

**AGENDA
SPECIAL MEETING
SIERRA MADRE CITY COUNCIL**

*Kelly Kriebs, Mayor
Robert Parkhurst, Mayor Pro Tem
Edward Garcia, Council Member
Gene Goss, Council Member
Kristine Lowe, Council Member*

Michael Amerio, City Treasurer

**Tuesday, October, 29, 2024
6:00 pm**

**City of Sierra Madre
City Council Chambers
232 W. Sierra Madre Boulevard
Sierra Madre, California 91024**



The Brown Act provides the public with an opportunity to make public comments at any public meeting; As an alternative to attending the meeting in person, public comment may be made by e-mail to PublicComment@SierraMadreCA.gov by 3:00 PM on the day of the meeting. E-mails will be acknowledged at the Council meeting, filed into public record, and scanned onto the City website for public review.

The meeting will be streamed live on the City's website at www.SierraMadreCA.gov, on Foothills Media website at <http://www.foothillsmedia.org/sierramadre> and broadcast on Government Access Channel 3 (Spectrum).

CODE OF CONDUCT

The purpose of a City Council meeting is to conduct City business. Members of the public that behave in a manner that interrupts or obstructs the Council's ability to conduct City business may be asked to leave the meeting. Any and all demonstrations which disrupt, interrupt, or obstruct the Council's ability to conduct City business are prohibited. No signs, posters or other large objects shall be brought into the Council Chambers or other meeting place if doing so would disrupt, disturb or otherwise impede the orderly course of the meeting.

CALL TO ORDER/ROLL CALL MEMBERS OF THE CITY COUNCIL

Mayor Kriebs, Mayor Pro Tem Parkhurst, Council Member Garcia, Council Member Goss, Council Member Lowe

PLEDGE OF ALLEGIANCE AND INSPIRATION

Council Member Kristine Lowe

APPROVAL OF MEETING AGENDA

Vote of the City Council to proceed with City business.

PUBLIC COMMENT

The Council will listen to the public on any item on the agenda. Addressing the City Council from the audience is not permitted; all comments addressing the Council must be made from the podium. Only public comments made from the podium will be recognized by the City Council and entered into public record.

Providing Public Comment for Items on the Meeting Agenda

This is a Special Meeting. Persons wishing to speak on any item on the agenda will be called during the designated comment period. Persons wishing to speak on closed session items have a choice of doing so either immediately prior to the closed session or at the time for comments on items at the open session.

Providing Public Comment

1. Any person wishing to provide public comment is asked to complete a comment card. Each speaker will be limited to up to three continuous minutes, which may not be delegated or deferred.
2. Comments addressed to the Council shall occur from the podium during the appropriate time on the agenda and should not be construed as an opportunity for dialogue

ACTION ITEMS

Regardless of staff recommendation on any agenda item, the City Council will consider such matters, including action to approve, conditionally approve, reject, or continue such item.

DISCUSSION

1. **CONSIDERATION OF APPROVAL OF RESOLUTION 24-66, ADOPTING THE SIERRA MADRE FIRE DEPARTMENT MASTER PLAN**
It is recommended that the City Council approve Resolution 24-66, adopting the Sierra Madre Fire Department Master Plan.
2. **CONSIDERATION OF APPROVAL OF RESOLUTION 24-67, ADOPTING THE SIERRA MADRE POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT PLAN**
It is recommended that the City Council approve Resolution 24-67, adopting the Sierra Madre Police Department Organizational Assessment Plan.

AVAILABILITY OF AGENDA MATERIALS

Materials related to items on this agenda are available for public inspection on the City's website at www.SierraMadreCA.gov

LIVE BROADCASTS

Regular City Council meetings are broadcast live on Cable Channel 3 and rebroadcast on Wednesday and Saturday at 5:30 p.m. Additionally, meetings are streamed live on the City of Sierra Madre YouTube channel at <https://www.youtube.com/@3SMTV/streams..>

MEETING ASSISTANCE

If you require special assistance to participate in this meeting, please call the City Clerk's office at (626) 355-7135 at least 48 hours prior to the meeting.

ADJOURNMENT

The City Council will adjourn to a Regular meeting to take place on November 12, 2024



City of Sierra Madre Agenda Report

Kelly Kriebs, Mayor
Robert Parkhurst, Mayor Pro Tem
Edward Garcia, Council Member
Gene Goss, Council Member
Kristine Lowe, Council Member

Michael Amerio, City Treasurer

TO: Mayor Kriebs and Members of the City Council

FROM: Laura Aguilar, Deputy City Manager

REVIEWED BY: Jose Reynoso, City Manager

DATE: October 29, 2024

SUBJECT: CONSIDERATION OF RESOLUTION 24-66, ADOPTING THE SIERRA MADRE FIRE DEPARTMENT MASTER PLAN

STAFF RECOMMENDATION

It is recommended that the City Council discuss and consider adoption of Resolution 24-66, adopting the Sierra Madre Fire Department Master Plan

ALTERNATIVES

Council may choose to:

1. Approve Resolution 24-66 adopting the Sierra Madre Fire Department Master Plan;
2. Not approve Resolution 24-66;
3. Provide alternative direction to City staff.

SUMMARY

A presentation was placed on the City Council's October 22, 2024 meeting agenda. The City Council unanimously voted to continue the discussion of this item to a Special Meeting on October 29, 2024.

ANALYSIS

The City contracted with AP Triton for a Risk Assessment and Analysis of the Sierra Madre Fire Department. Fire Chief Bartlett's and AP Triton's report is attached.

CONSISTENCY WITH GENERAL PLAN

The proposed plan is consistent with Chapter three of the City's General Plan – Hazard Prevention, Section One, Fire Safety.

FINANCIAL REVIEW/SOURCE OF FUNDING

The financial impact is directly dependent on Council's direction for short-term and long-term planning.

ENVIRONMENTAL (CEQA)

There is no environmental impact associated with action recommended in the report.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of this report can be accessed on the City's website at www.cityofsierramadre.com.

Attachments

October 22, 2024 Agenda Report and attachments



City of Sierra Madre Agenda Report

Kelby Kriebs, Mayor
Robert Parkhurst, Mayor Pro Tem
Edward Garcia, Council Member
Gene Goss, Council Member
Kristine Lowe, Council Member

Michael Amerio, City Treasurer

TO: Honorable Mayor Kriebs and Members of the City Council

FROM: Brent Bartlett, Fire Chief

REVIEWED BY: Jose Reynoso, City Manager

DATE: October 22, 2024

SUBJECT: APPROVAL OF RESOLUTION 24-62, ADOPTING THE SIERRA MADRE FIRE DEPARTMENT MASTER PLAN

STAFF RECOMMENDATION

It is recommended that City Council approve Resolution 24-62, adopting the Sierra Madre Fire Department Master Plan.

ALTERNATIVES

- 1) Approve Resolution 24-62, adopting the Sierra Madre Fire Department Master Plan.
- 2) Do not approve Resolution 24-62, adopting the Sierra Madre Fire Department Master Plan.
- 3) Alternatively, discuss and take other possible action related to this item.

SUMMARY

The Sierra Madre Fire Department (SMFD) has partnered with AP Triton LLC to create a comprehensive, data-driven long-range master plan. This plan is the result of thorough research, analysis, and collaboration and aims to guide the department's growth, development, and service improvements over the next decade. It incorporates valuable insights from key stakeholders, including city officials, fire department personnel, community members, and fire service planning experts. It is respectfully requested that the City Council, having reviewed the Fire Department Master Plan, consider its formal adoption to ensure the continued enhancement of fire services and community safety in Sierra Madre.

ANALYSIS

The Sierra Madre Fire Department Master Plan has been thoughtfully developed to address both the current and future needs of the community, focusing on emergency response, fire

prevention, public safety education, and organizational efficiency. The plan considers key future conditions such as housing development, population growth, and projected increases in service demand. It also outlines future delivery models that include establishing response standards and targets, as well as short-term, mid-term, and long-term strategies.

Key Components of the Master Plan:

1. **Service Assessment and Response Strategies:**
The master plan assesses the current fire department services and identifies areas for improvement. It also proposes strategies to enhance response times, improve emergency medical services, and optimize resource management.
2. **Infrastructure and Equipment:**
The plan identifies critical infrastructure upgrades and necessary investments in equipment to ensure the fire department can effectively respond to various emergencies. This includes recommendations for fire stations, vehicles, communication systems, and specialized equipment.
3. **Risk Reduction and Prevention:**
A key focus of the plan is on proactive risk reduction and prevention measures to minimize the occurrence and impact of emergencies. The plan suggests initiatives for community outreach, education, and collaboration with other city departments and agencies.
4. **Personnel and Training:**
The plan emphasizes the importance of improving personnel capabilities through comprehensive training, professional development, and strategic recruitment efforts. These measures will ensure that firefighters are prepared to handle diverse and complex emergency situations.
5. **Collaboration and Partnerships:**
Recognizing the value of collaboration, the master plan encourages partnerships with neighboring jurisdictions, regional agencies, and non-governmental organizations to create a coordinated response network that maximizes resources and expertise.

By adopting the Sierra Madre Fire Department Master Plan, the City Council will demonstrate its commitment to enhancing the safety and well-being of residents and businesses. The plan serves as a strategic roadmap for decision-making, resource allocation, and service improvements to meet the evolving needs of the community.

CONSISTENCY WITH GENERAL PLAN

The proposed is consistent with the General Plan’s Chapter Three – Hazard Prevention, Section One: Fire Safety.

FINANCIAL REVIEW/SOURCE OF FUNDING

Implementation of the recommendations contained in this report may have initial and/or ongoing fiscal impacts that will be the subject of future action(s) by the City Council.

ENVIRONMENTAL (CEQA)

There is no environmental impact associated with this action.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of this report can be accessed on the City's website at www.cityofsierramadre.com.

Attachments

- A) **Resolution 24-62, adopting the Sierra Madre Fire Department Master Plan**
- B) **Sierra Madre Fire Department Master Plan**

Sierra Madre Fire Department

Sierra Madre, California



FIRE DEPARTMENT MASTER PLAN

Community Risk Assessment & Standards of Cover DEPLOYMENT ANALYSIS

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ACKNOWLEDGMENTS

AP Triton Consulting wishes to extend its sincere appreciation to each of those individuals whose contributions and assistance made this project possible.

Our sincere appreciation is extended to each of you.

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Randy Metz
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City of Sierra Madre

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Mayor

Robert Parkhurst
Mayor Pro Tem

Edward Garcia
City Council Member

Gene Goss
City Council Member

Kristine Lowe
City Council Member

Michael Amero
City Treasurer

Jose Reynoso
City Manager

***And the Firefighters and Support Staff who serve daily
the citizens and visitors of the City of Sierra Madre.***

EXECUTIVE SUMMARY

AP Triton was contracted by the City of Sierra Madre, California, to produce this Fire Department Master Plan, Community Risk Assessment, and Standard of Cover Deployment Analysis. This study is designed to describe current conditions, evaluate operational effectiveness, and identify areas the fire department and city need to focus on to maintain or improve services now and in the future. Current services are defined using the Center of Public Safety Excellence's (CPSE) *Community Risk Assessment: Standards of Cover (6th Ed.)* template. The fire department's needs and recommendations are based on fire department best practices, industry research, and the experience of the subject matter experts writing this document.

The project kicked off on November 7, 2023. Due to the limited administrative depth within the fire department, it took several months to complete the data upload. The data load was completed on May 6, 2024, and AP Triton visited the city from June 24 through June 26. The document contains data that was validated through July 1, 2024.

Industry & Community Trends

Sierra Madre's commitment to community safety is commendable. A full-service career fire department is one of the strategies it uses to maintain a safe environment for its citizens. Whether a community provides its own service or contracts with a larger organization, this is a significant financial investment. In addition, rapid inflation in expensive specialty equipment makes Sierra Madre's commitment even more impressive.

The most readily identifiable trend in the fire service is the rapid increase in expenses. Labor shortages, supply chain issues, and market pressure since 2020 have increased the cost of fire apparatus at an alarming, unprecedented rate. These pressures have also pushed the delivery dates from order to 36 months or longer. While there is some evidence of improvement in this issue, it is unclear whether or when this issue may improve. For the near term, agencies should plan for a 10% inflation rate in apparatus costs.¹ Prudent organizations should expect similar inflation rates for other capital expenditures such as radio systems, personal protective equipment, and specialty medical gear.

¹ www.fireapparatusmagazine.com/magazine/2024-outlook-improvement-but-not-out-of-the-woods/.

Labor costs are also likely to increase in the foreseeable future. Limited applicants, increasing need for more firefighter positions, and more retirements on the horizon are likely to continue to put pressure on base and competitive wages for firefighters. California may see a significant decrease in applicants as CAL FIRE adjusts to an increase in the minimum staff per apparatus and fewer hours worked per firefighter in a standard workweek. This will cause CAL FIRE, a substantial employer of firefighters, to increase its recruiting and retention efforts, reducing the available applicant pool for other agencies and enticing firefighters to move from their current organization.

In 2023, Columbia Southern University identified seven emerging trends in the fire service. The trends CSU identified include:²

- Advances in technology, such as the use of drones, thermal imaging, and wireless connectivity.
- Staffing shortages.
- An increased emphasis on wellness.
- The use and adoption of alternate energy sources by the agencies and the hazards these new technologies bring.
- Increased awareness, severity, and occurrences of wildfires in rural communities.
- Community engagement.
- New building materials and the hazards they introduce.

The concepts in the previous list are shared by several authors and researchers. Additional trends include reduced revenue impacting discretionary spending, expanded operational responsibilities, sustainability, inclusiveness, partnerships, and culture.^{3,4} Most of these trends and ideas are at odds with financial constraints, even those that may improve the future financial positions of organizations. For example, improved firefighter safety, health, and wellness should reduce workers' compensation claims and the overtime needed to cover absenteeism. However, the direct correlation is difficult to prove without investing in better data capture methodologies.

² www.columbiasouthern.edu/blog/blog-articles/2023/february/emerging-trends-in-the-fire-service/.

³ www.fireengineering.com/commentary/fire-service-megatrends-2023-and-beyond/.

⁴ www.iafc.org/membership/iCHIEFS/iCHIEFS-article/the-21st-century-fire-and-emergency-services.

Investing in technology, including drones, robotic adjuncts, improved situational awareness technologies, data, and analytic systems, may enhance organizational effectiveness. This could often reduce overall staffing or ensure staffing is in prime geographic locations to improve efficacy and efficiencies. Smaller agencies that do not have an abundance of human resources may not find an improvement in efficiency but may see enhanced operational effectiveness.

The key trends for emergency medicine appear to be based on integrative medicine. According to the EMS Agenda 2050 plan, one concept is that people receive comprehensive quality care in a place that is the most effective, convenient, and comfortable. Other ideas in this document include an EMS system, an integral piece of public health and healthcare. Emergency medicine clinicians will be an essential part of the healthcare delivery with access to patient medical records and history. The emergency medical system will interface directly and seamlessly with specialists and experts extensively using technology for field monitoring and communications. This will necessitate a higher skill level and a broader scope of practice for the emergency clinician of the future. This on-scene medicine and reduction of transportation to receiving facilities for all but the sickest or critically injured is predicated on effective dispatching or primary medical contact systems that can provide immediate direction and access to immediately required medical aid adjuncts.⁵ This may be accomplished by desk nurses, artificial intelligent algorithms, and drone delivery of medications and tools. Until that system is in place, the first responder system may morph into a basic aid delivery system. Then, definitive care is delivered by more advanced clinicians when they arrive.

The makeup and trends of the community are also variables that need to be evaluated as fire departments change and grow over time. There is increasing pressure on cities to grow and become more sustainable as people return to city living. This includes more green space, public transportation, mixed-use land use or zoning, and less focus on the automobile. The reduction of infrastructure for automobiles may result in fewer and smaller streets.⁶ Less access for large fire apparatus may pressure the industry to incorporate smaller firefighting vehicles or alternative modes of transportation, including aviation and drones. Vehicles utilizing alternative fuel sources, including electricity, will also shape the apparatus and the hazards responders face.

⁵ www.ems.gov/assets/EMS-Agenda-2050.pdf.

⁶ kbs.com/insights/the-new-urban-era-trends-and-transformations-in-city-living/.

These trends will require emergency agencies to adopt a flexible approach to staffing, technology, policies, and funding. A culture of change adoption and an emphasis on prevention will enable fire and emergency medical agencies to anticipate and react to the changing environment. Because the lead time to transform the industry can be excessive due to the culture and the capital costs of equipment and training, early-adopting organizations will weather the changes with fewer disruptions to community services.

Sierra Madre Key Findings & Observations

The material in the findings and recommendation section documents all the relevant information AP Triton identified. The findings list is long and covers both those items that SMFD does well and areas where it struggles. Each observation is for general information, and each finding leads to a recommendation. The recommendations are based on industry best practices, and AP Triton subject matter specialists considered opinions. However, based on the observations and findings, some general statements can be made regarding the service and future of the Sierra Madre Fire Department.

Operations

The SMFD first-due apparatus performance times are acceptable, but there is room for some improvement. However, since leadership has not officially adopted specific performance standards, it is difficult to identify the areas needing the most attention. Call processing and turn-out times can likely be addressed with policy changes. The travel-time component is driven by station location. It will not likely improve as the station is in a good general area.

