



STAFF REPORT

Meeting Date: December 6, 2016
To: Honorable Mayor & City Council
From: Sandra Spagnoli, Chief of Police
Subject: Police Department Staffing Update
Attachments:

1. Organizational Chart Current
2. Organizational Chart Proposed
3. Survey Cities Current Second in Command Structure

INTRODUCTION

On September 6, 2016, City Council was provided with an update on the final outstanding items from the report including the Strategic Plan, succession plan, hiring updates, and staffing update.

At that time council was informed that the Police Department would return with more information regarding the initial recommendations from the staffing report that included reinstating the Assistant Chief of Police position which would designate a single second-in-Command; and converting the currently funded non-sworn Administrative Services Division Commander position to a sworn Police Captain position.

The introduction of the new classification will facilitate additional oversight of Police Department divisions and provide managerial support to the Police Chief. Converting the funding for the Civilian Division Commander position, which is vacant, to a Police Captain, is necessary to properly manage the technical administrative work, over areas better suited and aligned for sworn oversight. In addition, the Police Captain will provide oversight to the Jail, Records, Emergency Communications, and Emergency Management Bureau. This will allow for greater oversight of Police Personnel and promote opportunities for the succession planning of police officers.

To fund this reorganization, Staff proposes that Council consider utilizing the budget allocation for the newly adopted Homeland Security Administrator position to fund approximately 60% of this position, and move the critical duties of this classification to the Assistant Chief of Police. Although this is not an optimum funding solution, it is workable since the position is new to the Department and is currently un-filled.

DISCUSSION

The Staffing and Structure Report is currently in the process of being finalized; and will be brought to Council in early 2017. One of the critical recommendations relates to the Structure of the Police Department executive leadership and is being brought forward in advance. The recommendation for a “second in command” position is consistent with industry standard and the attached survey. This recommendation is in line with the priorities stated in the Management Partners report (presented to the City Council in 2016) and will allow the Chief greater focus on the Community Relations, Intelligence Unit, Professional Standards, Training and Recruitment.

Presently the Police Department Executive Command Staff consists of the Police Chief, two Police Captains and a Civilian Division Commander (currently filled by rotating Acting Captains). The Police Chief is the department head and has overall responsibility of the leadership and direction of the Police Department, which includes day-to-day operations and implementing “Best Practices.” One Police Captain is responsible for commanding the Field Services Division, the other commands the Investigative Division, while the Civilian Police Commander has oversight of the Administrative Services Division, which includes the City Jail.

With the retirements of experienced sworn personnel, a vast amount of experience and expertise has left the Department. As a result of these retirements and influx of new employees, 47% of Police Officers have been with the Beverly Hills Police Department less than 10 years; 31% have been with the Department less than 5 years; and 17% have been with the Department less than 2 years. At the current hiring rate for police officers, there will be a significant loss of experience at the front-line patrol officer level by the end of next year (2017). As part of the department strategic plan development a recent staffing study was conducted and determined that there is a need to reorganize the structure of the Police Department's Executive Command Staff, due to the Department's experience level and new strategic direction. Additionally, with the continuing changes in legislation and to remain contemporary, it is necessary to increase the Executive Command Staff, in order to assist with additional administrative responsibilities and oversight. The study recommended that the Assistant Chief of Police classification be created (reinstated) within the City's Executive Group and that the Division Commander Position allocation be converted to Police Captain.

The Assistant Chief of Police will serve as the second in command to the Chief of Police and will be responsible to support daily operations of the Police Department such as directing, managing and coordinating assigned activities with other divisions, departments, and outside agencies. In addition, the Assistant Chief of Police will absorb critical duties of the Homeland Security Administrator position. This new classification will allow for a greater span of control and oversight over all aspects of the Police Department, and will provide direction for the Captains and Lieutenants. The proposed reorganization, in part, will relieve Police Captains and Lieutenants of assigned administrative duties, in order to have more time to assist Sergeants with Field Operations/oversight as well as, training and mentoring of staff. One significant project the Assistant Chief of Police will coordinate is the implementation of the Metro- Purple line Project. This project management model is consistent with the BH Fire Department's oversight of this project. This position will also allow the Police Chief to focus on implementing the strategic plan, community outreach, in addition to provide a greater focus on Hiring/ Personnel, Training, Community Relations, and Professional Standards.

Meeting Date: December 6, 2016

The study also recommended converting the Civilian Police Commander funding to the Sworn Police Captain classification. The daily administrative work volume currently restricts the time the Police Lieutenants have to be in the field to direct and supervise sergeants and officers. The expectation of sergeants to provide direct supervision, mentoring, training, and correction for officers is vital to the overall development and morale of the Police Department. With the current experience level of the Police Department, it is imperative for Police Sergeants and Lieutenants to be in the field supervising. The addition of the Assistant Chief of Police and conversion of the Police Commander funding to Captain, will relieve Lieutenants and Sergeants from some of administrative duties to allow them more time for field supervision.

