the value of outstanding tickets depreciates greatly within one year to 45 percent of their original value due to the time value of money and the loss of investment potential.

Value of Outstanding Parking and Traffic Tickets[8]



Booting programs are used by three of the comparable cities as shown below.

Comparable Booting and Towing Policies

	Booting Policy	Towing Policy
Anaheim	No	5 or more delinquent violations
Fresno	No	No
Los Angeles	5 or more delinquent violations	Booting fines not paid within 72 hours
Oakland	5 or more delinquent violations	5 or more delinquent violations
Sacramento	TBD	TBD
San Diego	No	5 or more delinquent violations
San Francisco	5 or more delinquent violations	Booting fines not paid within 72 hours
San Jose	No	On-street storage
Santa Ana	No	5 or more delinquent violations

[7] Gail Boyd, Parking Citation Section, 562-570-5368
[8] United States Department of Commerce.

Recommendation
To improve the City's collection rate and more fully recoup the costs of the City's parking program, the City should institute a vehicle immobilization program which would be used in combination with its towing program. This process, commonly referred to as "booting" involves affixing a large steel clamp to a car's tire to render it immobile. The majority of booting programs install a boot after a certain number of parking tickets have been accumulated and are unpaid. In order for the boot to be removed, the owner must pay all parking fines as well as a boot release fee. Booted cars which are not released within a certain number of days will then be towed to avoid detracting from the City's aesthetic strengths and quality of life it offers.

Booting can serve either as a lower cost alternative to towing or as a supplement to the City's current towing program. Booting can have a lower threshold of unpaid tickets a person needs to collect as opposed to towing. Since vehicles are able to be booted before they would be eligible to be towed, the City is able to collect revenue faster. Additionally, the boot that is placed on cars can be seen visibly by passersby serving as a deterrent to others residents from becoming scofflaws. Booting is also permitted under California Vehicle Code Section 22651 (i). Studies by one firm involved in parking enforcement programs, Affiliated Computer Services (ACS) have shown a booting program can increase parking revenues by 10 to 15 percent.

Further, any booting and towing revenue would be increased by the City's new Automatic License Plate Readers (ALPRs) which allow officers to identify vehicles that have outstanding tickets electronically. The City recently has deployed five ALPRs, one in each patrol division and one in Auto Theft. During a recent 20 day trial period, the Police Department had one Security Officer use a single ALPR system and was able to impound 38 cars with over $24,000 in outstanding citations, and recover 4 stolen cars.

Implementation
According to the Police Department, there are an estimated 13,000 vehicles with over seven delinquent parking tickets, well over the threshold of five tickets currently needed to tow. Based on the data from the ALPR trial period, each of these vehicles is estimated to owe the City $600 or $7.8 million in total from multiple years of tickets.

To make the booting policy more effective, the City could acquire two additional ALPRs ($18,250 each) and equip each of these seven ALPR cars with five boots ($300 each)[9]. The list of cars with over five delinquent parking tickets would be given to each of these ALPR cars and would be kept updated by the Police Department. Training is estimated at $50,000 in the first year.

Assuming those costs, it is conservatively estimated that the Police Department will be able to identify and boot 20 percent of the 13,000 vehicles in the first year. Afterwards, it is estimated that City can collect at least 30 percent of the $1.0 million in parking ticket revenue that goes uncollected annually.

This initiative has not been discounted due to the City's previous use of ALPRs.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Two ALPRs	$36,500	0	0	0	0
35 boots	$10,500	0	0	0	0
Training	$50,000	0	0	0	0
Parking Ticket Revenue	$1,560,000	$300,000	$300,000	$300,000	$300,000
Total Fiscal Impact	**$1,463,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**
Discount %	0.0%	0.0%	0.0%	0.0%	0.0%
Discounted Fiscal Impact	**$1,463,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**

[9] Estimate for cost of the ALPRs come from the Long Beach Police Department. The estimate for the boot was obtained from the Pitbull Tirelock Co.. www.tirelock.com .

Police Response

The LBPD will work closely with the Department of Public Works to analyze this initiative and better characterize the operational and cost factors related to a booting policy. Those factors include the distribution of the boots to Parking Enforcement staff in both Departments, administration of the program, the impact on the number of tow trucks required, the availability of sufficient space at the City Tow Yard to accommodate the additional tows, etc. The numbers presented in the study are compelling, but more research (and a policy decision) are required before implementation.

LBPD will continue to expand the use of Automatic License Plate Readers to assist in the location and towing of vehicles with unpaid citations.

12. Conduct a Cost Benefit Analysis on the Use of Contracting Out in Parking Enforcement

Recurring/Non-Recurring:	Recurring	**Rev/Sav**:	Saving
Fiscal Impact:	High	**Feasibility**:	Medium

An effective parking enforcement program ensures that drivers use on-street parking facilities fairly, while generating sufficient revenue to offset many costs.