As a smaller organization, the fire department must remain an excellent automatic aid partner and expect the same from its neighbors. While emergency medical incidents are rising in the automatic aid areas outside the city, the fire department should do its best to keep participating unless it puts too much strain on the city system. This is crucial as the fire department is not robust enough to address a significant incident, such as a technical rescue, hazardous material, or structure fire incident, without aid from the surrounding communities. Making this aid automatically available improves the response time and benefits people in need. It is unlikely the City of Sierra Madre can afford to staff the fire department with enough firefighters and equipment to respond to these significant incidents. Therefore, it will remain in need of aid partners.

Another operational consideration is how best to prepare the department and the community for the large-scale fires that have become more prevalent. This includes wildland-urban interface zones as well as congested urban conflagration fires. These take a combination of codes and ordinances, education, prevention, and preparation to mitigate this costly and dangerous hazard.

Technologies

Adopting new technologies, such as robotics, drones, or some of the newer personal protection equipment (PPE) fabrics, may help the fire department with safety and effectiveness. However, unlike some larger organizations that can use new technologies to right-size staffing, these technologies will not likely create cost savings over time. Instead, they will likely be a cost that can only be measured in improved chances for success in a serious incident.

There is a shift towards alternate fuels for fire apparatus, which, in Sierra Madre's case, includes ambulances. Because there is no immediate need for new frontline apparatus, the fire department should keep abreast of changes in these fuel technologies. When the time comes to begin ordering new apparatus, a decision will need to be made; move to new fuel technologies, delay purchasing to ensure the latest technologies are field tested and reliable, speed up purchasing to ensure the older and proven vehicles are still available, or order as usual.

Another consideration for new technologies is ensuring the fire department is fully prepared and funded for mandated changes. Many firefighters and managers can remember at least one mandated change, typically in radio communications, that was a surprise and costly. Suppose some new PPE technologies become significantly more effective than the current systems. In that case, national organizations like the National Fire Protection Association will likely create standards to adopt them. Apart from taking appropriate action to ensure the firefighters are given the best PPE, it becomes a risk management necessity to comply with these standards.

Drones are a technology that can assist most agencies, including the Sierra Madre Fire Department. They are good tools to improve situational awareness, look for missing people, or investigate unknown situations. This technology can become affordable if it is adopted in concert with other agencies or across city disciplines like police, roads, or utilities.

Staffing

Staffing is the most significant ongoing expense for the City of Sierra Madre. The current staffing levels appear minimally adequate but leave no room for strategic management, personal growth, or resilience. A minimum of two people staffing an ambulance is the industry standard. The National Fire Protection Association recommends four firefighters on an engine or truck. However, many agencies cannot accommodate that, and the industry accepts a minimum staff of three. Those few agencies that allow two or fewer on an engine or truck as a regular practice are diminishing. Most of the industry accepts that three on an engine or truck is the minimum that should be allowed. The three-two staffing should remain the absolute minimum for the Sierra Madre Fire Department for the foreseeable future. In addition, the department should undergo a staffing and financial study to determine if some overstaffing may be beneficial. With a small staff, any planned or unplanned absence can create difficulties in coverage and an overtime budget higher than a full-time position. Any unplanned long-term absence can severely impact the entire organization. Without any resilience built into the system, any disruption can cause significant concerns. This resilience will also help alleviate the trend of a reduced applicant pool. The pressure to take the first minimally qualified applicant instead of the best applicant is diminished with a few additional people.

Another staffing issue the fire department faces is the lack of intermediate management positions. The skill sets required for the supervisory position of captain significantly differ from the management skill sets required of chief ranks. If the fire chief were to leave, no one could step into that role. This goes for vacations, illness, retirement, or an unscheduled departure. Some middle management positions would significantly add to the department's resilience and professional growth opportunities for the staff. In addition, the need for additional management was evident during this project. The talent was apparent, but the capacity to fulfill requests and engage in strategic tasks was severely limited, with only one chief officer/manager for the entire department.

Health, Safety, & Training

Firefighting is a service industry that relies on people to deliver protection. These highly trained and valuable assets should be given the best opportunity to complete their career. This requires particular ongoing health screening, especially for cardiovascular and cancer issues. While the National Fire Protection Association has a standard focused on pre- and post-hire screening and wellness, its efficacy is not assured and may be onerous to the community. A best practice approach is to find firefighting-specific occupational health practitioners to help define a wellness and screening program that meets the department's specific challenges.

The safety of a crew in this emergency response occupation is never assured. However, steps can be taken to ensure that safety policies are adequate and appropriately enforced. In addition, the appropriate PPE and culture of safety must be department-wide. This includes having a station design that keeps the carcinogenic and biological hazards as far away from the crews as possible. The station should also provide physical safety from falls, tripping, electrical, and other easily identifiable hazards. While firefighters are typically held in high regard and not commonly attacked or threatened, this is changing. Consideration for the fire station should also be given to the crew's security.

Training for the crews is also a primary driver of firefighter safety. Knowing how to act and react in any situation and how the rest of the crew will act or react makes a difference in on-scene safety. For the crews to operate effectively and safely, they need time and space to practice their skills. This requires a place, direction, and tools and props to practice their trade.

**SECTION I:
Evaluation of
Current Conditions**

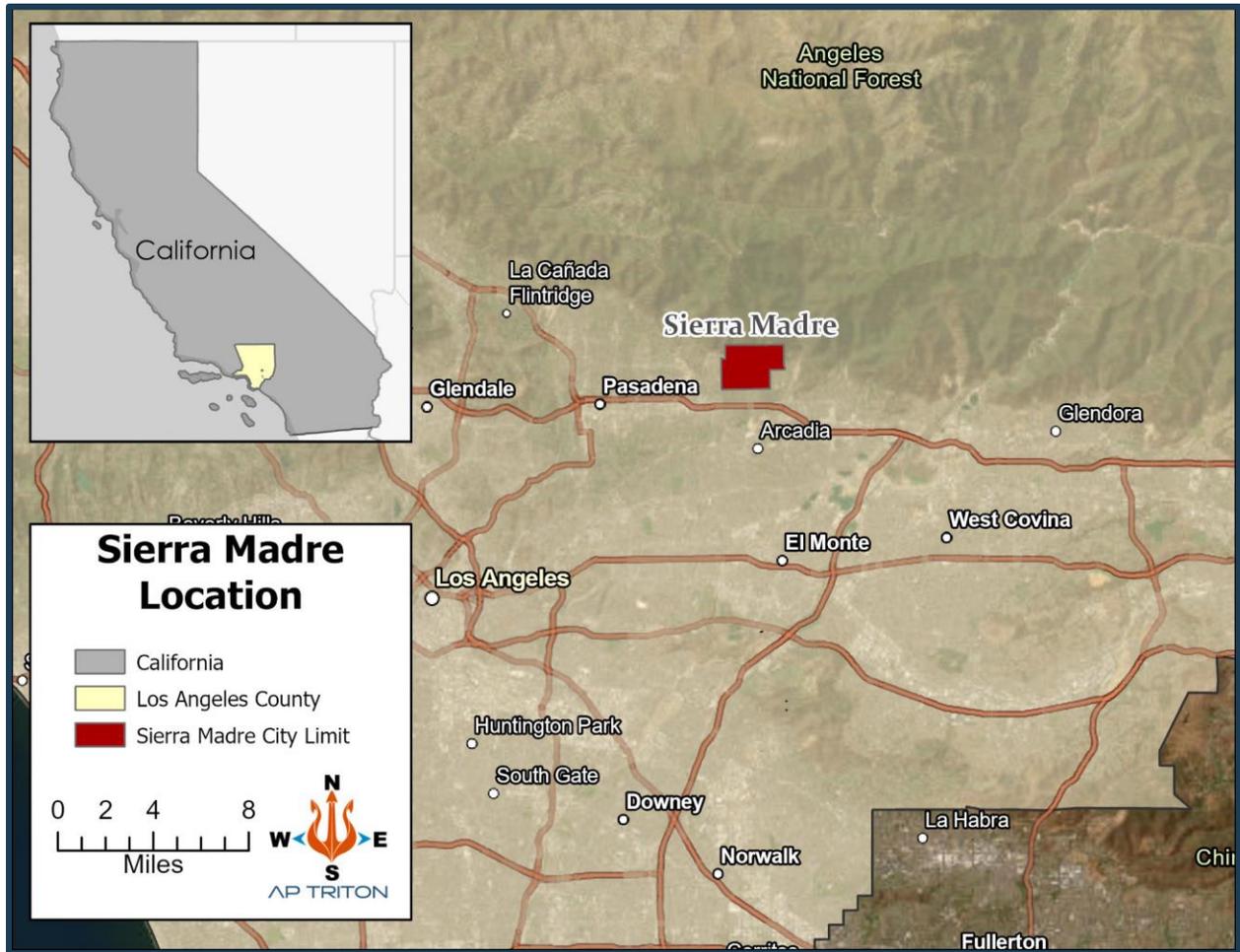
ORGANIZATION OVERVIEW

The Sierra Madre Fire Department (SMFD) is organized as a city department and is responsible for emergency services within the city boundaries. It participates in a robust automatic and mutual aid system throughout the county.

The City of Sierra Madre is nestled in the foothills of the San Gabriel Mountains in Los Angeles County, California. The Sierra Madre area climate is ideal for year-round outdoor activities. The SMFD participates in many of the city's various community events, such as the Wistaria Festival, the annual Mount Wilson Trail Race, and the Fourth of July Parade. These events foster a strong sense of community and belonging among its residents.

Despite its proximity to Los Angeles, Sierra Madre maintains a tranquil, small-town atmosphere. Its tree-lined streets, well-preserved historic sites, and local businesses contribute to its unique character and appeal. The community is served by the Pasadena Unified School District, which offers a range of educational opportunities for children and families. The following figure illustrates the City of Sierra Madre geographically within California and Los Angeles County.

Figure 1: City of Sierra Madre Geographical Location



THE SIERRA MADRE FIRE DEPARTMENT

On January 21, 1921, a defective flue sparked a devastating fire in the Sierra Madre Bakery on Windsor Lane.⁷ Sierra Madre did not have an organized fire department at that time. Instead, it relied on assistance from the Pasadena and Monrovia Fire Departments. The Monrovia Fire Department arrived 30 minutes after the call for aid. The Pasadena Fire Department was unable to respond for several hours.

Recognizing the need for a local fire agency, Sierra Madre residents organized the first volunteer fire department. Initially, over 50 residents petitioned for membership, growing to over 200 volunteers. However, membership was limited to 20 active members who were required to live and work in town. In the 1950s, membership expanded to include ten auxiliary members.

In 1928, a new city hall building was constructed to house the first official fire station. An air siren on top of the building alerted volunteer firefighters to emergencies. It was used daily until August 1940, when a telephone fire horn replaced it. This new horn also replaced the alert system used by the telephone company's central switchboard, which used coded blasts to indicate the general location of a fire.

The city's first Emergency Medical Services (EMS) program was established in 1929 with a Buick First Aid Wagon, built from a donated chassis. This rig was a combination fire truck and first aid fire unit. In 1933, the volunteer fire department assisted the American Red Cross and the Long Beach Fire Department following the Long Beach Earthquake, providing aid to 75 victims.

By 1976, six members were certified Emergency Medical Technicians (EMTs) and responded to over 300 calls annually. The Kiwanis Club donated the department's first Basic Life Support (BLS) vehicle the same year.

In 1999, the SMFD contracted with the Verdugo Fire Communications Center for dispatch services, joining a mutual aid network supporting 13 agencies in the greater Los Angeles area. Unfortunately, by the end of the 1990s, volunteer membership had declined.

⁷www.cityofsierramadre.com/cityhall/departments/fire_department/history#:~:text=On%20January%2021st%2C%201921%2C%20a,Pasadena%20and%20Monrovia%20Fire%20Departments.

In 2006 the city hired its first full-time fire chief to oversee the department. This was followed by a full-time paramedic coordinator in 2007 to manage the new paramedic program, which launched in June. The program employed part-time paramedics to operate an Advanced Life Support (ALS) rescue ambulance, providing advanced medical care, including cardiac monitoring, intubation, IV therapy, and medication administration.

By 2012, the department employed three full-time captains and a part-time captain for daily operations. Due to a shortage of qualified engineers to operate fire apparatus, a part-time fire engineer position was created. In September 2015, the City entered into a formal agreement with the Consolidated Fire Protection District of Los Angeles County to exchange fire and rescue services.⁸ The department operated with a mix of full-time, part-time, and volunteer staff until 2019.

On September 1, 2019, the Sierra Madre Fire Department transitioned to a full-time career department. The department also contracted with the City of Arcadia for battalion chief coverage. In 2020, the Sierra Madre Fire Department joined Area C Unified Response, expanding access to personnel and equipment from twelve additional departments.

The SMFD serves over three square miles serving a residential population of approximately 11,000 people. Operating within the foothills of the San Gabriel Mountains, SMFD faces unique challenges, particularly the heightened risk of wildfires.

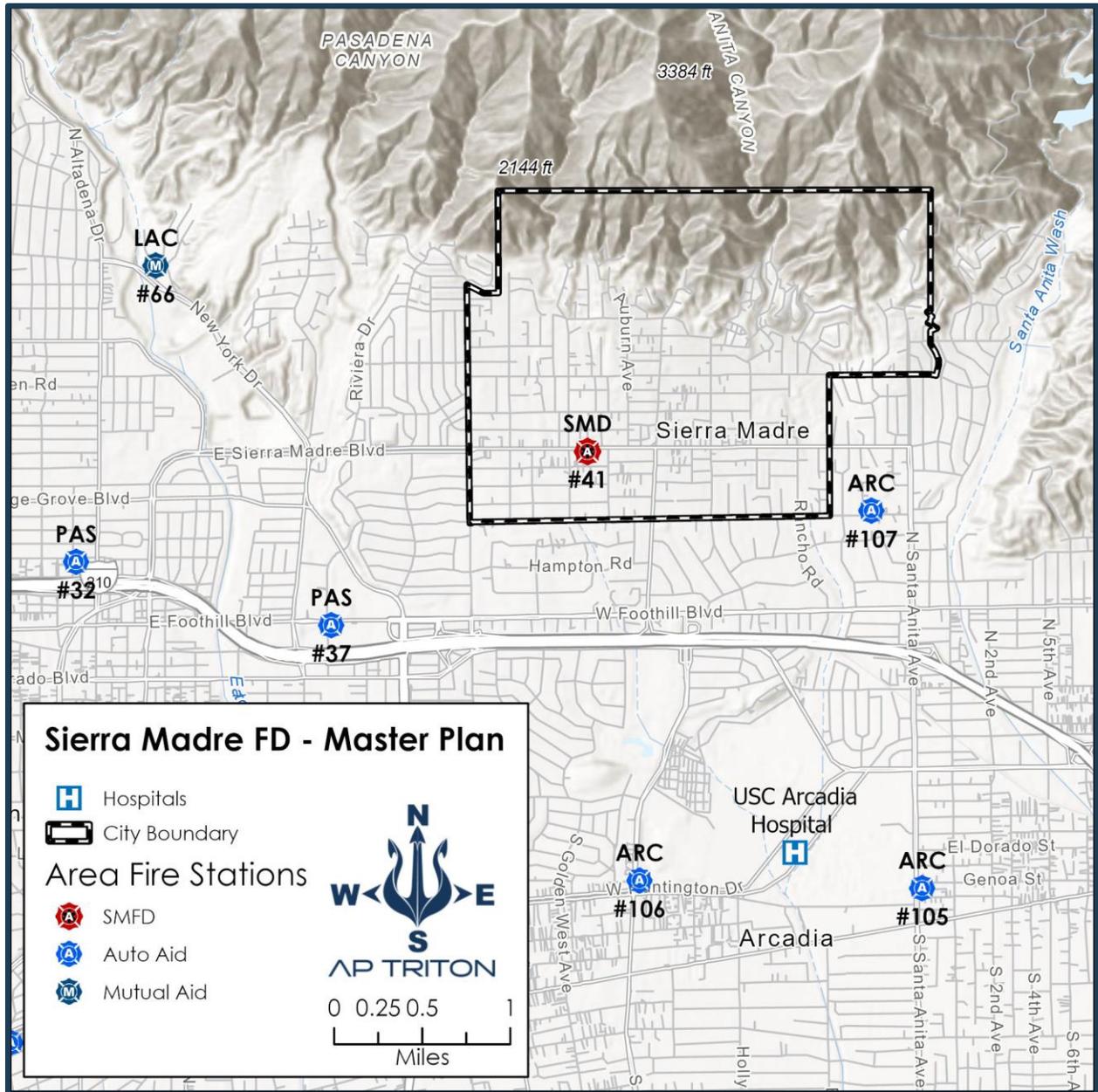
SMFD boasts a team of highly trained and dedicated professionals who are equipped with state-of-the-art technology and resources. Their mission extends beyond fire suppression to encompass various services, including emergency medical response, rescue operations, hazardous materials, fire prevention, and community education.⁹

As of 2024, the SMFD employs up to 16 uniformed career personnel, one non-uniformed administrative support person, and three reserve firefighters. The following figure illustrates the SMFD geographic service area.

⁸ Agreement for Exchange of Fire Protection and Rescue Services Automatic Aid/Initial Action. September 15, 2015.

⁹ Department history as found at www.sierramadrac.gov.

