

Vallejo Police Department: Exceptional Service Model

STAFFING SUMMARY

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
Sworn Officer Positions	2	15	14	13	15	59
Civilian/Professional Positions	30	12	8	5	3	58
Total Positions Requested	32	27	22	18	18	117

STAFFING METHODOLOGY

Current Police Service Staffing Model

1.0 sworn positions per 1,000 residents = 122 total sworn positions (currently authorized)
105 sworn positions currently filled (17 unfilled sworn positions)

2018 FBI Uniform Crime Reporting Program Statistics

Average **1.7 sworn officers per 1,000 residents**, which would be **207 sworn officers** for City of Vallejo
(Western United States/Pacific Coast, Cities with populations between 100,000 and 249,999)

Foundation for Exceptional Police Service Staffing: Industry Standard

1.5 police officers per 1,000 residents = 183 sworn officers

IACP Patrol Division Staffing Formula

Nixa, Missouri - IACP published study

Step #1: Number of calls for service per year = 66,000

Step #2: Multiply by .75 (45 minutes average time to handle a CFS) = $66,000 \times .75 = 49,500$

Step #3: $49,500 \times 3$ (Preventive/ unobligated patrol time ideal) = 148,500

Step #4: Divide by 3,600 (hours needed to staff one basic patrol unit for one year) = 41.2

Step #5: Multiple by 2.2 (to cover days off, vacation, etc.) = 90.75 officers

Following the IACP Model, 90.75 officers/corporals would be needed in the Patrol Division for exceptional police service in the City of Vallejo. Currently 49 officers/corporals are assigned to the Patrol Division. The IACP formula can be easily incorporated into the industry accepted 1.5 sworn officers per 1,000 residents model.

OFFICE OF THE CHIEF OF POLICE / ADMINISTRATION

Administrative positions are necessary to support department leadership as they embrace positive transitions and build trust with the community.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Chief of Police	1	1	0	0	0	0	0
Exec. Assistant	0	1	1	0	0	0	0
Exec. Secretary	1	1	0	0	0	0	0
Captains	3	3	0	0	0	0	0
Admin. Manager	1	1	0	0	0	0	0
Public Info Officer	1	1	0	0	0	0	0
Admin. Analyst	1	3	2	0	0	0	0
Admin. Clerk	1	2	1	0	0	0	0
	9	13	4	0	0	0	0

- **Executive Assistant to the Chief of Police** to be added which allows for a higher level of administrative support to the Chief of Police necessary for the growth and development of the department and the ongoing engagement with the community. Additionally, the current position of Executive Secretary will be maintained to assist and support the three Captains of the Police Department. Currently, the Executive Secretary provides all administrative support. (FY 20/21)
- **Two Administrative Analysts** to be added which allows for the necessary analytical support to the Captains of the department and the Financial Management Section. Administrative Analysts will perform such duties as grant management, statistical analysis, preparation of staff reports, contract management, presentation and outreach preparation, and assist with research. (FY 20/21)
- **One Administrative Clerk** to be added which allows for additional entry-level support to permit current staff to implement priority projects. (FY 20/21)

SUPPORT SERVICES BUREAU

Professional Standards

The Professional Standards Division is critical to the accountability and transparency of the department. Increased staffing in this division is essential not only to stay in compliance with new legal mandates but also to provide mandated information to the public.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Lieutenants	1	1	0	0	0	0	0
Sergeants	2	3	0	1	0	0	0
Corp./Officers	1	3	0	1	1	0	0
Admin. Analysts	1	2	1	0	0	0	0
Police Clerks	1	1	0	0	0	0	0
Admin. Clerk	0	1	1	0	0	0	0
Personnel Analyst	0	1	1	0	0	0	0
	6	12	3	2	1	0	0

- **One Administrative Analyst** added to the Internal Affairs Unit with the continuing abundance of public records act requests, pitchess motions, liaising with the City Attorney’s Office and providing confidential administrative support including redaction of highly confidential and sensitive information. (FY 20/21)
- **One Administrative Clerk** added for clerical support to the Training Sergeant. The department continues to train and develop all employees in accordance with on-going POST requirements and policy changes. Additionally, the Professional Standards Division works closely with the City Attorney’s Office and Risk Management to provide department training in order to reduce City liability. (FY 20/21)
- **One Personnel Analyst** added to create a necessary direct connection to the Human Resources Department. This position is vital to the growth of the department as we continue to experience a high level of vacancies due to a highly competitive job market and attrition. (FY 20/21)
- **One Sergeant** to allow the division of duties between a Training Sergeant and a Recruitment/Hiring Sergeant. Currently, there is one sergeant tasked with the many job duties of a training sergeant (internal and external training), recruitment and hiring sergeant, supervisor of the Cadet Program and Volunteer Program. (FY 21/22)
- **Two Officers/Corporals** added over two years to the Professional Standards Division to assist with the expansion of the Cadet and Explorer Program. These programs are important to the future of the organization, as well as providing local youth with career options and experience. These sworn positions will also be able to assist the Training Sergeant with department-wide training of staff and allow for the creation of a Training Unit. (FY 21/22, FY 22/23)