This proposed Police Department reorganization will also increase resources and time available for succession planning. It is imperative to promote and develop personnel, while the experience and ability is present to help develop the future leaders of the Department. The proposed changes to Command Staff will take place incrementally over the next year. The one (1) vacant Commander position being recommended for funding conversion will be implemented as part of the larger process starting July 2017, to allow the current "acting assignment" rotation of all the Police Lieutenants to complete their assignment in an "Acting Captain" capacity. This is a temporary 10 week assignment working out of the Chief's Office, designed to develop and acclimate the current Lieutenants to a higher level position. Should City Council agree with the recommendation included in this report, it is estimated that the Assistant Chief of Police Position could be filled as early as April 1, 2017.

The Police Department will be bringing the larger staffing recommendations to Council during the first quarter of the New Year. During the presentation, the department will also provide a menu of services and the positions and costs associated with them to seek direction from council at the time on how to proceed.

FISCAL IMPACT

The proposed Assistant Chief of Police annual salary is \$236,388 and total compensation including benefits is \$393,589, which falls between the Police Captain and Police Chief Classification and is consistent with the placement of the Deputy Fire Chief classification. The proposed Assistant Chief of Police will be part of the Executive / Senior Management plan. There is no fiscal impact for the current fiscal year, since the position will be funded by the salary savings for the vacant Homeland Security Administrator Position. The ongoing costs for the position will be an estimated \$ 393,589 annually, depending on salary at time of appointment, and will have an annual general fund impact of \$198,323. This cost will also be offset by annual reimbursements from the Metro Project, estimated to be \$25,000 per year during the life of the project.

The annual cost to convert the Division Commander to Police Captain is \$59,580. There is no fiscal impact for the current fiscal year due to Lieutenants currently filling the position in an Acting assignment. There is also an additional one-time cost for the purchase of vehicles for these two positions, which would be funded by asset forfeiture.

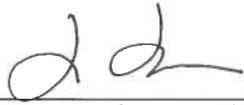
Meeting Date: December 6, 2016

Vacant Salary Savings				
Position	Step 3 Salary	Benefits	Total	Recommended Action
Division Commander	\$158,592	\$81,362	\$239,954	Unfund
Homeland Administrator	\$135,472	\$59,794	\$195,266	Unfund
		Sub-Total	\$435,220	
Proposed Positions				
Position	Top Step Salary	Benefits	Total	Recommended Action
Assistant Police Chief	\$236,388	\$157,201	\$393,589	Add
Captain	\$173,504	\$126,030	\$299,534	Add
		Sub-Total	\$693,123	
Cost Recovery from Metro			-\$25,000	
		General Fund Additional Funding	\$232,903	
Other Costs				
One-Time Vehicle Purchase*				
Assistant Police Chief			\$60,000	
Captain			\$56,000	
		Asset Forfeiture Funding	\$116,000	
*This does not include ongoing maintenance and vehicle replacement charges.				
		Total Additional Funding Needed	\$348,903	

RECOMMENDATION

With the departure of experienced personnel in the Police Department and to provide adequate oversight to the significant shifts the department will experience in the future, the proposed reorganization is necessary to provide sufficient leadership required for administrative oversight and staff development. The position proposed for funding conversion is currently vacant, which provides an opportune time for reorganizing position allocations in the Police Department. The recommended changes to the City's Executive Employee Compensation Plan require Council approval.

Should the City Council agree with these recommendations, this will be brought back to the City Council for approval on December 20, 2016. The City's Executive Compensation Plan will also need to be amended as specified above, along with Salary Schedule and a one-time allocation from Asset Forfeiture of \$116,000 for two vehicles in current fiscal year.