Figure 2: SMFD Service Area

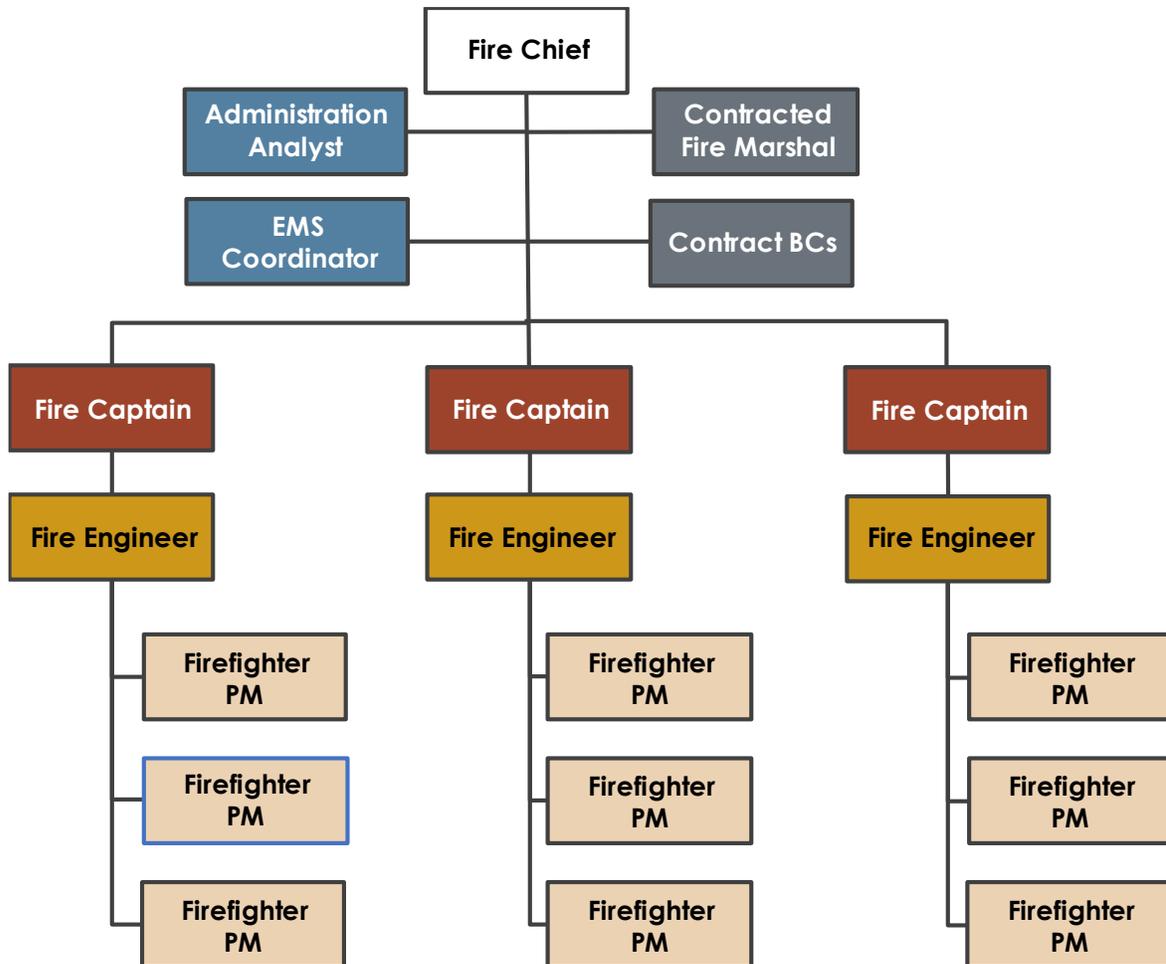


SMFD Organizational Structure

Governance & Lines of Authority

The City of Sierra Madre maintains a council-manager form of government with five elected City Council members. The Sierra Madre City Manager supervises the Fire Chief. The following figure illustrates the current organizational structure of the SMFD.

Figure 3: SMFD Organizational Structure (2024)



FINANCIAL OVERVIEW

Long-term fiscal sustainability is essential to the successful operation of SMFD. This report section summarizes SMFD's revenues and expenditures.

As an operating department of the City of Sierra Madre (the City), SMFD utilizes the City's fiscal year (FY), which runs from July 1 through June 30. The City implemented a zero-based budgeting model in FY 2017/18. This means every department builds its annual budget requests from scratch from a zero base. Zero-based budgeting allows each operating department's needs and priorities to be analyzed and allows for expenses that most directly support the City's strategic objectives to be approved. In FY 2023/24, fire services represent 23.5% of the City of Sierra Madre's General Fund budget.¹⁰

Revenue and Expenditures

Given the department's size, SMFD's financial data is relatively straightforward. SMFD directs revenue from operations, and fees are absorbed into the general fund. The citywide general fund then records revenues generated by SMFD services, such as EMS/paramedic billings and plan check fees. Then, SMFD receives a general fund allocation to cover most of its operating expenses.

As part of their EMS billing system, SMFD has a Paramedic Subscription Program offered to Sierra Madre residents to help offset the cost of emergency medical responses. It was established at an annual \$82 membership from July 1, 2023, through June 30, 2024. This fee follows the County of Los Angeles General Public Ambulance rate schedule and is subject to change.¹¹ The coverage is similar to a secondary insurance plan.

The City receives a portion of a statewide ½ cent sales tax dedicated to public safety services (Proposition 172). The moneys are accounted for in the Public Safety Augmentation Fund (35004). Currently, this revenue is wholly dedicated to police services. While this does not necessarily negatively impact fire department funding, it can leave an inaccurate view of the impact of the fire department on the City's budget.

¹⁰ City of Sierra Madre FY 23/24 Budget, page 73 (Fire Dept Expenditures/Total GF Expenditures).

¹¹ County of Los Angeles General Public Ambulance Rates, July 1, 2023, through June 30, 2024 (Fire Fees), Rates for Ambulances Sec. 7.16.280.

On the expenditure side, SMFD's primary costs are employee salaries and benefits, which is typical for most municipal services. The following figure provides an overview of SMFD's expenditures, funding sources, and the City General Fund (GF) allocations over the most recent five fiscal years.

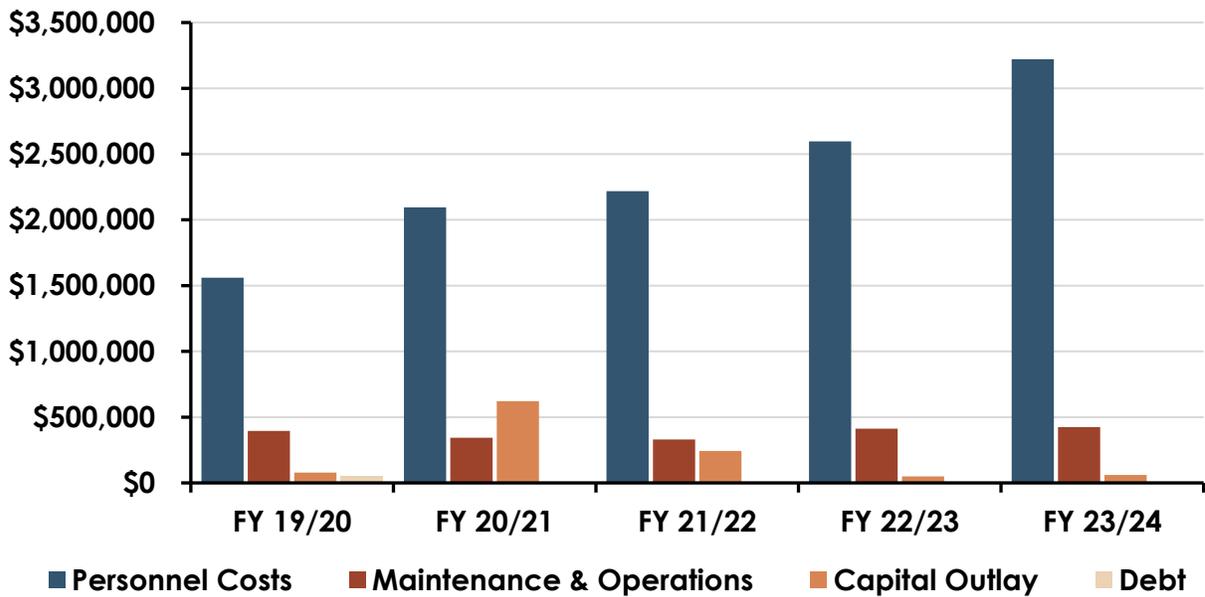
Figure 4: SMFD Expenditures/Funding Source Summary

Expenses	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Amended	FY 23/24 Budget
Personnel Costs	\$1,560,104	\$2,095,299	\$2,218,604	\$2,596,800	\$3,221,300
Maintenance & Operations	\$395,674	\$342,840	\$330,590	\$412,073	\$424,150
Debt	\$50,000	\$0	\$0	\$0	\$0
Capital Outlay	\$78,137	\$621,452	\$243,178	\$50,000	\$60,000
TOTAL EXPENSES:	\$2,083,915	\$3,059,591	\$2,792,372	\$3,058,873	\$3,705,450
Funding Sources					
General Fund Capital Outlay	\$78,137	\$521,452	\$0	\$0	\$0
Capital Projects Fund	\$0	\$0	\$200,000	\$35,000	\$60,000
Other Special Revenue Fund ¹²	\$50,000	\$102,539	\$63,489	\$60,443	\$0
TOTAL MISC. FUNDING:	\$128,137	\$623,991	\$263,489	\$95,443	\$60,000
EMS/Paramedic Billings— In Citywide GF	\$393,433	\$373,999	\$400,954	\$521,239	\$485,130
EMS Subscriptions— In Citywide GF	\$38,127	\$35,783	\$35,349	\$40,172	36,000
Net Additional Funding from Citywide GF:	-\$1,524,218	-\$2,025,818	-\$2,092,580	-\$2,402,019	-\$3,124,320

The following figure illustrates SMFD's expenditures by type.

¹² Other Special Revenue Funding allocation is from Maintenance & Operations and Capital Outlay.

Figure 5: SMFD Expenditures by Type—Most Recent Five Fiscal Years



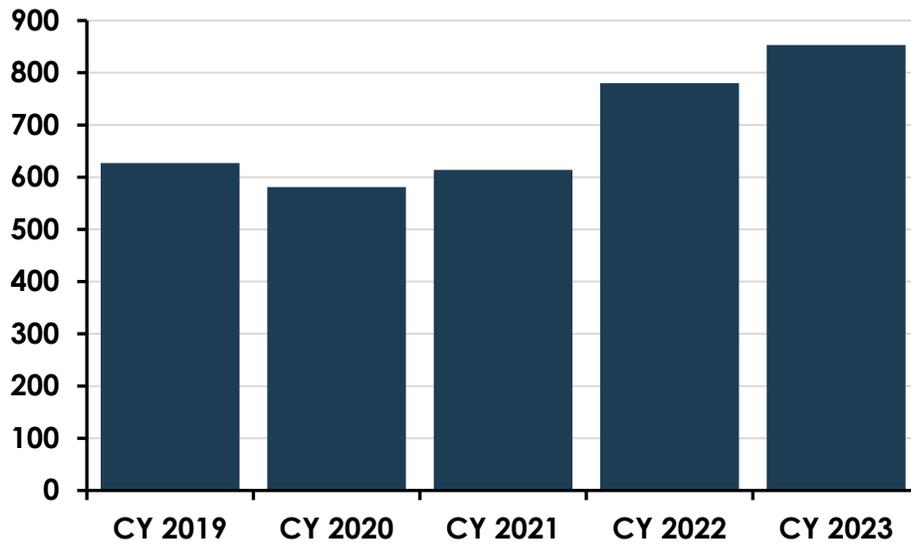
Ambulance Services

Ambulance services generate revenue for the City through EMS/Paramedic billing and Paramedic Subscription Program fees which are collected in the citywide GF.

EMS/paramedic revenue is generated from per-call service fees billed to each recipient, with fees varying based on the services provided. Fees are based on whether the call is an emergency or non-emergency call, ALS or BLS, or if other specialty services are provided. The schedule includes additional charges for mileage, waiting time, standby time, and specific equipment and supplies.

The following figure shows SMFD's activity summaries, highlighting the number of annual billable transports over the most recent five calendar years.

Figure 6: SMFD's Ambulance Billable Transports



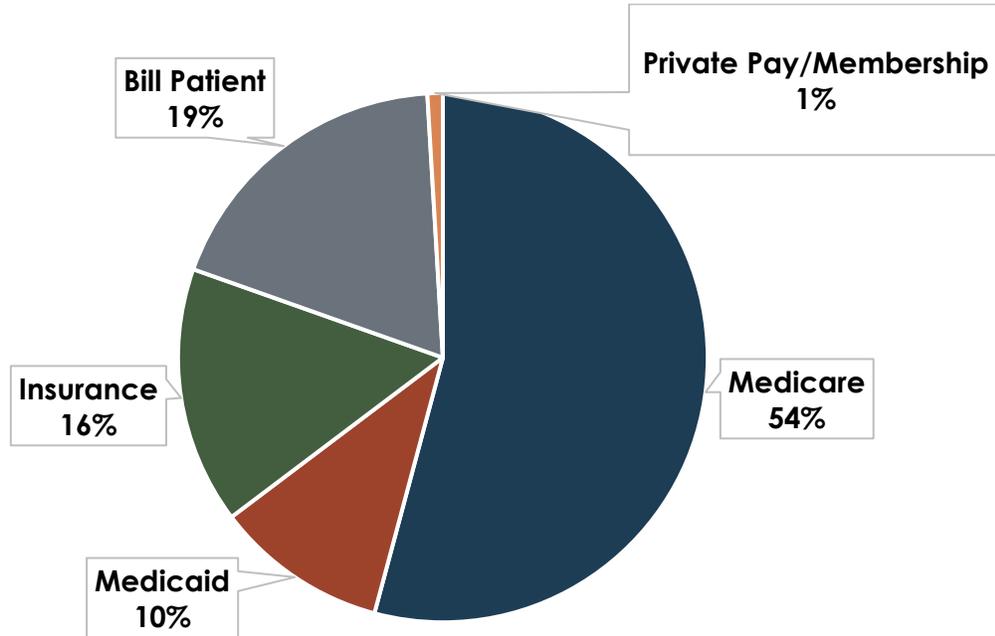
Ambulance Service Billing & Collection

One of the most important issues for fire agencies providing EMS transport is ensuring their billing operations efficiently and effectively maximize revenue while maintaining compliance with state and federal standards. Public agencies providing fee-for-service patient transport must have accurate billing and collection data readily available. The SMFD outsources its ambulance billing and collections to Wittman, a private company.

While all service recipients are billed the applicable service fee, collection rates vary. Therefore, the transport fee cannot simply be multiplied by the number of calls to determine actual revenue.

The fees collected come from multiple sources, collectively known as the agency's payor mix. The below graph indicates SMFD's most recent ambulance services collection payor mix.

Figure 7: SMFD's 2023 Ambulance Service Fee Payor Mix



The payor mix is essential because it is an indicator of the likelihood of fee collection. Over the most recent five-year period, the payor mix has remained relatively consistent. During that time, Medicare had a high of 59% and a low of 51%; Medicaid a high of 11% and a low of 6%; Insurance a high of 21% and a low of 16%; Bill Patient a high of 19% and a low of 15%; and Private Pay/Membership a high of 3% and a low of 1%.

The following figure illustrates a summary of EMS transport fiscal activity for the most recent five fiscal years. This includes the number of transports, charges, allowances, payments, and bad debt/write-offs.

Figure 8: Summary of SMFD Transport Fees

Description	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Actual
Number of Trips	627	581	614	780	853
Gross Charges	\$1,185,858	\$1,107,088	\$1,190,924	\$1,710,289	\$2,061,090
Contractual Allowances	(\$718,725)	(\$672,004)	(\$717,756)	(\$1,090,601)	(\$1,140,550)
Net Charges	\$467,133	\$435,084	\$473,168	\$619,688	\$920,540
Refunds	\$4568	\$11,207	\$11,581	\$11,971	\$433
Adjustments/Balance	(\$580)	(\$980)	(\$6,562)	(\$25,622)	(\$354,821)
Write-Offs/Bad Debt	(\$77,689)	(\$71,312)	(\$77,233)	(\$84,798)	(\$81,022)
Payments Recorded	\$393,433	\$373,999	\$400,954	\$521,239	\$485,130

Capital Replacement Plan

The citywide Capital Improvement Plan (CIP) includes planned projects for the Fire Department. The projects encompass a rescue ambulance, a Fire Chief vehicle, portable radios, and SCBAs. For facilities, the plan includes a new public safety facility and a new public safety training facility. However, all these projects are currently unfunded. The facilities are under evaluation, and the public safety facility may be for police use only, and the location of the training facility is being reassessed.

Observations

As illustrated in *Figure 8*, SMFD's personnel-related expenses increased by over 100% between FY 19/20 and 23/24. Several factors contributed to this significant increase. When SMFD transitioned to a full-time/career department in 2019, several positions were added, impacting both salary and benefit costs. Additionally, negotiated salary increases were implemented during this period. According to the current Memorandum of Understanding (MOU), all members of the Firefighters Association received a 20% salary increase effective June 4, 2023. Licensed paramedics received an additional 10% or 15%, depending on their classification. Effective July 3, 2022, members, excluding captains, received a 12.5% salary adjustment. The salary schedule was also adjusted, with rates moved back one step, effectively making Step 2 the new Step 1 and allowing the new Step 5 to offer a higher pay rate than the previous top-of-range. Furthermore, effective July 13, 2024, all members received a 5.5% salary adjustment. Each of these *salary adjustments* has a direct impact on payroll-related expenses, including pension, workers' compensation, payroll taxes, life and disability insurance premiums, and similar categories.