Communications Section

The communications center is a 24/7 operation that acts as the primary liaison between citizens and emergency field personnel. In order to provide exceptional service to those in need of emergency assistance, increased staffing is critical.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Comm. Manager	1	1	0	0	0	0	0
Comm. Supervisors	4	5	0	0	1	0	0
Comm. Ops	16	20	1	1	1	1	0
	21	26	1	1	2	1	0

- **Four Communication Operators** requested to staff the 9-1-1 dispatch center to handle and dispatch emergency responders including police, fire, and medical. Additionally, a fully staffed communications center will allow the City to explore the option of Emergency Medical Dispatch, allowing an increase in service to the residents of Vallejo. (FY 20/21, FY 21/22, FY 22/23, FY 23/24)
- **One Communications Supervisor** requested to provide the necessary supervision and on-going mentorship to communications operators. Operators require supervision 24/7 and as staffing levels increase required supervision and leadership is necessary. (FY 22/23)

Records Section

In order to provide exceptional customer service to the citizens and adequate support to field personnel an increase in staffing of the Records Section is needed.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Records Supervisor	1	0	-1	0	0	0	0
Records Manager	0	1	1	0	0	0	0
Police Clerks	6	12	2	2	2	0	0
	7	13	2	2	2	0	0

- **Six Police Clerks** requested to provide staffing of the front desk at least six days a week and extended hours. Due to current staffing levels, the department lobby can only be open 4 days a week 9:30 a.m. to 5:00 p.m. Additionally, as sworn staffing increases, workloads for this section increase comparably. (FY 20/21, FY 21/22, FY 22/23)
- **Reclassification of a Records Supervisor to a Records Manager** is requested to ensure the Records Section has the appropriate level of supervision and oversight. This position is required to keep informed of changes in federal and state reporting laws. Additionally, this position oversees the proper release of police reports, local background checks, department cashiering, front desk customer service standards, and must have a detailed understanding of police operations. (FY 20/21)

OPERATIONS BUREAU

Patrol Division

The backbone of any police department’s community-oriented policing effort, the patrol division patrols on a 24-hour basis. Increasing patrol staffing numbers would drastically reduce patrol fatigue, reduce forced overtime, and provide for significantly better officer health, safety, and wellness – all resulting in better police resiliency and improved customer relations.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Admin. Lieutenant	0.5	1	0.5	0	0	0	0
FTO Sergeant	0	1	1	0	0	0	0
Patrol Lieutenants	4.5	6	0.5	0	1	0	0
Patrol Sergeants	6	12	0	2	2	2	0
Officers/Corporals	66	72	0	2	2	2	0
Police Assistants	0	10	10	0	0	0	0
	77	102	12	4	5	4	0

- **Ten Police Assistants** requested for immediate assistance to the patrol division. CSOs will allow the department to quickly respond to lower priority calls for service and significantly decrease response times leading to an increase in community relationships. (FY 20/21)
- **One Lieutenant** to be added to the Patrol Division to allow one full-time Administrative Lieutenant. A full-time Administrative Lieutenant in the Operations Bureau is necessary for the oversight, consistency and success of the Field Training Officer Program. Additionally, this would allow for additional oversight of department operations in the patrol division. (FY 20/21)
- **One Sergeant** requested to perform FTO Sergeant duties on a full-time consistent basis. Currently, the FTO program is overseen by .5 FTE Lieutenant and a Patrol Sergeant assigned to a Patrol Squad. The lack of experienced officers in the FTO program has required the department to restructure the FTO program and implement new strategies for training officers. (FY 20/21)
- **Six Officers/Corporals, six Sergeants, and one Lieutenant** to increase patrol staffing and necessary supervision in the Patrol Division. (FY 21/22, FY 22/23, FY 23/24)

POP Team

To respond proactively to community concerns while researching underlying patterns of crime problems through a data-driven approach. Problems are addressed by partnering with a crime analyst and using the well-known SARA model:

- **Scan – Identifying a Crime Problem**
- **Analyze – Looking at the root cause and underlying patterns of problems**
- **Respond – Based on crime analysis – formulating a response**
- **Assessment – Response evaluated to determine if the problem reduced**