The Police Department currently has civilians assigned to Parking Enforcement. The LBPD believes the number of parking officers is too limited to maximize enforcement and revenue generating potential. Additionally, police officers assigned to patrol are often diverted from their main mission of patrol to handle parking related complaints. Due to these constraints, the Police Department analyzed in FY2005 the possibility of contracting out its parking enforcement function.

Nearby, the City of West Hollywood, CA started contracting out all services of parking enforcement in the 1990s. The City had previously contracted with the Los Angeles Sheriff's Department to provide parking enforcement. By contracting out this function, including writing citations, abandoned vehicle removal, booting, and towing, the City was able to reduce its operating costs from $1.1 million annually to $0.8 million annually for a savings of over 27.3 percent. Hourly costs for the contract have been calculated at approximately $20.00 per hour. West Hollywood reports that the quality of their parking enforcement was improved through this contract.

Recommendation

Given the role of parking strategies, pricing and metering in economic development, its importance in revenue generation, and the attention it requires from Police Department sworn and civilian personnel, the benefits and costs of transferring these responsibilities to a competitively procured, nationally-respected firm for the management of on-street parking enforcement should be analyzed again. Responsibilities could extend beyond enforcement, to high-tech meter installation and maintenance and visitor assistance (e.g., providing visitors to the City with directions).

If the City decides to forgo contracting out parking enforcement, an alternative of adding additional civilian parking enforcement officers and additional parking/traffic technology would be considered.

Implementation

Parking Enforcement currently employs 12 Security Officer II positions (fully loaded FY2007 cost of $66,422 each, or $21.19/hour) and one Security Officer IV (with a fully loaded cost of $78,686 or $25.71/hour) for a total personnel cost of $875,750. For 2006, these civilians issued 413,443 parking tickets. Of these, the City collects approximately 82 percent of all tickets issued within one year generating $4.4 million in revenue in 2006.

While a more detailed parking enforcement analysis must be completed to analyze the optimum number of officers, Central Parking System, one of the nation's largest providers of private parking enforcement

services, has estimated that a City of Long Beach's size should be issuing approximately 550,000 parking tickets annually in order to adequately enforce parking regulations[10]. Based on current collection rates, this increase of 137,000 tickets would generate an additional $1.5 million annually as shown below.

$4,387,046 (current revenue)/413,443 (tickets issued) = $10.61 (revenue per ticket issued)
550,000-413,443=136,557(additional tickets issued)
136,557*$10.81=$1,449,007 (additional revenue)

Central Parking System estimates that the contract would cost the City of Long Beach around $600,000 annually for an additional savings of approximately $275,750 in operating and personnel costs. Base salary costs for the City have been estimated to increase 3 percent annually in accordance to the MOU.

In order for this initiative to be implemented, the City Council must approve it under Proposition L. Under this proposition, services that are performed by City personnel may only be contracted out if services levels will remain the same or improve under the contract and the contracted service is less expensive.

This initiative has been discounted 50 percent in FY2008 to allow for a more thorough parking enforcement assessment and possible contract negotiations.

Estimated Fiscal Impact

	FY2008	FY2009	FY2010	FY2011	FY2012
Contract Costs	$600,000	$600,000	$600,000	$600,000	$600,000
Personnel Savings	$875,750	$917,961	$951,560	$986,633	$1,023,261
Additional Parking Revenue	$1,449,000	$1,449,000	$1,449,000	$1,449,000	$1,449,000
Total Fiscal Impact	**$1,724,750**	**$1,766,961**	**$1,800,560**	**$1,835,633**	**$1,872,261**
Discount %	50.0%	0.0%	0.0%	0.0%	0.0%
Discounted Fiscal Impact	**$862,000**	**$1,767,000**	**$1,801,000**	**$1,836,000**	**$1,872,000**

Police Response
This initiative was explored several years ago as a proposed cost-cutting measure in the implementation of the City's Three-Year Strategic Financial Plan. While there were potentially significant cost-savings related to the proposal, there were a number of policy matters, which mitigated against the implementation of the proposal. The first issue was the Proposition "L" analysis needed to outsource work currently being performed by City workers. The second issue was the impact on the current employees. The third issue was the concern about the perception of "incentivizing" a private contractor to issue parking citations. The fourth was the issue of supervision and quality control of the contractor's workforce. When considered collectively, the proposal was not considered viable.

Little has changed since this initiative was previously considered, and the LBPD does not support this initiative.

Conclusion
In conclusion, PFM would to thank the Long Beach Police Department and others in the City of Long Beach for their cooperation in developing and reviewing this report. Further, we would like to thank the Steering Committee that guided this analysis. We express our confidence that implementation of these recommendations will be of benefit to the Long Beach Police Department and the people they serve.

[10] Phil Oropesa, Director Municipal Services Division, Central Parking System, 813-221-2754.