To establish fees charged for EMS services, the City currently uses the County of Los Angeles schedule. The fee schedule is adopted annually by the City Council. The fee schedule used in this study is valid from July 1, 2023, through June 30, 2024.¹³ A citywide user fee study is also underway.

The City has taken action to ensure its fiscal sustainability. The community approved a permanent extension of the 10% Utility Users Tax. Additionally, the City has made prepayments toward its pension obligations and established a Section 115 Trust for paying pension liabilities.¹⁴ Specifically for the Fire Department, the FY 2023/24 budget goals include increasing cost recovery opportunities by 25%, expanding the Paramedic Subscription Program by 50%, and researching and obtaining alternate funding sources equal to 5% of the department budget. These goals are designed to enhance long-term financial security.

¹³ County of Los Angeles General Public Ambulance Rates, July 1, 2023, through June 30, 2024 (Fire Fees).

¹⁴ FY 2022/23 ACFR, page 14.

The City has accumulated an unassigned GF Reserve of \$11.5 million, of which \$3.6 million is allocated as cash reserves, representing 25% of annual operating expenditures following the City's fund balance policy. While this is a healthy reserve, the Annual Comprehensive Financial Report notes the City's most recent (CIP) has \$14 million in unfunded projects. Additionally, the FY 2024/25 budget presentation indicates a growing deficit between the GF's projected revenues and expenditures over the upcoming four (4) fiscal years. In FY 25/26, the deficit is anticipated to be approximately \$585,000 and will grow to over \$2.8 million by FY 28/29. Although these numbers represent citywide GF expenditures, additional revenue will be required to maintain services, including fire services, at current levels.

All SMFD service-generated revenue is accounted for in the citywide GF. The City may want to consider allocating these revenues directly to the Fire Department. While still classified as GF revenue, it could be designated with a different fund number. This approach would allow for easy tracking of service revenue and enable a more straightforward comparison to expenses.

DESCRIPTION & REVIEW OF SERVICES PROVIDED

The Sierra Madre Fire Department currently operates one three-person staffed fire engine and one rescue ambulance, with five personnel on duty daily, from one centrally located fire station. In September 2023, the City was assigned a Class 3 Public Protection Classification (PPC™) by the Insurance Services Office (ISO).

SMFD provides traditional fire suppression, first-responder-level hazardous materials response, technical rescue operations, plan review through a contractual arrangement, and a limited role in public education and prevention activities. The department contracts the City of Arcadia for battalion chief coverage.

For EMS incidents, the SMFD provides ALS medical first-response service using a Paramedic Assessment (PA) engine. The department also offers ALS-level transport with its Rescue Ambulance (RA) as part of the regional ambulance agreement. The following figure illustrates the services provided and capabilities of the SMFD.

Figure 9: SMFD Emergency Service Capabilities

Service Type	General Resource-Asset Capability	Basic Staffing Capability per Shift
Fire Suppression	1 Type-1 Engine 1 Type-6 Fire Engine for wildland response – cross-staffed.	3 personnel (1 captain, 1 fire engineer, and 1 firefighter/paramedic)
Emergency Medical Services	1 Rescue Ambulance ALS-equipped	2 Firefighter/Paramedics
Hazardous Materials Response	No Hazardous Materials Unit	5 Personnel trained to first responder awareness/operations level
Technical Rescue	No Technical Rescue Unit	5 Personnel trained to the awareness level

For moderate fire risks, such as a single-family residence with a 2,500-square-foot residence, industry standards recommend a minimum of 16 firefighters to complete the necessary critical firefighting tasks. The Verdugo Regional Dispatch Center currently dispatches three fire engines, two ladder trucks, one rescue ambulance, and one battalion chief, totaling 19 personnel for these types of fires. Of the 19 responders, SMFD can only provide five of the needed personnel, assuming the ambulance is not committed to medical transport. This means SMFD contributes only 22% of the effective firefighting force required for a single-family structure fire.

SMFD is capable of handling low-risk hazardous materials and technical rescue incidents but must rely on the City of Burbank HM12 or Glendale HM24 for moderate or high-risk hazardous material incidents. For moderate or high-risk technical rescue, SMFD relies on the City of Arcadia (USR106), the City of Alhambra (USR71), and the City of Glendale (USR21). SMFD has automatic and mutual aid agreements with other departments in the region to provide additional fire resources, hazardous materials response, and urban search and rescue response personnel.

SMFD relies heavily on surrounding fire departments for incidents that require more than one fire unit to respond, or three personnel to mitigate the emergency. The following figure lists the most common fire department auto-aid resources needed to complete a first-alarm assignment on a structure fire.

Figure 10: SMFD Primary Automatic Aid Resources

Department Name	Station #	No. of Engines	No. of Aerials	No. of Staff
Arcadia Fire Department	105	1	1	7
Arcadia Fire Department	106	1	0	3
Arcadia Fire Department	107	1	0	3
Pasadena Fire Department	32	1	1	8
Pasadena Fire Department	37	1	0	4

MANAGEMENT COMPONENTS

Managing a modern fire department can be a complex undertaking. Among other tasks, a progressive department must maintain a stable, qualified workforce, increase health and safety concerns and community expectations, ensure adequate and timely emergency response, and provide stewardship over constrained financial resources.

Besides these organizational challenges, managing a modern fire department requires developing fundamental elements, including the department's Mission, Vision, and Values; setting goals and objectives; identifying critical internal issues and challenges; providing internal and external avenues of communication; ensuring accurate and timely recordkeeping; and developing planning processes. This section examines the agency's efforts in these areas.

SMFD Foundational Elements

Mission, Vision, and Values

The SMFD's Mission, Vision, and Values Statements are:

SMFD Mission Statement

Sierra Madre Fire Department is committed to protecting life, property, and our environment through compassionate service.

SMFD Vision Statement

The Sierra Madre Fire Department is dedicated to remaining a progressive, cost-effective, and innovative fire department that ensures our community's safe and inclusive environment through exceptional customer service.

SMFD Core Values

Honor – adhering to the highest standard, both morally and ethically.

Integrity – based on trust and accountability through service.

Respect – to self and community, maintaining a department of teamwork and growth.

Compassion – treating everyone with kindness and empathy.

Communication

Internal Communication

Internal communication for SMFD includes regular meetings with staff, an officers meeting monthly, and an all-hands meeting biannually. SMFD has an open-door policy, and the department's chain of command is available to everyone.

Other standard methods of internal communication include the department's email system (all personnel have a department email address), Advanced Problem Solutions, CrewSense, and department memos. The department has regularly scheduled staff meetings and semi-annual departmental meetings.

External Communication

Communication with the public is achieved primarily through the City and department's website, as well as social media platforms like Facebook and Instagram. Administrative staff, along with the other city social media managers, provide and monitor content. While department news, events, and other information are available on the City and department's website, the updates can be inconsistent due to limited administrative resources.

Reporting & Recordkeeping

SMFD uses Lexipol® for department policies, which are reviewed annually. Reviews are conducted by Lexipol and the department's human resources division. The department also utilizes Standard Operating Guidelines (SOGs) and updates them as needed, with the last formal review occurring over five years ago. Training on policies and SOGs is conducted as needed and for all personnel when documents are updated or revised. These documents are available to all personnel through the department's internal platform.

Incident responses are entered and maintained electronically using the Advanced Problem Solutions/FIRE platform and its legacy program, ESO. SMFD also uses Medic Clipboard® for EMS patient data. These cloud-based programs allow SMFD to meet the National Fire Incident Reporting System (NFIRS) reporting requirements as a single reporting platform.

Periodic reports, including management, operational, and financial requests, are provided to the City Manager and elected officials. At the time of this study, SMFD had not produced an annual report to report on the department's goals, objectives, accomplishments, or response statistics, since 2022. The lack of administrative support staff is the primary reason more recent reports have not been produced.

The City's human resources division maintains personnel records, including applications, background checks, and workers' compensation documents.

Training records, including daily and company training records and various fire, EMS, and other certifications, are collected and archived within Advanced Problem Solutions/FIRE. All SMFD personnel can access their training files as needed.

Additional records maintained and archived internally by SMFD include self-contained breathing apparatus (SCBA), ladder, hose, and apparatus pump testing documents.

Document Control & Security

Document Control

SMFD maintains strict document control policies. Hard copies are secured in locked file cabinets within the administrative office in the fire station. Records are also stored electronically on desktop/laptop computers. Personnel can access computers and associated software at workstations and the fire station. Passwords are required to access department computers, and files are backed up internally through servers.

Facility Security

Facility security for SMFD is achieved using a master-level keyed system. Offices within the station can be secured with a conventional key. Remote transmitters in each vehicle and apparatus activate apparatus bay doors. The rear of the fire station is not secured and open to the public, which is a safety concern for SMFD employees.

Critical Issues and Future Challenges from Internal Assessment

Staffing

Responding from a single fire station and having only five personnel on duty per 48-hour shift limits the critical tasks that can be accomplished during an incident. The department relies heavily on surrounding fire departments, using the regional automatic aid system. Without these agreements, the department could not manage many of its calls.

The current administrative staffing, consisting of only an administrative analyst and the fire chief, is insufficient to manage all the duties and responsibilities of a modern fire department's administrative division. Many programs lack the necessary management or oversight to fulfill all their needs. Community Risk Reduction is a prime example, where limited 40-hour administrative personnel have hindered the program's ability to function and meet the community's needs and expectations.

Facility Needs

The current fire station is outdated and in need of significant upgrades. It lacks proper gender or individual bathrooms, lockers, and bedrooms. The second story has considerable water damage and the need for visual repairs. The fire station was not designed to accommodate five firefighters for 24 hours daily. The station lacks rear security to prevent public access from the parking lot.

Retention

Retention has been a challenge since the department transitioned from volunteer to career firefighters. During staff interviews, many noted that the department served as a training ground for personnel to gain experience before testing with other larger departments in Southern California. Improvements have been made, however, including a reduced probationary period for lateral firefighters and wage increases.

Sustainability of Services

Unfortunately, fire service costs have been increasing at a rate that outpaces city revenue. If this trend continues, the City will either need to secure additional revenue or reduce services.

STAFFING & PERSONNEL

An organization's most significant asset is its people, yet they also typically represent its most substantial financial cost. Therefore, it is crucial to prioritize managing human resources to maximize productivity while ensuring high employee job satisfaction. Key factors contributing to higher job satisfaction include consistent management practices, a safe working environment, equitable treatment, the opportunity for input, and recognition.

The size and structure of an organization's staffing depend on its specific needs and funding and must directly correlate with the community's expectations and available revenue stream. A structure that works for one agency may not work for another agency. This section provides an overview of the fire department's staffing configuration and management practices.

Department staffing can be divided into two distinct groups: the administrative section, which typically works behind the scenes to support the operation's personnel in delivering effective emergency response, and the operations group, consisting of uniformed responders that residents commonly associate as the face of the fire department.

Administrative & Support Staffing

The administrative and support functions within the department are diverse, with a wide range of tasks. Typical responsibilities include organizational planning, coordination, asset management, program evaluation, management, and leadership.

Only two full-time equivalent (FTE) employees provide support and administrative services to the department. The Fire Chief is the most senior executive administrator of SMFD and reports directly to the City Manager. The administrative analyst reports to the Fire Chief. The Fire Chief's span of control of four subordinates aligns with established practices. The subordinates are the three shift captains and the administrative analyst. However, overseeing three shifts and the administrative analyst leaves limited time for higher-level administrative responsibilities. The following figure details the FTE positions and the staffing count for the administrative functions.

Figure 11: Administrative Staff Full-Time Equivalent Count

Position	FTE
Fire Chief	1
Administrative Analyst	1
EMS Coordinator ⁺	0.5
TOTAL FTEs:	2

⁺ Part-time position for this report, became full time in July 2024

Administrative Support

Like many fire service organizations, SMFD's administrative and support staff typically serve in multiple roles with diverse job responsibilities. In many cases, the administrative staff must concurrently manage various responsibilities. SMFD operates with a single civilian administrative analyst position, supplemented by support from other departments within the City. The fire chief and administrative analyst develop and manage the budget, purchasing, asset tracking, general office and clerical support, human resources, and records management. Additionally, they are responsible for planning, organizing, directing, coordinating, and evaluating the various programs utilized within SMFD.

Human resources, finance, and legal functions are provided by the City, with input from the fire department staff. Two 40-hour administrative positions overseeing a department of 17 personnel is inadequate for the required legal, human resource, training, education, and reporting mandates. As a result, many administrative tasks such as annual reports, training reports, workers' compensation reduction programs, and community risk are not being completed. The administrative staff is too focused on managing day-to-day operations instead of five-year forecasting, risk reduction, and strategic planning.

Emergency Response Staffing—Operations Staffing

An adequately staffed and professionally trained team of emergency responders is essential for maximizing the effectiveness of emergency apparatus and equipment during incident responses. Insufficient staffing at an operational scene reduces the effectiveness of the response and increases the risk of injury to everyone involved.

Additional personnel are essential for initial fire assignments due to the City's reliance on a single fire engine. Other scenarios such as mass casualty incidents and explosions, also require additional resources. This underscores the importance of a robust mutual aid and automatic aid plan to ensure adequate assistance.

Operations personnel are assigned various duties consistent with fulfilling emergency response objectives, and they also take on additional collateral responsibilities to support the response mission. SMFD contracts with Arcadia Fire Departments to provide operational battalion chief coverage for each shift. The following figure lists full-time equivalent position counts for the operations division.

Figure 12: Operations Staff Full-Time Equivalent Count

Position	FTE
Captains	3
Engineers	3
Firefighter/Paramedics	9
TOTAL FTEs:	15

Firefighter Staff Distribution

SMFD staffs one station, 24 hours a day, every day of the year, with a total operations staff of three captains, three fire engineers, and nine firefighters/paramedics. The department operates on a three-shift system—A-Shift, B-Shift, and C-Shift—with five personnel on each shift. Each shift follows a 48/96-hour schedule on a 24-day Fair Labor Standards Act compliant cycle, with shifts beginning at 7:00 a.m. and end at 7:00 a.m. the following day.

On-duty fire suppression personnel employ one first-out Type 1 ALS staffed fire engine, and one primary ALS rescue ambulance (RA), both responding from the City's only fire station. Additional units can be cross-staffed depending on the type of incident and apparatus needed. The engine company is staffed with a minimum of a captain, an engineer, and a firefighter/paramedic. The RA is staffed with two firefighter paramedics. In addition, SMFD has access to several surrounding agencies for additional incident staffing using Area C Unified Response. The following figure lists the primary and cross-staffed apparatus by the station.

Figure 13: Station Units and Staffing Levels

Station	Apparatus	Minimum On-Duty Staffing
Station 41	Engine 41	3
	Rescue Ambulance 41	2
	Water Tender 41	CS
	OES Type 6	CS
	Total Daily Staffing	5

Determining apparatus staffing levels is challenging. Leaders must decide the risks their crews are likely to face and the level of risk the community is willing to accept. Several key publications can guide agencies in determining adequate staffing, including NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This NFPA standard recommends staffing and deployment of career organizations.

The National Institute of Standards and Technology field studies on fire-ground and EMS incidents may also provide direction. Occupational health standards typically consider crew entry into a hazardous environment unsafe unless an equal number of equipped and capable personnel are stationed outside the hazard zone, ensuring no one person enters alone. However, this rule may be suspended if an emergency rescue is required.

The first 15 minutes is the most crucial period in suppressing a fire. The effectiveness and efficiency of firefighters during this period significantly impacts the overall outcome of the event. This concept applies to fire, rescue, and medical situations. Critical tasks performed at a fire can be broken down into two key components—life safety and fire flow.

Life safety tasks depend on the number of building occupants, their location, status, and ability to take self-preservation actions. These tasks involve search, rescue, and evacuation of victims.

The fire-flow component involves delivering sufficient water to extinguish the fire and creating an environment within the building to allow firefighters to enter safely.

The number and types of tasks requiring simultaneous action will dictate the minimum number of firefighters needed to combat different fires. Without adequate personnel to perform concurrent tasks, the incident commander must prioritize them and complete some in sequence rather than concurrently. These tasks include:

- Command
- Scene safety
- Search and rescue
- Fire attack
- Water supply
- Pump operation
- Ventilation
- Back-up/rapid intervention

Effectively controlling an emergency requires the completion of numerous simultaneous tasks. The district's ability to respond to rapidly deploy a sufficient number of trained personnel is critical to achieving successful incident outcomes.

Emergency staffing is determined at the community level, based on factors such as risk, capability, and resident expectations. These decisions are informed by additional recommendations, including those outlined in the National Fire Protection Association Standard 1710. The following figure breaks down the staffing tasks for specific incidents.

Figure 14: Example of Tasks & Staff Required as Defined in NFPA 1710¹⁵

Task	Single-Family Dwelling	Apartments
Command	1	1
Apparatus Operator	1	2
Handlines (2 members on each)	4	6
Support Members	2	3
Victim Search & Rescue Team	2	4
Ground Ladders/Ventilation	2	4
Aerial Operator (if ladder used)		(1)
Initial Rapid Intervention Team	4	4
Initial Medical Care Component		2
Total Required	16	26 (27)

SMFD currently only staffs five personnel daily, with two assigned to the RA. To meet the staffing levels recommended by NFPA 1710, the department requires at least 13 additional firefighters from other agencies. SMFD relies heavily on the regional auto-aid system to ensure adequate minimum staffing for a low-risk structure fire, such as a single-family residence under 2,000 sq. ft.