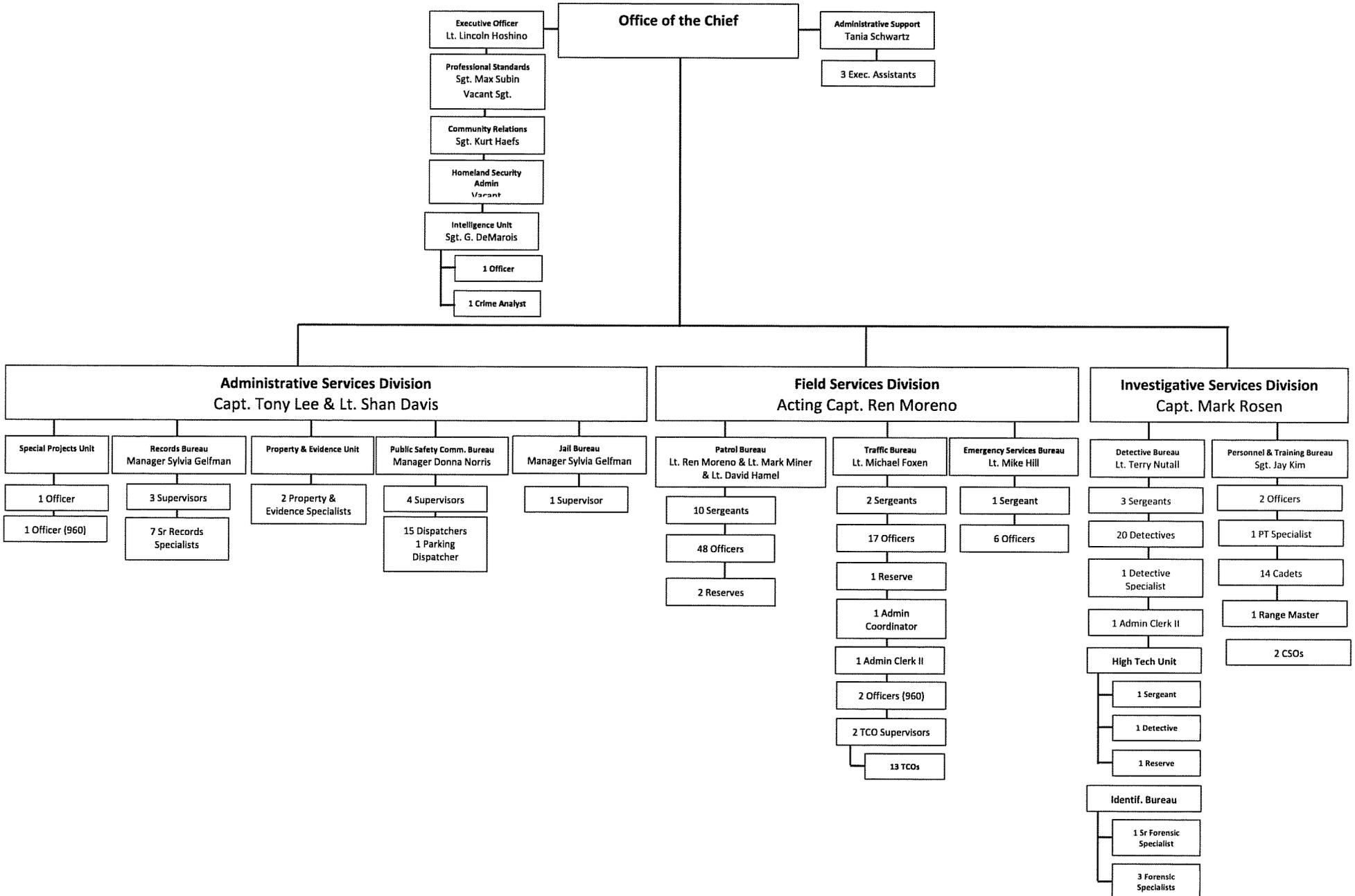


 Approved By
 Sandra Spagnoli, Chief of Police

Attachment 1

Current 2016 Organizational Chart

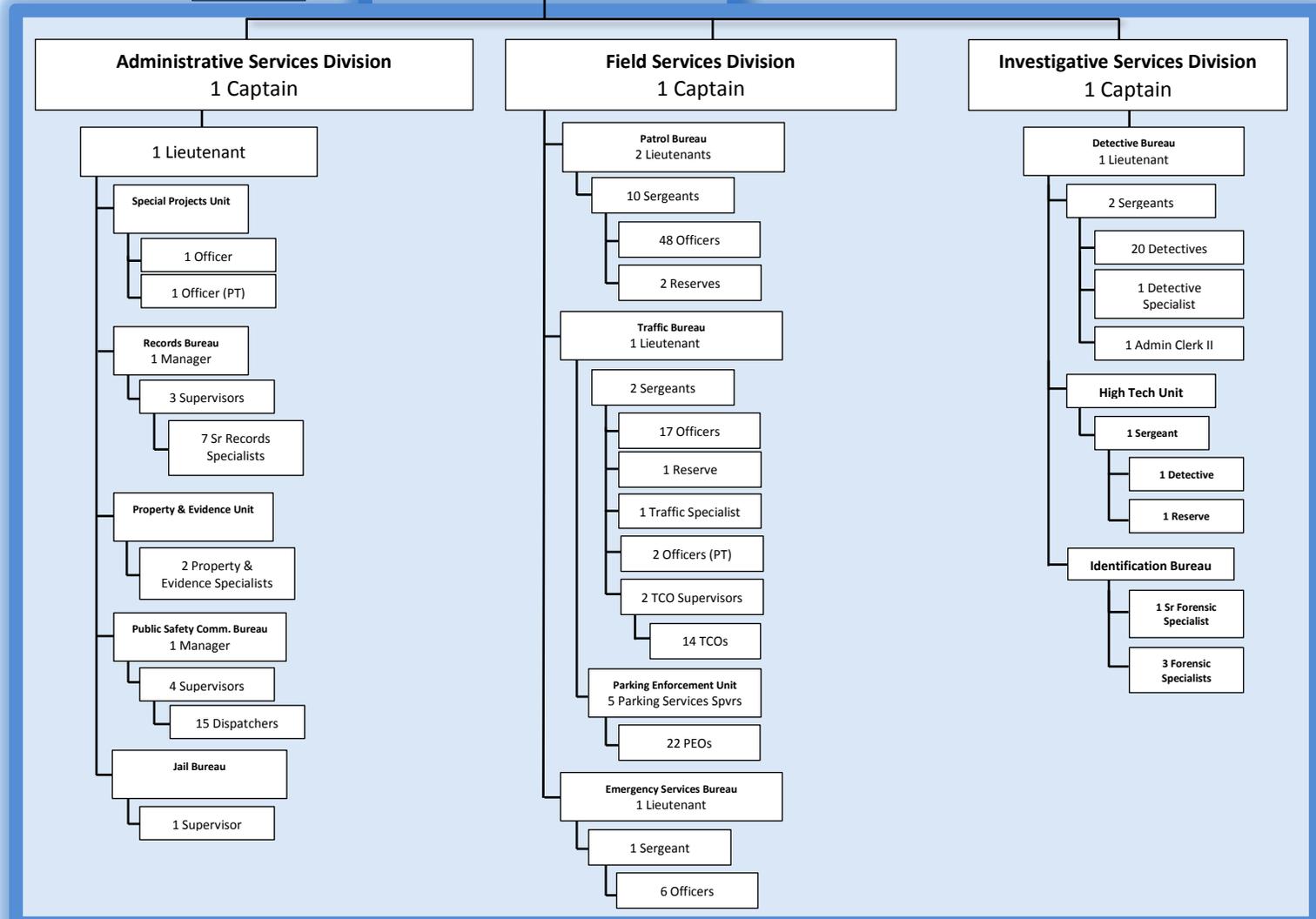
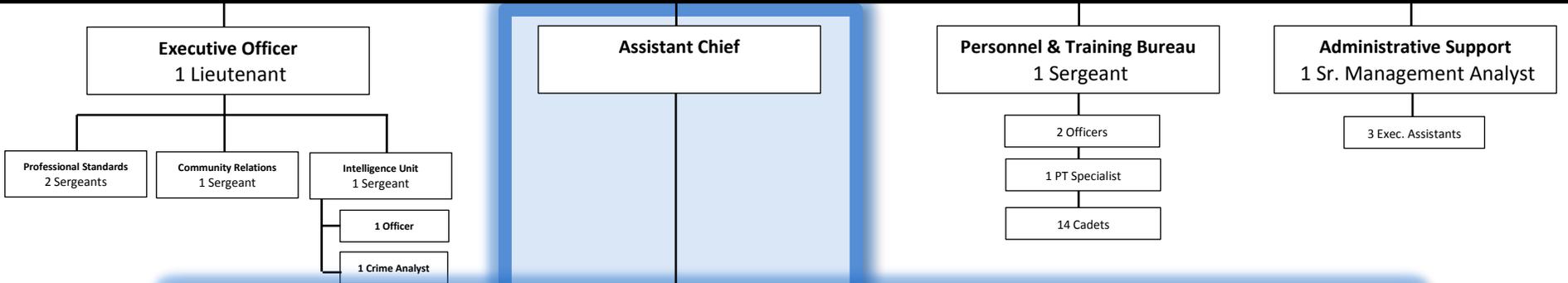
Beverly Hills Police Department
Chief Sandra Spagnoli



Attachment 2

Proposed Organizational Chart

Beverly Hills Police Department Chief Sandra Spagnoli



Attachment 3

Survey of Deputy Chief/Assistant Chief of Police

Department Name	DC or ACP	Authorized Sworn Count
Alhambra PD	Deputy Chief (2)	85
Beverly Hills PD	No	128
Burbank PD	Deputy Chief (1)	160
Culver City PD	Assistant Chief of Police (1)	102
Downey PD	No	124
El Monte PD	No	121
Glendale PD	Deputy Chief (1)	241
Hawthorne PD	No	100
Inglewood PD	Deputy Chief (1)	174
Long Beach PD	Deputy Chief (3)	806
Pasadena PD	Deputy Chief (1)	240
Pomona PD	Deputy Chief (1)	153
Santa Monica PD	Deputy Chief (1)	216
Torrance PD	Deputy Chief (1)	225
West Covina PD	No	100