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Sergeants	0	1	0	0	0	0	1
Officers/Corporals	0	5	0	0	0	0	5
Police Clerk	0	1	0	0	0	0	1
	0	7	0	0	0	0	7

- Creation of a POP Team (Problem Orientated Policing) will require the addition of **one Sergeant, five Officers/Corporals, and one Police Clerk**. The mission of this team is to focus on problem areas (based upon data) and directly assist the patrol division with specific enforcement activities in these identified areas. (FY 24/25)

Traffic Division

Increased staffing in the Traffic Division is essential to reduce the number of fatalities and collisions. Additionally, the added staffing will allow the department to educate the public through increased enforcement and positive interactions.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Lieutenants	1	1	0	0	0	0	0
Sergeants	1	2	0	1	0	0	0
Officer/Corporals	5	12	0	3	2	2	0
Police Assistants	2	6	2	2	0	0	0
Admin. Analysts	0	1	1	0	0	0	0
Police Clerks	1	2	0	1	0	0	0
	10	24	3	7	2	2	0

- **Four Police Assistants** requested assistance to the Traffic Division. CSOs will allow the department to quickly respond to lower priority traffic-related calls for service and significantly decrease response times leading to an increase in community relationships. (FY 20/21, FY 21/22)
- **One Administrative Analyst** requested to provide complex administrative support to the Traffic Division, including grant management, department fleet management, tow service contracts management, special event contracts and billing, and analysis of revenue (currently in excess of \$1 million). (FY 20/21)
- **Seven Officers/Corporals and one Sergeant** to increase traffic enforcement staffing and necessary supervision in the Traffic Division. (FY 21/22, FY 22/23, FY 23/24)
- **One Police Clerk** requested to provide additional clerical support as traffic enforcement activities increase. (FY 21/22)

INVESTIGATIONS BUREAU

Detective Division

The Detective Division is responsible for investigating and preventing crimes against people and property. Increasing staffing numbers would provide for an intelligence-led approach that focuses on prolific offenders, people, and locations. Further, increasing our numbers, would allow the department to provide a social network analysis component that focuses on identifying relationships among individuals while utilizing innovative approaches - i.e., National Integrated Ballistic Information Network (NIBIN) technology to identify connections between shell casings and firearms.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Lieutenants	1	1	0	0	0	0	0
Sergeants	1	2	0	0	1	0	0
Officer/Corporals	11	18	0	2	2	2	1
Police Assistants	2	2	0	0	0	0	0
Police Clerks	1	4	0	0	1	1	1
Crime Analysts	1	3	1	1	0	0	0
Data Scientist/NIBIN	0	1	0	1	0	0	0
Forensic Analyst	0	2	1	1	0	0	0
	17	33	2	5	4	3	2

- **Two Crime Analysts, two Forensic Analysts, and one Data Scientist** to enhance the department’s data analysis abilities. With the implementation of the new BWC program and future implementation of the in-car cameras, the amount of video evidence the department processes will increase dramatically and require additional specialized personnel. The department is also forming a primetime-realtime crime intelligence center to assist with data-driven policing. These analysts are critical in making efficient use of department resources (personnel and technical). (FY 20/21, FY 21/22)
- **Seven Officers/Corporals and one Sergeant** are requested to be assigned as Detectives in this division. The additional detectives will allow the department to further investigate a wider range of cases that require investigative follow-up (example property crimes). The department will also be able to focus more resources on the City’s 290 Sex Registrant Program. (FY 21/22, FY 22/23, FY 23/24, FY 24/25)
- **Three Police Clerks** requested to provide additional clerical support as investigative activities increase. (FY 22/23, FY 23/24, FY 24/25)

Evidence & Property Section

The Evidence & Property Section takes custody of all property recovered by the police department. There are currently three employees who process and maintain over 700,000 items of evidence. Our current processes are not automated.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Officer/Corporal	1	2	0	0	0	1	0
Sergeant	0	1	0	0	0	1	0
Senior P.A.	1	2	0	0	0	1	0
Police Assistants	0	3	1	1	1	0	0
Police Clerk	1	5	1	1	1	1	0
	3	13	2	2	2	4	0

- **Three Police Assistants and one Senior Police Assistant** requested for assistance to the Evidence and Property Section. CSOs will assist in the processing and maintenance of evidence. As staffing increases, the need for additional personnel to assist with evidence will increase. (FY 20/21, FY 21/22, FY 22/23)
- **Four Police Clerks** requested to provide additional clerical and property and evidence maintenance support as staffing increases throughout the department. Additionally, these positions will allow our Evidence and Property Section to respond promptly to citizens requests to retrieve property. (FY 20/21, FY 21/22, FY 22/23, FY 23/24)
- **One Officer/Corporal and one Sergeant** are requested to be assigned to this division. The additional staffing will be crucial as the Evidence and Property Section activity increases. There is currently one Corporal who oversees the section. This additional staff will assist in maintaining the integrity and safekeeping of evidence. (FY 23/24)