¹⁵ NFPA 1710, Standard for the Organization & Deployment of Fire Suppression Operations, Emergency Medical Operations, & Special Operations to the Public by Career Fire Departments (2020).

Personnel Management Systems

The fire service relies heavily on its people to accomplish its mission. Therefore, effective management, support, and organization of human assets are essential for successful service delivery. Success also depends heavily on an organization's commitment to the human resources function and the implementation of well-documented policies and programs.

Policies, Rules, Regulations & Guidelines

Complex organizations such as fire agencies work under a variety of rules influenced by both internal and external forces. External factors include federal, state, and local laws, while internal forces include operations and resource management. When internal requirements such as written policies, contracts, orders, memos, and guidelines, are violated, the consequences can range from minor to severe legally defensible consequences.

Similarly, undocumented rules, practices, and behavior patterns that evolve within an agency or workforce can lead to various outcomes if broken. Agencies must approach official enforcement of these unwritten rules with caution, as labor laws typically favor employees over the organization. Analyzing these unwritten rules is outside the scope of this section.

Emergency services organizations must comply with government-mandated regulations at the city, state, county, and federal level. These laws apply to the organization, its employees, and specific firefighter and medical personnel. For SMFD, the applicable rules are primarily dictated by state and federal law, though local ordinances and code adoption also play a role. While an analysis of these laws is outside the scope of this report, SMFD and the City should rely on periodic legal reviews to ensure compliance.

Some agencies are subject to civil service rules, which are local, state, or federal laws governing the employer-employee relationship. Additionally, SMFD utilizes the Lexipol documentation system, which offers generic policies with civil service-like content.

Labor Contracts

SMFD has entered a memorandum of understanding with the local firefighter's union, authorized under California State Law, and known as the Meyers-Milias-Brown Act. The International Association of Fire Fighters (IAFF) Local 5216—Sierra Madre Firefighters Association represents the sworn members of SMFD. The MOU is primarily concerned with compensation, working schedules, and benefits for its members.

Policies

Another formal type of rule is policy. Policies are written for specific situations and include words like “shall” and “will” to specify the required actions of members. Generic policies that Lexipol vets for legal compliance are adopted if they apply to SMFD. These policies are reviewed every two years.

Guidelines & Operational Plans

SMFD maintains standard operating guidelines that are primarily applicable to specific operational processes. However, these guidelines and plans have not been updated in several years and require validation. The guidelines are available on the Advanced Problem Solutions/FIRE software.

Human Resources

The administrative and support function responsible for balancing the needs of both the employer and employees is known as human resources. This function requires agencies to maintain specific compliance documentation and fulfill obligations related to compensation, taxes, and benefits. Additionally, successful agencies actively manage the employment lifecycle and oversee employee health and safety programs. SMFD has staff, systems, and procedures in place to support and enhance its human resource functions, with assistance from the City's Human Resources Division.

Personnel Reports & Recordkeeping

The City and SMFD maintain employee files and information within its records management systems. Electronic records are stored in various computer systems, including Advanced Problem Solutions, Tyler, and CrewSense. Hard copies are stored securely with limited, supervised access. Additionally, the various electronic records management systems store data such as attendance, payroll, training, and other daily information. These systems are secured using standard information technology processes.

Compensation Systems

SMFD's compensation system is based primarily on position and seniority. Compensation includes hourly and annual salaries, various paid and unpaid leave programs, health and life insurance, retirement benefits, and recognized holidays. The MOUs define this compensation for members of IAFF Local 5216.

Disciplinary Process

The City has documented disciplinary processes developed by the City, and which meet current law. The MOU between IAFF Local 5216 and the City defines this process and references the disciplinary procedural steps under the Firefighter's Bill of Rights.

Counseling Services

SMFD provides mental health counseling through the city employee assistance program.

Recruitment, Application, & Testing Processes

SMFD's hiring process includes a qualification review, reference review, background check, and interview. Firefighters are also required to undergo a physical and written testing. During the probationary period, SMFD uses a skills evaluation process and performance evaluation. The probationary period for all original appointments and promotions is 12 months.¹⁶ Lateral hire firefighters enjoy a shorter period of intense skills evaluation due to their previous employment. This program appears successful, as two of the department's most recent hires came from larger departments. Additionally, increases in wages and benefits seem to have a positive impact on the critical issue of retention.

Health & Wellness Programs

SMFD requires new fire suppression applicants to complete a physical agility test and, following a conditional job offer, a medical examination based on the National Fire Protection Association (NFPA) 1582: *Standard on Comprehensive Occupational Medical Program for Fire Departments*.

Fire service organizations operate in inherently hazardous environments, requiring all reasonable precautions to limit exposure and provide consistent medical monitoring. Wellness programs must, therefore, include education on various topics, such as healthy lifestyles, illness and injury prevention, and, more recently, an emphasis on cancer prevention and mental health support.

¹⁶ Memorandum of Understanding. Sierra Madre Professional Firefighters Association and the City of Sierra Madre, Article 11 (Pg. 8).

As rates of specific cancers continue to increase among firefighters—scientifically documented by institutions such as the University of Miami’s Sylvester Comprehensive Cancer Center—fire service organizations are increasingly taking proactive measures to protect their members. Personal Protective Equipment (PPE) exposed to products of combustion is an exposure pathway for cancer-causing carcinogens. SMFD provides each member with two sets of PPE and an extractor to decontaminate exposed items to mitigate this hazard. The department has also installed a diesel exhaust mitigation system to reduce employees’ exposure to carcinogens when in use.

Emphasis has been recently placed on mental health support for first responders. Notable increases in diagnosed post-traumatic disorders and suicide rates have driven higher awareness of mental health support. At SMFD, critical incident stress debriefings are available to address this issue. An employee assistance program and substance abuse program is also available to SMFD members through the city’s insurance provider.

SMFD does not have an annual wellness program for its members or provide annual medical examinations for its existing personnel. Firefighters have a higher risk of cancer and other medical conditions, which, if caught early, have higher success of positive outcomes.

PLANNING FOR FIRE PROTECTION & EMS

Emergency service environments and communities change rapidly, making planning efforts critical to organizational health. Fire Departments committed to continuous improvement must anticipate the future and develop strategies for success. At a minimum, an agency must adapt to its changing environment. However, real improvement requires agencies to evolve much faster than their environment changes.

Survival and improvement do not occur by chance. Benjamin Franklin, who is credited with saying, "If you fail to plan, you are planning to fail," understood this. However, adapting an organization's structure or direction to meet future challenges is difficult. It requires incremental steps, effective communications, a clear vision, and a strong sense of purpose. In essence, organizations must proactively manage their future or react or dissolve when inevitable changes occur.

Fire Service Planning Process Overview

Abundant educational resources exist for strategic, master, and operational planning. Unfortunately for the fire service, most publications and courses focus on private, for-profit industries. As a result, non-profit and public organizations often receive limited guidance. However, a few resources are available. This section draws heavily on the highly regarded works of Mark Wallace, John M. Bryson, and the Commission on Fire Accreditation International (CFAI) for direction.

Historically, agencies attempting to use for-profit planning methodologies often struggle with effectiveness. For-profit strategies emphasize profitability and market share, while public agencies prioritize fiscal responsibility and continuous service delivery. Profitability is rarely a consideration in the public sector, necessitating a different approach to planning processes.

The first step in any planning process is to understand the current situation. Agencies must understand their risks, define performance metrics, and evaluate existing service levels. Additionally, they must understand community expectations, mandates, the agency's mission, values, culture, and responsibilities. Effective agencies can clearly articulate these aspects and communicate them throughout the organization. They also have a clear vision of the anticipated future.

Once the current situation is thoroughly understood and the vision is defined, agencies should document their steps to meet the future. However, these steps are rarely consolidated into a single plan. Instead, planning documents are typically needed to address various strategic and operational concepts.

Strategic planning provides clear direction and an understanding of future needs, while operational plans identify specific steps and resources needed to accomplish these strategies. These plans can range from addressing immediate needs to long-term goals spanning many years. The following figure lists the methods and how they can be utilized.

Figure 15: Planning for the Future

Planning Level	Description	Timing	Examples
Operational Planning	These deal with specific resource needs, time frames, directions, or processes to meet the strategic direction or mission requirements.	Immediate	<ul style="list-style-type: none"> • Standard operating procedures and policies. • Incident tactical plans. • Incident preplanning.
Strategic Planning	Creating a pathway to address critical issues within the organization's mission, vision, & values framework.	Short-Term Mid-Term Long-Term	<ul style="list-style-type: none"> • Equipment replacement. • 3–5 Year Strategic Plan. • Facility Replacement and Master Plans.
Master Planning	Part operational and part strategic, this plan combines current and potential forecasted changes in the agency's environment to provide strategic direction.	Mid & Long-Range	<ul style="list-style-type: none"> • 5 to 20 Years.

In the preceding figure, the immediate plans define ongoing activities. Accomplishing short-term objectives requires only current resources and are completed during the current budget cycle. Mid-term plans span several budget cycles but typically are complete with the sitting elected government officials and current leadership. Long-term plans are likely to outlast the current city administration and department leadership.

Agencies may produce or combine various plans to address their challenges, depending on their resources and needs. Some may have the resources to follow an internally developed or predefined process, while others may require outside professional assistance to develop their plans and planning process. The key to success is not necessarily in following a specific approach or creating a standardized document. Instead, success lies in creating clear, concise, and relevant information that is publicized and used by members and leaders in their everyday decisions.

Exceptionally effective plans are frequently reviewed, closely followed, and adjusted as circumstances require. They are updated periodically, reported to the governing body, and used as decision tools. Plans written only to fulfill an obligation and left to gather dust on a shelf serve little purpose beyond being an exercise in creative writing. Effective agencies create living plan documents that continuously add value.

Effectiveness of the Planning Efforts for SMFD

SMFD is taking steps to foster a more proactive change environment. It has already completed many initial foundational planning steps. SMFD planning efforts are primarily operational and focus on immediate and short-term plans that assist with daily operations. This Master Plan document is a starting point that may help fulfill some strategic requirements for effective management.

Planning Preparation

SMFD maintains control and planning documents to assist management and members with daily and near-term decision-making. These include a documented mission, vision, value, and other guidance statements. The department also uses software for record-keeping, staffing, payroll, policy, and other required daily tasks.

SMFD has not recently completed an environmental scan to assess the expectations of external and internal stakeholders. As part of the master planning process, a brief assessment was included in this study. The evaluation completed in this Master Plan includes:

- A community survey to understand the priorities, opinions, and expectations related to service delivery, core services, and programs.
- An anonymous member survey to gather feedback on members' priorities, opinions, expectations, core service, and programs.
- An evaluation of the agency's strengths, processes, or resources that the agency aims to continue to capitalize on.
- An evaluation of those opportunities outside the agency's control that the agency may be able to leverage.
- An evaluation of the threats and pressures put upon the agency.

SMFD's Short-Term Planning

SMFD maintains immediate operational planning documents both internally and within the county and region. It also has operational guidelines and policies within the Lexipol and Advanced Problem Solutions/FIRE systems. Many of these guidelines and policies, however, must be updated and revalidated to reflect the current environment.

A strategic plan is a foundation roadmap for change, driving many operational scenarios such as program and project development, capital replacement and maintenance, recruitment, development, and promotional strategies. While not mandatory, a community-driven plan is recommended by the Commission on Fire Accreditation International and other resources. Plan development will include goals and objectives that are specific, measurable, actionable, realistic, and time-bound. This approach allows for clear communication, frequent review, assignment, evaluation, and updating.

In 2022, the SMFD developed a strategic plan. The plan itself was not presented or adopted by the City Council but portions were incorporated into the City's strategic plan. The plan identified 19 goals in nine categories. The plan appears to follow best practices for strategic planning and the goals, tasks, and categories appear appropriate for a city fire department. The City of Sierra Madre Strategic plan identifies 13 strategies in 2 goals that address 4 of the strategic elements in the fire department plan. This plan does not necessarily follow the S.M.A.R.T model and it is unclear from this document when these goals and strategies are to be complete.¹⁷

¹⁷ City of Sierra Madre Strategic Plan. 5/6/2024.

While the fire department strategic plan is dated 2022–2027, SMFD may want to consider accelerating the update process after the completion of this Master Plan to align with the identified findings and recommendations. This will also follow the City's strategic plan's strategies that identify that the Fire Chief review the results of the "Department's Outside Strategic Plan Study," presumably this Master Plan.

Mid & Long-Term Planning

This Master Plan appears to be the only fire department oriented long-term planning document on record. While the lack of long-term planning is a shortcoming, the agency is working to address this issue. Their department should develop a 10-year CIP. This plan should include all systems and equipment used by the fire department, with emphasis on high-cost systems at facilities. This CIP should include the following:

- Identifying all capital assets of the agency, including buildings, vehicles, and long service equipment such as vehicles, radios, computers, SCBAs, and turnout gear.
- Assessing and identifying the service life of these assets.
- Identify the service life of portions of facility systems such as heating, air conditioning, and concrete.
- Estimation of replacement costs when the asset reaches end-of-life, adjusted for expected inflation.
- Operational and maintenance cost estimates for each resource by year.

The long-term area of the CIP will forecast far enough into the future to address the service cycle of the longest-lived asset, typically a fixed facility.

CAPITAL FACILITIES & EQUIPMENT

Trained personnel, apparatus and vehicles, firefighting and emergency medical equipment, and fire stations are the essential capital resources necessary for a fire department to carry out its mission. No matter how competent or numerous the firefighters are, SMFD cannot perform its responsibilities effectively without appropriate capital equipment for operations personnel. The essential capital assets for emergency operations are facilities, apparatus, and other emergency response vehicles. This section of the report assessed SMFD's fire station, vehicles, and apparatus.

Fire Station Features

Fire stations play a crucial role in delivering emergency services. A station's location significantly impacts response times, which can mean the difference between confining a fire to a single room or losing the structure, and between survival and death from sudden cardiac arrest. Fire stations must also be designed to adequately house equipment and apparatus and meet the needs of the organization and its personnel.

To ensure a fire station is sufficient in size and function, its activities should be closely examined. These functions may include:

- Kitchen facilities, appliances, and storage
- Residential living space and sleeping quarters for on-duty personnel (accommodating all genders)
- Bathrooms and showers (accommodating all genders)
- Training, classroom, and library areas
- Firefighter fitness area
- Housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Administrative and management offices, computer stations, and office facilities
- Public meeting space

In gathering information from the SMFD, AP Triton asked the department to rate its fire station's condition using the criteria in the following figure. The results are presented in subsequent figures.

Figure 16: Criteria Utilized to Determine Fire Station Condition

Excellent	Like new condition. No visible structural defects. The facility is clean and well-maintained. The interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than ten years.
Good	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear on the building interior. The roof and apparatus apron are in good working order, absent any significant full-thickness cracks, crumbling of the apron surface, or visible roof patches or leaks. The building design and construction match the building's purposes. Age is typically less than 20 years.
Fair	The building appears structurally sound, with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. It is showing increasing age-related maintenance but with no critical defects. Age is typically 30 years or more.
Poor	The building appears cosmetically weathered and worn with potential structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling concrete on the apron may exist. The roof has evidence of leaking and has been repaired numerous times. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and major defects are evident. It may not be well-suited to its intended purpose. The age is typically greater than 40 years.

Fire Stations

The following figures illustrate the various features of the Sierra Madre fire station.

Figure 17: SMFD Station 41

Address/Physical Location:		242 Sierra Madre Blvd. Sierra Madre, CA 91024					
		General Description: The fire station was converted from being used by volunteer firefighters at their monthly training meetings into a station required to accommodate five fire personnel daily. The station is a joint-use facility with the Sierra Madre Police Department that does not meet industry best practices for a fully staffed fire station with multiple genders. Significant areas of the station require upgrades and maintenance.					
Structure							
Date of Original Construction	1977						
General Condition	Poor						
Seismic Protection	N/A						
Auxiliary Power	Yes						
ADA-Compliant	No						
Number of Apparatus Bays	Drive-Throughs	0	Back-Ins	2	Total Bays:	2	
Total Square Footage	3,500						
Facilities Available							
Sleeping Quarters	Bedrooms	3	Beds	7	Dorm Beds	6	
Maximum Staffing Capability	7	(Total number of staff that can be housed at the station)					
Bathroom/Shower Facilities	3						
Gender Segregation (Y/N)	Bathrooms	N	Showers	N	Bedrooms	N	
Exercise/Workout Facilities	Good						
Kitchen Facilities	Poor						
Individual Lockers Assigned	3						
Training/Meeting Rooms	N/A						
Washer/Dryer/Extractor	Yes						
Safety & Security							
Station Sprinklered	Yes						
Smoke & CO Detection	Yes						
Decontamination/Bio. Disposal	No						
Security System	No						
Apparatus Exhaust System	Yes						

The fire station was evaluated using a checklist based on the National Fire Protection Association's Standard on Fire Department Occupational Safety, Health, and Wellness Program. A walkthrough inspection of the facility was conducted during AP Triton's onsite visit in late June 2024.

The SMFD fire station is outdated and no longer meets modern fire service requirements. As firefighting technology, equipment, and safety systems have evolved to address new challenges, older buildings such as the SMFD station lack the necessary space and infrastructure to support these advancements. There is limited separation between the administrative offices and the crew quarters for operations staff. Fire apparatus must be stored outside because of the lack of space in the apparatus bay, which will dramatically reduce the life span of these vehicles.

One critical issue is the need for proper decontamination facilities for personnel and equipment after fire responses. Every firefighter must have immediate access to decontamination showers that allow for gender separation, and there must be enough space to thoroughly clean gear and equipment while preventing contamination in living and working areas. The current SMFD station fails to meet these essential requirements.

Routine maintenance is crucial for any structure, but fire stations require even more attention due to continuous occupancy by at least three adults and the frequent movement of heavy apparatus. Although a maintenance program is in place, and updates were observed during the visit, there is evidence of ongoing deferred maintenance that is becoming increasingly urgent.

Despite these challenges, the station was clean and well-maintained. During the tour, the fire personnel AP Triton met, demonstrated a strong sense of ownership and pride in their facility, performing much of the maintenance themselves. An example of their dedication is the recent painting of the apparatus bay. However, concerns about the age of the facilities and the need for ongoing maintenance were evident.

Built in 1977, SMFD Fire Station 41 is significantly undersized for modern needs. Although SMFD makes effective use of the limited space, improvements are necessary. There are obvious signs of water damage from roof and skylight leaks, with visible damage where holes were made to allow air movement for drying, which have yet to be repaired.

The station lacks individual bedrooms, and the single bedroom for the shift captain does not meet current building codes, requiring two exit points. The two bathrooms, each with a single shower and employee lockers, are inadequate and require female firefighters to use police department facilities. Administrative personnel and visitors must cross through the crew quarters to access the bathroom facilities, highlighting the station's unsuitability for mixed-gender crews.

Storage space is also insufficient for all the required medical and firefighting equipment, requiring the department to use closets and external storage units. Additionally, the station lacks adequate office space to accommodate both administrative and operational divisions. The department could benefit from relocating administrative staff to another location until a complete remodel can occur. However, there are currently no funds set aside or timeline for upgrading or rebuilding the fire station.

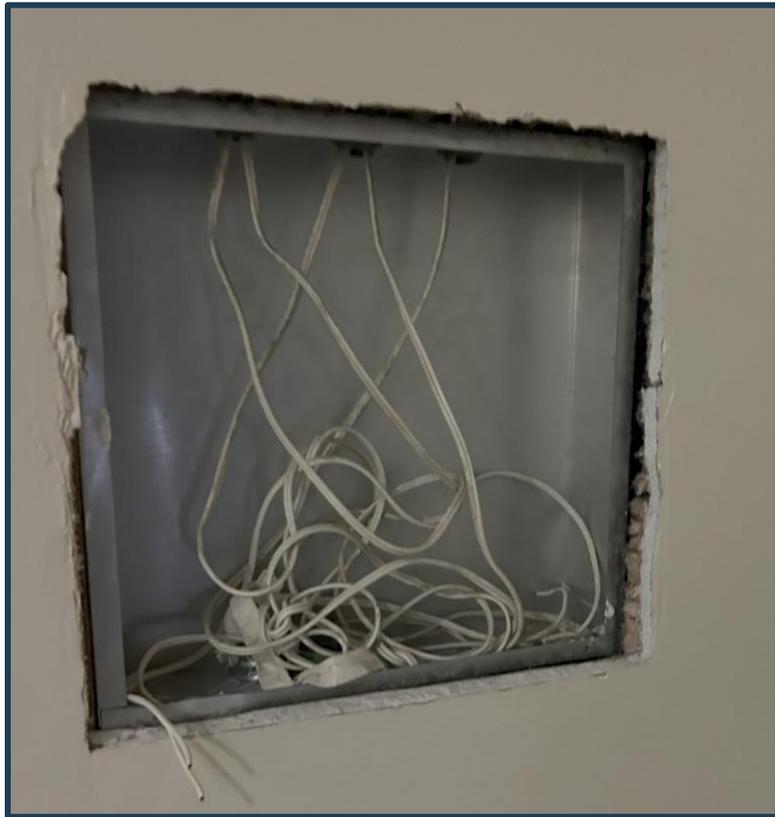
In summary, while its dedicated staff maintains the SMFD fire station well, the facility is outdated. Significant upgrades are needed to meet modern firefighting demands and ensure the personnel's safety and efficiency.

Facility Replacement

The city does not appear to have a long-range facility replacement or repair plan, which is a cause for concern. However, the City does have an idea of a plan to move the police department into the temporary site currently occupied by the library and then remodel the entire building into a modern-day fire station. However, the City lacks both a timeframe and funds to accomplish either of these buildouts.

It was not apparent if a maintenance schedule or capital improvement plan is in place with the City. However, the importance of such a plan cannot be overstated. Regular maintenance and scheduled replacement of specialized equipment are essential to keeping the station in good repair. Plans for updating and repairing systems such as heating and air conditioning (HVAC), generators, roofs, driveways, parking areas, security gates, painting, carpet replacement, and small appliances can keep costs down and buildings in service longer. In addition, establishing a facility replacement and maintenance plan will enable the City to plan for ongoing service from each station more efficiently. The following figures are examples of building deficiencies noted during the site visit.

Figure 18: Example of SMFD Fire Station Damage



Apparatus & Vehicles

Fire apparatus, ambulances, and other emergency response vehicles must be sufficiently reliable to transport firefighters and equipment rapidly and safely to an incident scene. In addition, vehicles must be adequately equipped and function appropriately to ensure that the delivery of emergency services is not compromised.

As a part of this study, AP Triton requested that SMFD provide a complete inventory of its fleet (suppression apparatus, command and support vehicles, specialty units, etc.). For each vehicle listed, SMFD was asked to rate its condition utilizing the criteria described in the following figure, which will be shown in the apparatus inventory figures.

Figure 19: Criteria Used to Determine Apparatus & Vehicle Condition

Components	Points Assignment Criteria	
Age:	One point for every year of chronological age, based on the date the unit was initially placed into service.	
Miles/Hours:	One point for every 10,000 miles or 1,000 hours	
Service:	1, 3, or 5 points are assigned based on the service type received (e.g., a pumper would be given a five since it is classified as severe duty).	
Condition:	This category considers body condition, rust, interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the points assigned.	
Reliability:	Points are assigned as 1, 3, or 5, depending on the frequency with which a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average, while a 1 would be assigned if in the shop on average once every 3 months or less).	
Point Ranges	Condition Rating	Condition Description
Under 18 points	Condition I	Excellent
18–22 points	Condition II	Good
23–27 points	Condition III	Fair (consider replacement)
28 points or higher	Condition IV	Poor (immediate replacement)

SMFD maintains a water tender, a frontline Type 1 structural engine, and cross-staffs a Type 6 engine owned by the California Office of Emergency Services. SMFD also maintains two relatively new Type I ambulances, keeping one in reserve. The following figure shows SMFD's frontline inventory.

Figure 20: SMFD Frontline Apparatus & Ambulance Inventory (2024)

Unit	Type	Manufacturer	Year	Condition	Features
Engine 41	Type 1	Pierce	2021	Excellent	1500 gpm/500 gal.
Engine 741	Type 1	KME	2020	Fair	1500 gpm/500 gal.
RA 41	Type 1	Road Rescue	2019	Excellent	ALS-equipped
RA 741	Type 1	Frasier	2015	Excellent	ALS-equipped
WT 41	Type 1	International	2010	Good	750 gpm/3,000 gal.
OES 1615	Type 6	HME	2020	Excellent	500 gpm/300 gals.

In addition to the vehicles listed in the preceding figure, SMFD maintains a Type 1 engine in reserve. The following figure lists SMFD's frontline command, utility, and staff vehicles.

Figure 21: SMFD Frontline Command & Other Vehicles

Unit	Type	Manufacturer	Year	Condition
Chief 4	Command	Chevrolet S1500	2222	Excellent
Inv. 4	Utility	Chevy Tahoe	20009	Fair

Apparatus Maintenance & Replacement Planning

No piece of mechanical equipment or vehicle can last indefinitely. As apparatus and vehicles age, repairs become more frequent and complex. Parts may become more difficult to obtain, and downtime for repair and maintenance increases. Since fire protection, EMS, and other emergencies are critical to a community, downtime is one of the most frequently identified reasons for apparatus replacement.

Most communities develop replacement plans because of the expense of fire apparatus and ambulances. To facilitate such planning, fire departments often establish a life cycle for apparatus that results in an anticipated replacement date for each vehicle. However, it may be more practical to establish a life cycle for planning purposes, such as the development of replacement funding for various types of apparatus. The department could also consider a different method (such as a maintenance and performance review) to determine the replacement date, allowing for greater cost-effectiveness when possible.

Economic Theory of Apparatus Replacement

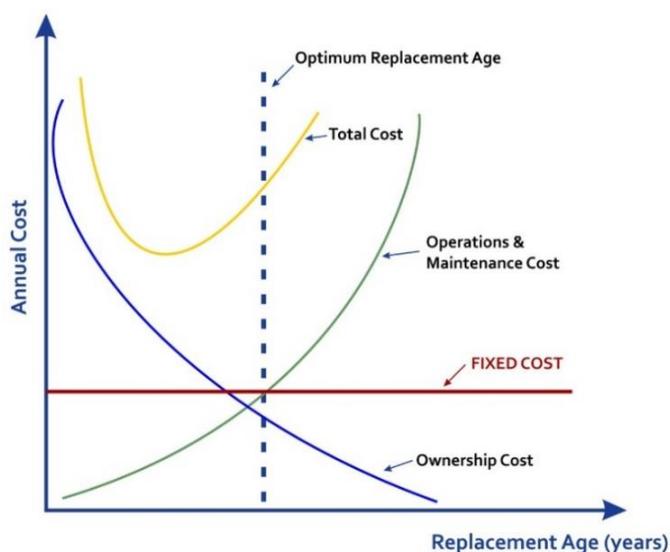
Some fire departments apply the economic theory of vehicle replacement as a conceptual model. According to this theory, as a vehicle ages, capital costs diminish, and operating costs increase. The combination of these two costs produces a total cost curve. The model suggests that the optimal time to replace an apparatus is when operating costs begin to exceed capital costs. This optimal time may not be a fixed point but a time range.

Shortening the replacement cycle to align with this window allows for an apparatus to be replaced at optimal savings to the fire department. However, if an agency does not routinely replace equipment promptly, the overall reduction in replacement spending can quickly increase maintenance and repair expenditures. Fire officials who assume that deferring replacement purchases is a viable tactic for balancing the budget must consider two possible outcomes:

- Costs are transferred from the capital budget to the operating budget.
- Overall fleet costs may increase.

The following figure illustrates the *Economic Theory of Vehicle Replacement*.

Figure 22: Economic Theory of Vehicle Replacement



Despite its net effect on current apparatus and vehicle costs, deferring replacement purchases increases future replacement spending needs. Deferral may also impact operational capabilities, including the safe and efficient use of apparatus.

Future Apparatus Serviceability

An essential consideration for fire departments is the cost of replacing major equipment in the future. Apparatus service life can be predicted based on vehicle type, call volume, age, and maintenance considerations.

NFPA 1901: Standard for Automotive Fire Apparatus recommends placing fire apparatus 15 years or older into reserve status and replacing apparatus 20 to 25 years or older. This general guideline recommends using the following objective criteria in evaluating fire apparatus lifespan:

- Vehicle road mileage.
- Engine operating hours.
- The quality of the preventative maintenance program.
- The quality of the driver training program.
- Was the fire apparatus used within its design parameters?
- Whether the fire apparatus was manufactured on a custom or commercial chassis.
- The quality of artistry by the original manufacturer.
- The quality of the components used in the manufacturing process.
- The availability of replacement parts.

Note that age is not the only factor for evaluating serviceability and replacement. Vehicle mileage and pump hours on engines must also be considered. For example, a two-year-old engine with 250,000 miles may need replacement sooner than a 10-year-old engine with 2,500 miles.

AP Triton uses a calculation tool to determine the replacement cost of apparatus. Based on the original costs of the vehicles, the following figure applies to a 15-year life expectancy for each engine, 20 years for the quint or water tender, and 10 years for the ambulances.

Figure 23: SMFD Estimated Costs & Year to Replace Frontline Apparatus (2024)

Apparatus	Replacement Cost ¹	Current Cash Requirements	Annual Cash Requirements	Replacement Year ²
Engine 41	\$1,563,536	\$208,472	\$1,355,064 ³	2036
Engine 741	\$811,316	\$757,228	\$54,088	2025
WT 41	\$716,676	\$501,674	\$215,002	2030
RA 41	\$310,272	\$155,136	\$155,136	2029
RA 741	\$262,129	\$235,916	\$26,213	2025
Totals:	\$3,663,929	\$1,858,426	\$14,001,082	

¹ An estimate using a 5% inflation rate.

² Based on typical estimated life expectancy.

³ Possibly earlier due to mechanical issues.

Note that the dollar amounts in the preceding figure are intended as *estimates* for discussion purposes only. The exact costs to replace vehicles and apparatus will vary based on their type and configuration.

Capital Medical Equipment Inventory

SMFD maintains three ZOLL® X Series Monitor/Defibrillators on its frontline apparatus and ambulances. The department maintains two Stryker Power-PRO XT powered ambulance cots and two Stryker Stair Chairs for use on its ambulances.

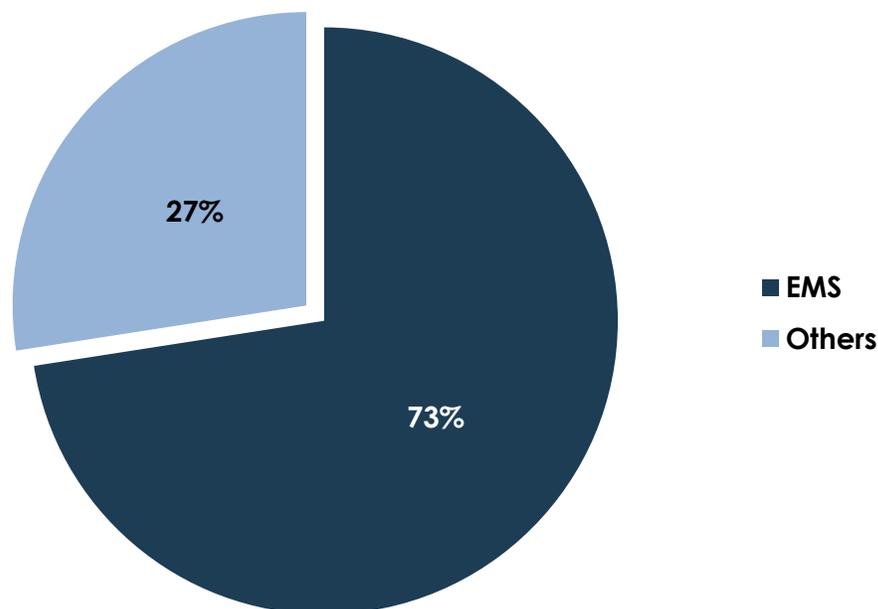
EMERGENCY MEDICAL SERVICES & TRANSPORT

SMFD is an all-hazard fire and rescue agency providing services to the City and, through aid agreements, the surrounding communities. EMS calls comprise approximately 73% of the department's responses. SMFD operates one fire station staffed by a combination of Firefighter/EMT and Firefighter/Paramedics, providing both BLS and ALS services to the community. The department provides mostly state-licensed and locally accredited Paramedics, with daily staffing that includes one ALS-equipped engine and one ALS-equipped rescue ambulance. In total, SMFD employs 12 licensed paramedics and three certified EMTs. SMFD also provides ground emergency medical transport, with automatic aid ground emergency medical transport provided by Area C agencies, utilizing closest available resource.

Air ambulance service is provided by the Los Angeles County Fire Department and Los Angeles County Sheriff's. Patients are primarily taken to one of the following hospitals: USC Arcadia, Huntington Memorial (Level II Trauma Center), Los Angeles General Medical Center (Level I Trauma Center), and San Gabriel Valley Medical Center.