Crime Reduction Team (CRT)

Most crime is stubborn and occurs at only 3-5% of locations. Increasing our staffing to the crime reduction team would provide for a more focused and precise approach to crime reduction.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Sergeants	1	1	0	0	0	0	0
Officers/Corp.	6	9	0	1	1	1	0
FBI Taskforce	1	1	0	0	0	0	0
DEA TFO	0	1	0	0	0	0	1
Police Clerk	0	1	0	0	0	1	0
	8	13	0	1	1	2	1

- **Three Officers/Corporals** are requested to be assigned as Detectives on this team. The additional detectives will allow the department to work diligently on the apprehension of high profile criminals

including homicide suspect and sex traffickers. This unit is dedicated to assisting the Detective Division with covert operations. (FY 21/22, FY 22/23, FY 23/24)

- **One Police Clerk** requested to provide additional clerical support as investigative activities increase. (FY 23/24)

Burglary Prevention Team

According to FBI UCR statistics, the city of Vallejo has some of the highest rates of burglary for a city of its size. A newly formed burglary prevention team would work collaboratively with all stakeholders to combat burglary through an evidence-base and data-driven approach.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Sergeant	0	1	0	0	0	0	1
Corporals/Officers	0	5	0	0	0	0	5
Police Clerk	0	1	0	0	0	0	1
	0	7	0	0	0	0	7

- Creation of a Burglary Prevention Team will require the addition of **one Sergeant, five Officers/Corporals, and one Police Clerk**. The mission of this team is to enhance police services by focusing on the apprehension of suspects involved in property-related crimes. This will be a high impact team as the concern is often vocalized by the community and cannot be properly investigated with department current resources. (FY 24/25)

Community Services & Code Enforcement Division

Community partnerships sustain long term gains in crime reduction. City government and community stakeholders working collaboratively toward the same goal of law enforcement, i.e., crime reduction and improved quality of life, is essential to the long term impacts on the community. Our community services section utilizes innovative and progressive processes such as third party policing and crime prevention through environmental design.

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Lieutenants	1	1	0	0	0	0	0
Sergeants	1	1	0	0	0	0	0
Officers/Corporals	2	5	0	1	1	1	0
Sr. Code Enf. Officer	1	1	0	0	0	0	0
Code Enf. Officers	4	6	2	0	0	0	0
Police Assistants	1	2	0	1	0	0	0
Police Clerks	2	3	1	0	0	0	0
Secretary	1	0	0	-1	0	0	0
Admin. Analyst	0	1	0	1	0	0	0
	13	20	3	2	1	1	0

- **Two Code Enforcement Officers** are requested to be assigned to the Community Services and Code Enforcement Division. As the need for code compliance in the city continues to increase, the need for additional code enforcement personnel is necessary for the enforcement of the Vallejo Municipal Code. Additionally, the Code Enforcement Division has been tasked with several superfluous enforcement activities related to vacant lots, private property nuisances, and homeless encampments in collaboration with other city departments. (FY 20/21)
- **One Police Clerk** requested to provide additional clerical support as code enforcement activities increase. (FY 20/21)
- **One Administrative Analyst (to be partially offset by the elimination of one Secretary)** to provide complex administrative support of Code Enforcement including, analysis of Code Enforcement revenues, liaising with the Solano County Tax Assessor, grant management, and clerical supervision related to the notification to property owners and other legal requirements. (FY 21/22)
- **Three Officers/Corporals** are requested to assist the Community Services with quality of life concerns. Additional officers will allow the department to work with Solano County in implementing a Crisis Intervention Response to the community. These officers will also work in the community to educate citizens on topics such as Crime Prevention through Environmental Design (CPTED). (FY 21/22, FY 22/23, FY 23/24)
- **One Police Assistant** requested assistance in crime prevention activities. This will allow the department to expand the existing Neighborhood Watch Program. (FY 21/22)

Office of Community Engagement

	Authorized	Exceptional	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Sergeant	1	1	0	0	0	0	0
Kaiser Corp./ Officer	1	1	0	0	0	0	0
SROs	2	6	0	1	1	1	1
	4	8	0	1	1	1	1

- **Four School Resource Officers** requested with the anticipated approval of the Vallejo City Unified School District. There is a need to continue the positive relationship the department and VCUSD have formed in recent years. The department would like to continue assisting in the development of local youth and ensuring Vallejo schools are safe for all. (FY 21/22, FY 22/23, FY 23/24, FY 24/25).