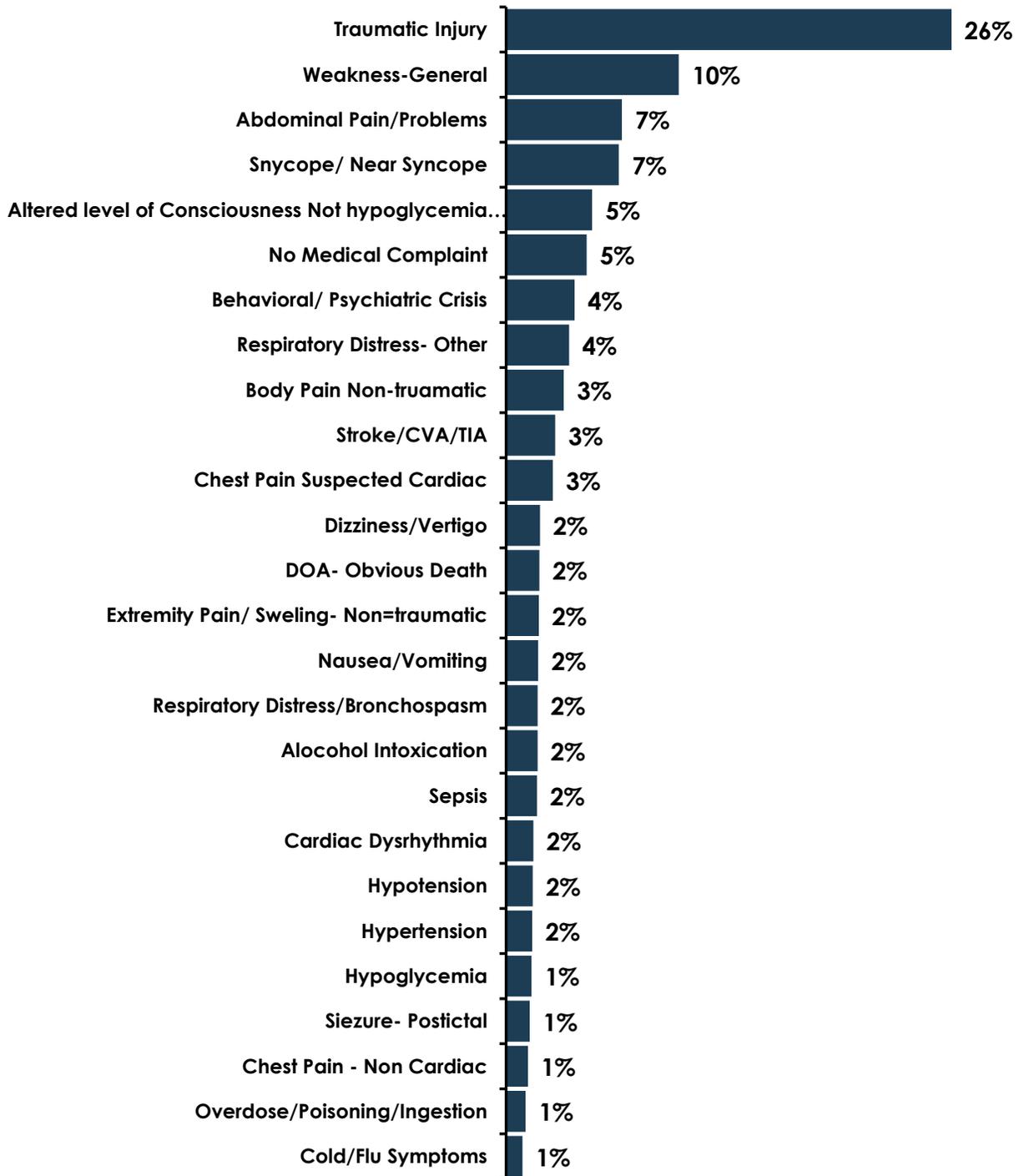
The following figure shows the breakdown of EMS calls versus those in the "Other" category (e.g., fires, good intent, investigations, etc.). EMS calls account for 73% of the call volume, and other call types account for 27%.

Figure 24: EMS & Other Call Percentages (2019–2023)



The following figure shows a granular breakdown of EMS calls in Sierra Madre. Traumatic Injury calls are the number one call type, with General Weakness being the second most common. These two call types account for 36% of EMS calls where emergency response crews are dispatched.

Figure 25: Breakdown of Call Types in Sierra Madre (2019–2023)



SMFD offers the community a paramedic subscription program, which equated to \$36,988 (5% of their budget) in cost recovery during CY2023. The addition of the part-time EMS Coordinator was a significant accomplishment in 2023, relative to EMS.

SMFD has provided EMS ground emergency ambulance transportation services since before June 1, 1980, and retains its Health and Safety Code—HSC § 1797.201 rights. HSC § 1797.201 is a crucial element of California's legislative framework, ensuring that pre-hospital EMS are maintained at a consistent level. This code mandates that counties enter into a written agreements with cities or fire districts that provided EMS as of June 1, 1980, thereby safeguarding the continuation of these vital services. It also allows the administration of EMS to remain with the cities and fire districts currently providing them unless a public hearing determines a necessary reduction. This provision underscores the importance of collaboration and continuity in delivering EMS to communities.

Logistical Support Services

Logistics is the process of planning, implementing, and controlling the movement of goods, products, or services from the point of origin to the end of consumption to meet the customer's needs and requirements. It involves coordinating all aspects of transportation, warehousing, and inventory management, and aims to minimize costs while maximizing supply chain efficiency.

Whether fire departments are dealing with an emergency incident or day-to-day operations, logistics is critical to the success of the organization. One individual or team managing logistics aids in successful operations by providing support and services. Specific to EMS, logistical support and services are often responsible for ensuring that the field personnel have the proper tools and equipment to do their job, including repair, maintenance, and equipment replacement.

The SMFD EMS section is overseen by a part-time EMS Coordinator assigned to administration. The coordinator role includes various responsibilities, such as attending and participating in meetings, conferences, workshops, and training sessions; managing EMS supply orders and inventory management; procuring emergency medical equipment (e.g., medications, EMS consumables, medical delivery devices, cardiac monitors, and other items specific to EMS treatment); and ensuring that the organization and its members comply with national, state and local regulations and statutes. The EMS Coordinator also collaborates with allied agencies to ensure standardized operations.

Compared to other agencies in California, where EMS constitutes 73% of SMFD's call volume, most agencies are overseen by a full-time employee.

A contract medical director and nurse practitioner supports the EMS Coordinator in education and quality improvement and quality assurance (QI/QA).

Medical Control & Oversight

The California Code of Regulations, Title 22, Division 9, Chapter 4, Section 100170 requires that a fire department be provided medical control and oversight.

SMFD coordinates local EMS system oversight and regulation through the department's medical director. Medications and controlled substances are ordered and tracked under the medical director's medical license. The medical director also provides QI/QA and by specialized training. Los Angeles County EMS Agency (LEMSA) provides regional management and regulation, and the California Emergency Medical Services Agency (EMSA) provides state oversight and regulation.

USC Arcadia, Huntington Memorial, and Los Angeles General Medical Center are the base station hospitals providing online medical control for the paramedics per county protocol and as needed. Huntington Memorial is a Level II Trauma Center, and Los Angeles General Medical Center is a Level I Trauma Center, providing 24-hour emergency care for all illnesses and injuries.

In compliance with California Health and Safety Code, Section § 1797.109, SMFD EMTs recertify through the LEMSA. This process involves completing the required continuing medical education (CME) hours and collaborating with LEMSA for bi-annual recertification.

An alternative strategy is for the department to become a certifying entity, allowing all EMT recertifications to be conducted in-house. While the initial work to become a certifying entity can be challenging, once established, it is easily maintained and provides greater oversight and control within the local system, thereby reducing the time it takes to recertify EMTs. Either recertification method is valid depending on agency preference.

System Integrity Regarding Required Credentialing

As a minimum job requirement, SMFD requires candidates to possess a current, valid California Driver's License, a high school diploma, and EMT and CPR certifications. Regardless of rank, all operational personnel possess at least an EMT license issued by the California State Emergency Medical Services Authority (EMSA). SMFD employs six firefighters/paramedics, with one probationary firefighter EMT attending paramedic school. As a result, SMFD staff paramedics are on their apparatus daily, providing ALS service.

Within the two-year licensure cycle, EMTs must earn at least 24 hours of CME specific to their skill set and established scope of practice, including each county's expanded scope.

SMFD facilitates this requirement by offering in-house training scheduled, facilitated, or delivered by subject matter experts within the organization. Additionally, SMFD personnel utilize APS, an online learning management system (LMS), and benefit from a strong partnership with UCLA Center for Pre-hospital Care (CPC), allowing them to attend many CME opportunities throughout the year.

State regulations require paramedics to earn 48 hours of CME during their two-year licensure cycle, achieved parallel to the EMT's CME hours. Training includes all on-duty personnel and is a value-added service for EMT members, as the subject matter is often taught at the ALS level. This approach raises the level and competency of BLS medical care throughout the organization.

SMFD manages and tracks its required training hours using APS. APS is a robust LMS that allows an agency to set up systems to track and manage mandatory training hours. Paramedic licensure is completed through the California EMSA. The EMS Coordinator or training officer manages the tracking of required hours and training for EMTs and Paramedics through APS.

Many non-required advanced-level training opportunities exist for EMTs and paramedics, such as Pre-hospital Trauma Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support), which are not required as a condition of employment but enhance the emergency medical services available to the community.

First Responder ALS System

The SMFD operates an ALS system integral to its mission of protecting life, property, and the environment. This system is staffed by highly trained paramedics who provide critical care in emergency situations. The ALS service uses life-saving procedures such as cardiac monitoring, intubation, intravenous therapy, and medication administration, to ensure patients receive the best possible pre-hospital care. The department's commitment to excellence is reflected in its core values of honor, integrity, respect, and compassion, guiding its operations and interactions with its community. The ALS system is one part of a broader EMS plan encompassing training, communications, and coordination with other agencies to provide a cohesive and effective response to emergencies.

The SMFD offers ALS services within its community and can also support neighboring agencies in the 126-square-mile Area C Unified Response area, including Arcadia, Pasadena, Monrovia, San Gabriel, and San Marino. Additionally, SMFD provides ALS ground emergency medical transport using its own ambulance. Since June 1, 1980, SMFD has transported patients in city-owned and operated ambulances, maintaining the city's right to provide EMS under the California Health and Safety Code—HSC § 1797.201.

SMFD has automatic aid agreements with the fire departments identified in Area C for the closest available ambulance to respond for ground emergency medical transportation. These agreements aim to provide like-for-like services, such as exchanging paramedic ambulances or rescue services. Additionally, automatic aid agreements and discussions focus on reducing or avoiding disparities in service. Key personnel from the involved departments meet periodically to discuss disparities, which provides data to adjust delivery models to cover any identified gaps in the data.

Medical Priority Dispatch System

The primary Public Safety Answering Point (PSAP) is a call center where emergency (911) and non-emergency calls are routed. Sierra Madre Police Department (SMPD) is the PSAP for SMFD. Once a call is determined to be fire or EMS related, SMPD (PSAP) transfers the call to Verdugo Fire Communications Center (VFCC). VFCC handles all calls for emergency and non-emergency service for SMFD. Additionally, VFCC dispatchers are trained and certified in emergency medical dispatching (EMD) by the International Academies of Emergency Dispatch.

EMD and the Medical Priority Dispatch System (MPDS) play crucial roles in patient pre-hospital care, involving the coordination of resources and appropriately allocating EMS during an emergency. EMD is the initial point of contact between patients requiring emergency medical assistance and the EMS system. In addition, the system allows dispatch personnel to provide pre-arrival directions to the caller and bystanders during incidents.

VFCC uses ProQA software for the EMD process while receiving emergency calls, assessing the nature and severity, and dispatching the appropriate resources to the scene. Pre-arrival instructions are provided to the caller to begin treating the patient while emergency units are en route. The speed and accuracy of EMD can significantly impact the outcome of a medical emergency, making it a critical component of the EMS system.

MPDS takes call assessment to the next level by thoroughly evaluating the caller's complaint and disposition. Once sufficient information is quickly gathered, the appropriate resources are dispatched. MPDS uses determinant codes, as outlined in the following figure.

Figure 26: Response Determinant Levels

Response Level	Capability	Clinically Indicated Response Resource(s) and Priorities		Rationale
		First Responder	Ambulance	
ECHO	ALS	Red Lights & Siren	Red Lights & Siren	<ul style="list-style-type: none"> Information exists that death is eminent Closest any First Response and ALS Ambulance Immediate lights and siren response needed Multiple resources necessary Rapid ALS transport almost certain
DELTA	ALS	Red Lights & Siren	Red Lights & Siren	<ul style="list-style-type: none"> Closest First Response and ALS Ambulance Immediate lights and siren response needed Multiple resources necessary ALS transport likely
CHARLIE Urban	ALS	Optional Response- No Red Lights & Siren	Red Lights and Siren	<ul style="list-style-type: none"> ALS Ambulance / First response for extended ETA Multiple resources not necessary ALS or BLS transport likely
CHARLIE Rural	ALS	Red Lights and Siren	Red Lights and Siren	
BRAVO Urban	BLS or ALS	Optional Response- No Red Lights & Siren	Red Lights and Siren	<ul style="list-style-type: none"> BLS or ALS Ambulance / First Response for extended ETA Rapid BLS evaluation indicated
BRAVO Rural	BLS or ALS	Red Lights & Siren	No Red Lights & Siren	
ALPHA	Closest BLS or ALS	Optional Response- No Red Lights & Siren	No Red Lights & Siren	<ul style="list-style-type: none"> BLS or ALS Ambulance / First Response not needed Multiple resources not necessary Transport less likely
OMEGA	Referral or BLS	Not indicated	No Red Lights & Siren	<ul style="list-style-type: none"> Ambulance transport not indicated and referral to specialty service appropriate

VFCC does not currently use MPDS services. As a result, dispatchers do not determine the type of response, nor do they differentiate between response level, capability, clinically indicated response resource, priorities, or rationale.

LIFE SAFETY SERVICES & PUBLIC EDUCATION

SMFD does not have a robust life safety community risk reduction program primarily due to a lack of dedicated staffing. Fire prevention, defensible space inspections, and life safety code enforcement are crucial for ensuring community safety. Providing fire and life safety education to the public to reduce emergencies and train community members to respond appropriately during crises is fundamental to a comprehensive fire and life safety program. This approach aligns with a fire department's core mission and demonstrates fiscal responsibility by preventing fires and minimizing human suffering. Currently, these functions are being completed by contract or by 56-hour fire suppression personnel.

A fire department must recognize the importance of fire prevention and public education. Understanding their role in community planning is essential, especially in areas with diverse zoning, such as wildland-urban interfaces (WUIs) and residential and commercial properties. The effectiveness of a life safety program relies on a comprehensive review and understanding of these aspects.

The following figure outlines the fundamental components of an effective life safety program, along with the necessary elements needed to address and enhance its effectiveness.

Figure 27: Life Safety Program Components

Program Components	Elements Needed
Fire Code Enforcement	<ul style="list-style-type: none"> • Proposed construction and plans review • New construction inspections • Existing structure/occupancy inspections • Fire protection systems design review and inspection • Defensible space inspections
Public Education	<ul style="list-style-type: none"> • Public Education • Specialized education • Juvenile fire-setter intervention • Prevention of information dissemination
Fire Cause Investigation	<ul style="list-style-type: none"> • Fire cause and origin determination • Fire death investigation • Arson investigation and prosecution

This structured approach ensures that the fire department is well-equipped to address the diverse challenges posed with different property types and zoning, thereby contributing to the overall safety and well-being of the community.

Fire & Life Safety Code Enforcement

Fire prevention is the most efficient strategy in fire management. A robust community risk reduction program, tailored to locally identified risks and by pertinent codes and ordinances, is a proactive measure to curtail property loss, save lives, and mitigate the potentially devastating impact on a community's economy.

This strategic approach minimizes fires and fosters a resilient and secure community environment by addressing potential risks and adhering to established safety measures and guidelines. The following figure lists the various code enforcement activities SMFD provides.

Figure 28: SMFD Code Enforcement Activities

Code Enforcement Activity	SMFD
Consulted on new construction	Yes
Fees for inspections or reviews	Yes
Hydrant flow records are maintained	Yes
Key-box entry program	Yes
Perform occupancy inspections	Yes
Perform plan reviews	Yes
Sign-off on new construction	Yes
Special risk inspections	Yes
Storage tank inspections	No
Company Inspections (pre-plan)	Yes

The City has officially adopted the 2022 California Fire Code and incorporated fire sprinkler amendments. SMFD has contracted with an external vendor, Wildan, to manage new construction plan reviews and new construction inspections. The department has one 56-hour shift employee responsible for overseeing the annual fire inspection program. This individual is trained to the California State Fire Training certification track as a Fire Inspector II.

Inspections of commercial buildings and properties enable SMFD to educate the public and business owners about fire safety and the importance of complying with the fire code. Fire and life safety inspections incorporate three of the Five E's: education, engineering, and enforcement. Each of these methods plays a role in reducing risks through mitigation or prevention.

The department has completed 147 state-mandated annual inspections. These inspections are primarily for multi-family residential with more than four units, churches, and schools. They were completed by on-duty suppression personnel assigned to the fire engine or rescue ambulance. The department did not inspect other business occupancies due to limited staff.

Although California has no requirements to inspect all occupancies, the following figure provides examples of occupancy types based on the International Building Code (IBC) and the associated risks for determining when commercial occupancies should be inspected.

Figure 29: Occupancy Classifications

Risk	IBC Group	Examples
High	A-1, A-2	Nightclubs, restaurants, theater, airport/cruise ship terminals.
	A-3, A-4, A-5	Arenas, museums, religious.
	H-1, H-2, H-3, H-4, H-5	Hazardous materials sites (Tier II).
	B	All government & public buildings, other office buildings over two stories.
	E	Schools, daycare centers.
	I-1, I-2, I-3, I-4	Hospitals, assisted living centers, correctional.
	M	Strip malls, closed-air shopping malls, big box stores.
	R-1, R-3	Hotels, motels, dormitories, apartments, board & care facilities.
	Special Risk	Railroads, interstate highways, airports.
	(Target hazard)	Any building with life safety risk beyond the reach of preconnected hose lines > 200 feet.
Moderate	B	Outpatient clinics, general business, offices < 3 stories.
	F-1	Fabrication or manufacturing of combustible materials.
	M	Mercantile, free-standing.
	I-2, R-4	Foster group homes, assisted living homes.
	S-1	Storage of combustible materials, car repair facilities, hangars.
Low	F-2	Fabrication or manufacturing of non-combustibles.
	R-1, R-2	1- and 2-family dwellings, foster homes.
	S-2	Storage of combustible materials.
	U	Barns, silos, and other unclassified buildings.

Most fire departments inspect publicly assessable occupancies annually or biannually. This allows department personnel to preplan for emergencies, confirm compliance with the fire code, and ensure the business has proper permits or licenses. NFPA 1730: *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education*, provides guidelines for minimum inspection frequency, as shown in the following figure.

Figure 30: NFPA Minimum Inspection Frequency

Occupancy Risk Classification	Frequency
High	Annually
Moderate	Biennially
Low	Triennially
Critical Infrastructure	Per AHJ*

*Authority Having Jurisdiction

SMFD does not have a preplan process for new or existing structures. Preplans are crucial, as they provide responding firefighters with vital information, including exits, utilities, special hazards, and building construction details. Preplans are especially important when responding units from outside agencies are involved, as these agencies do not have an opportunity to familiarize themselves with these structures during fire prevention activities. Unfortunately, they usually only see the inside of these structures under the stress of an emergency situation.

In 2023, the fire department completed 1,528 defensible space inspections as required by California AB38. These inspections focus on properties in the WUI, where the majority of the City is considered a very high hazard area. The fire chief and the shift fire prevention program manager oversee and manage this program. However, there is limited follow-up to confirm compliance and mitigate hazards on private property.

Fire & Life Safety Public Education Programs

A fire department's critical function is to prevent or mitigate unintentional injuries or fires. Educational programs within the life-safety program provide an excellent opportunity to reduce fires and injuries in the community.

A fire and life safety program to reduce risks requires a coordinated approach. It should include other partner organizations in the community that may provide the same or similar services. These partnerships allow SMFD to become a community partner and build relationships to reduce risks. Additionally, developing fire and life safety programs requires a continual review of incident data to determine the types and frequency of responses.

The following figure describes the various public education programs that fire agencies currently deliver.

Figure 31: Public Education Programs

Public Education Programs	SMFD
Annual fire prevention report distributed	No
Carbon monoxide alarm installations	No
CPR courses	Yes
Curriculum used in schools	No
EDITH (exit drills in the home)	No
Eldercare and safety	No
Community Emergency Response Training (CERT)	No
Fire extinguisher use	Yes
Injury prevention	No
Juvenile fire-setter program offered	No
Publications available to the public	Yes
Smoke alarm installations	Yes
Wildland interface education is offered	Yes

SMFD has limited public education programs and needs more coverage for critical topics such as smoke alarm installation, wildland fire protection and prevention, fire extinguisher training, and CPR courses. While there is no formal curriculum, fire crews actively participate in school programs and conduct fire station tours. The department also participates in several community events and seeks opportunities to interact with larger community groups. However, without dedicated personnel primarily responsible for community risk reduction, opportunities to expand public education offerings are limited.

Fire Investigations

Fire causes may include intentional, unintentional, equipment failure, an act of nature, incidents under investigation, or undetermined causes. NFIRS requires documentation of the types of ignitions for all fires and is necessary for fire investigations.

Determining the origin and cause of fire allows SMFD to develop prevention programs aimed at reducing future incidents. Programs should be data-driven, analyzing the cause of the fire and identifying trends of potential problems within the community. Collecting data such as name, age, and gender may help identify a specific person or group, such as juvenile fire-setters, to target with prevention programs.

Engine company officers are responsible for determining fire origin and cause, except in cases of injury, death, or significant fire loss. These officers receive minimal fire investigation training as outlined in the California State Fire Training Company Officer Certification track. While SMFD has a limited number of certified fire investigators, there is not one assigned to each shift or available 24 hours a day. SMFD is part of the Verdugo Fire Investigation Task Force and collaborates with the Sierra Madre Police Department on suspicious or criminal fire investigations.

COMMUNICATIONS & DISPATCH

VFCC handles fire and EMS calls for many cities. Originally founded by the cities of Glendale, Burbank, and Pasadena, VFCC has been known since its inception as a local emergency communications hub. It has contracted with many cities within Area C and has evolved into a regional dispatch center.

Services to Other Agencies

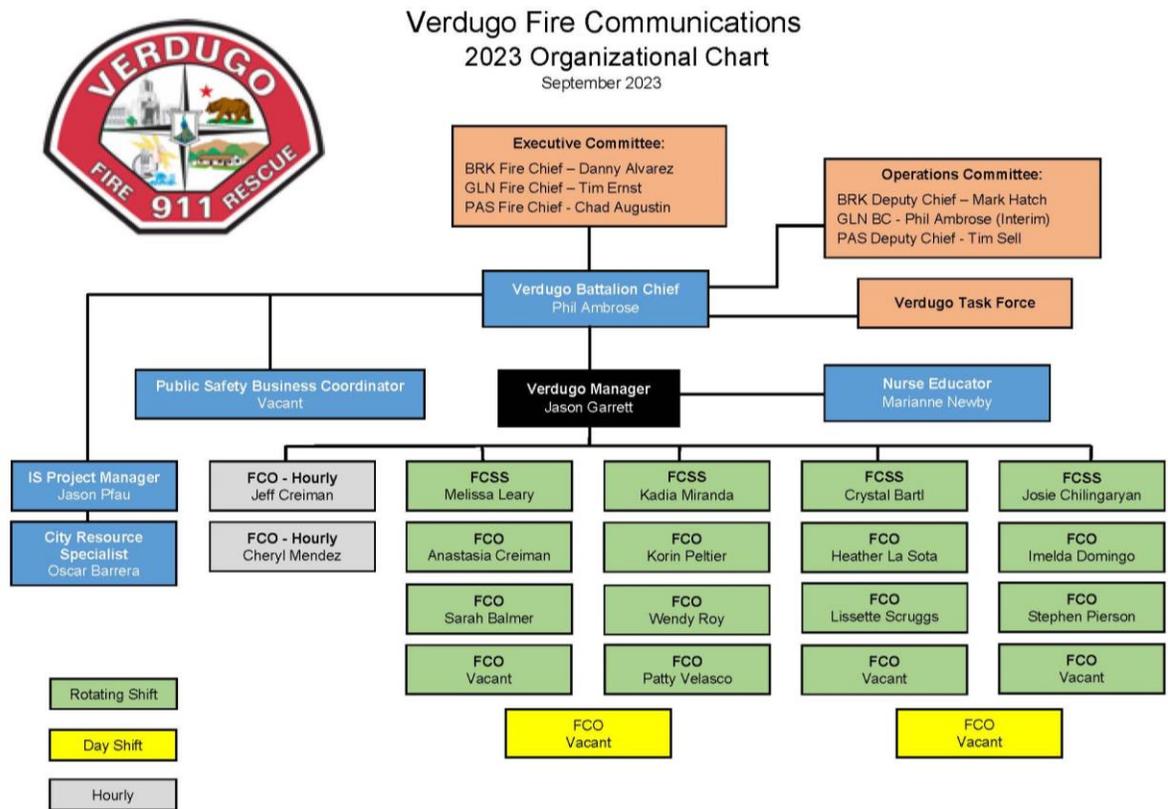
VFCC has established agreements to provide dispatch services for the following fire agencies:

- South Pasadena
- San Marino
- Monrovia
- Arcadia
- Sierra Madre
- San Gabriel
- Monterey Park
- Alhambra
- Montebello
- Hollywood Burbank Airport Authority

Governance, Administration, & Accountability

VFCC operates under the jurisdiction of the County of Los Angeles. The management hierarchy is structured so that the Verdugo Manager reports to the Verdugo Battalion Chief, who in turn reports to an Executive Committee of the Burbank, Glendale, and Pasadena Fire Department Chiefs. The Verdugo Battalion Chief also collaborates with the Operations Committee (Deputy Chiefs of Operations) and the Verdugo Task Force. Dispatch operations are included in the VFCC budget. The following figure illustrates the VFCC organizational chart.

Figure 32: VFCC Organizational Chart



The Verdugo Manager, with assistance from the Verdugo Battalion Chief, formulates the budget. The budget is an enterprise fund, with capital provided by the owner agencies and the remainder from contract agencies. Budget approval follows a chain of command within VFCC, ultimately requiring approval from the fire chiefs. All Capital Improvement projects are strategically planned one or more years in advance.

Staffing

VFCC has been authorized for the following staffing positions:

- 1 Verdugo Manager
- 1 Verdugo Battalion Chief
- 1 IT Project Manager
- 1 Public Safety Business Coordinator
- 4 Fire Communications Shift Supervisors
- 13 combined Call-Taker/Dispatchers
- 1 GIS Specialist

In summary, VFCC has fifteen authorized dispatcher positions, with twelve currently filled, leaving three vacancies. There are also four authorized supervisor positions, all of which are filled.

Work Schedule and Minimum Staffing Policy

Call-takers/Dispatchers at VFCC work 12-hour shifts, totaling a 48-hour workweek on a four-on-four off schedule. The policy for minimum daily staffing is set at four staff members (one supervisor and three dispatchers) between 0630 and 1830 and three staff members between 1830 and 0630. On average, each employee works about 42 hours of overtime per month. The Glendale City Employees Association represents the staff, including dispatchers and supervisors. In contrast, managers are represented by the Glendale Management Association.

Training

VFCC conducts all training in-house, in alignment with National Emergency Number Association (NENA) standards and industry best practices.

NENA standards are a comprehensive set of guidelines developed to ensure efficient and uniform emergency call processing across various jurisdictions. These standards are designed to assist Public Safety Answering Points in handling 911 calls effectively, providing a foundation for creating Standard Operating Procedures (SOPs).

By adopting these standards, the department aims to standardize call handling methods, promoting consistency and reliability in emergency services. NENA's standards are developed by technical committees, and once approved by the NENA Executive Board, become recommended practices that benefit telecommunication companies, vendors, and users by fostering widespread adoption. Additionally, NENA's work includes advancing the Next Generation 9-1-1 (NG9-1-1) infrastructure, which is designed to enhance the speed, intelligence, and resilience of emergency response systems.

Operational Policies

The operational policies, including SOGs and SOPs, for VFCC, are comprehensive and focused on fire and EMS response. Because VFCC provides dispatch services to several agencies, policies are tailored to each agency's specific deployment model and unique configuration. Additionally, each agency works to collaborate with one another to streamline administrative and operational policies and procedures.

Facilities

The VFCC is in Glendale, chosen as the center of the founding cities of Glendale, Burbank, and Pasadena. VFCC is located on the third floor of Glendale Fire Station 21, which was built in 1994 and encompasses 5800 square feet. The dispatch floor is ADA-compliant and has been toured by visitors from around the world, including groups from Australia, China, England, Japan, and Russia.

Physical Security

Security measures include cameras and keypad-locked doors that separate the dispatch area from all public spaces. Dispatchers use secured parking with card access. Closed-circuit security cameras are installed throughout the building's exterior, monitored by the dispatch team.

Power

Emergency power is supplied by a 1.5 MW diesel generator with a 2,820-gallon fuel tank, providing an estimated 85-hour runtime at a rate of about 33 gallons per hour. This generator undergoes monthly testing and an annual load test. The generator is strategically located away from public access areas. A 50KVA Uninterruptible Power System is installed, offering around 2,000–2,200 minutes of backup power.

Heating, Ventilation, & Air Conditioning (HVAC)

The VFCC facility has an HVAC system that serves the entire building, including a secondary system for the communications center and other areas. The HVAC system includes economizers that can shut off outside air and recirculate inside air, but this requires intervention by building maintenance personnel. The backup system exclusively recirculates indoor air and is inaccessible from public areas.

Workstations

VFCC features nine ergonomic workstations by Russ Bassett, which were installed in 2010.

Backup Dispatch Center

If needed, the Glendale Police Department provides emergency communications backup.

Technology

VFCC IT staff work on all systems to support the dispatch center.

Computer-Aided Dispatch

The CAD system, provided by Central Square and running Peraton CommandPoint® CAD, was installed in 2020. CommandPoint® includes ViewPoint mapping, automatic vehicle routing and recommendations, AVL, 911 Web, CAD-to-CAD integration, and other capabilities. However, VFCC does not use CAD-to-CAD with any other dispatch center.

Interfaces

The VFCC Computer-Aided Dispatch (CAD) system does not interface with external systems. This lack of interoperability means that, except for the agencies within the scope of the VFCC shared system, the CAD systems of these dispatch centers cannot communicate with each other.

Modern CAD systems can generally share information with other CAD systems. Several products, such as CentralSquare's Unify™ system, are available to enable dispatch centers to establish a virtual network connecting different CAD systems. These types of virtual networks facilitate more efficient operations by reducing the need for phone calls to request assistance or convey critical information.

Through more compatible systems, agencies can effectively share resources. This allows for deploying the nearest and most appropriate resources to incidents based on predetermined data-sharing parameters agreed upon by the participating agencies. Additionally, bi-directional communication capabilities through mobile and handheld devices can ensure that all emergency responders have access to the most current and accurate information.

Mapping

VFCC uses ESRI tools to maintain data and updates GIS data in two ways: the data is updated weekly and loaded into the TEST environment, and once a month, the Live environment is updated from the TEST environment.

Fire Station Alerting

Fire station alerting is provided by a combination of WestNet and US Digital Designs. Each agency chooses which alerting system to use, and VFCC collaborates with each chosen vendor.

Mobile Data Computers (MDC)

Tablet Command is an option for every agency receiving dispatch services from VFCC. The utilization capacity of Tablet Command is an agency preference. VFCC uses a Verizon Mobile Private Network (MPN) to maintain connectivity regardless of the CAD software system. VFCC has plans to move from the current MPN to variable carriers with Direct Internet Access.

Automatic Vehicle Location/Closest Unit

Through a coordinated effort, VFCC uses Peraton CommandPoint to access and manage its AVL system. AVL is a proven value-added service that sends the closest available unit to an emergency regardless of jurisdictional boundaries.

911

The VFCC 911 phone handling solution is Vesta from Motorola. VFCC has not selected an NG911 vendor at the time of this report.

Records Management System (RMS)

VFCC provides flat file access for each agency's chosen RMS vendor containing the required information.

Radio

VFCC is a crucial hub for emergency response coordination and operates on a sophisticated network of radio frequencies to ensure seamless communication across various agencies. The center utilizes a trunked radio system, specifically the Interagency Communications Interoperability (ICI) system. This shared platform allows efficient and interoperable communication between different public safety entities within Los Angeles County. The system includes multiple tactical (TAC) channels designated for on-scene emergency communications during an incident, ensuring that units from different cities can communicate effectively during joint operations. The primary dispatch channel, Red-1, is the lifeline for initial emergency dispatches.

Additional channels such as Red-2 through Red-8 are used for varied purposes, including resource coordination, incident command, and inter-agency collaboration. Frequencies and talk groups are carefully managed to prevent interference and provide clear communication lines for fire and EMS services, which are critical for the safety of the responders and the community they serve. VFCC's commitment to maintaining a robust and reliable communication network reflects its dedication to the highest public safety and emergency response standards.

The ICI system is a crucial network that facilitates seamless communication among over 120 public safety agencies in Southern California. Established in 2003, ICI is a Joint Powers Authority agency, meaning it is collectively owned and operated by the member entities it serves. The system is designed to support first responders by providing a reliable Land Mobile Radio Network for mission-critical communications during emergencies. The network consists of over 28,000 radios and has been instrumental in protecting millions of residents by ensuring that police, fire, and other emergency services can communicate effectively across various jurisdictions.

ICI's governance consists of a board comprising local government officials and public safety leaders who oversee the system's operations and strategic direction. This collaborative approach has been vital to the system's success, allowing for shared decision-making and resource allocation. The system's interoperability is not limited to radio communications; it extends to integrating with adjoining radio systems like Los Angeles and Long Beach Cities, and those used by the Los Angeles Regional interoperable communications System, further enhancing communication capabilities across regional entities.

Homeland Security grants have significantly supported ICI funding, advancing the system's technology and expanding its reach. These grants have enabled the system to evolve and meet the growing demands of public safety communications. The system's technical committee ensures that the technology remains cutting-edge and reliable, while the operations committee focuses on the practical application of the system in real-world scenarios.

Training and exercises are a critical component of ICI, as they equip emergency responders with the skills to use the system effectively. These activities are designed to improve performance and ensure seamless collaboration among all agencies during an incident. The system's success highlights the importance of planning, coordination, and cooperation among various agencies to achieve true interoperability in public safety communications. ICI stands as a model for other regions seeking to enhance their emergency communication systems and, ultimately, the safety of their communities.

Interoperability

The agencies predominantly use VHF mutual aid channels for mutual and automatic aid responses.

SPECIAL OPERATIONS PROGRAMS

Over the years, the fire service has expanded its scope to include special operational responses, such as hazardous materials (HazMat) and technical rescue responses. These capabilities were integrated in response due to increasing needs, associated risks to responders, and limited similarities to fire incident mitigation. This section describes SMFD's limited HazMat and technical rescue capabilities.

Hazardous Materials Response

Hazardous materials are common in most, if not all, communities across the United States. Since the 1970s, it has become standard for fire departments and districts to respond to and mitigate hazardous materials events. However, each agency must align its level of service to the risk associated with its areas of responsibility, using sound fiscal and risk management policies. While no agency should ignore this risk, there are several approaches available for a response.

First, agencies may take a non-active role by training their first responders to be aware of the hazard and to contact the appropriate agencies to deal with the incident.

They may take a response and defense stance, whereby responders are moderately equipped and trained at the operational level to defend people and property without entering the hazardous zones.

Finally, some agencies may choose to equip and train their responders to enter the high hazard and dangerous zones directly, using specialized equipment and technician-level training.

Agencies also have the option to take any combination of these three approaches.

General Risk

Like most communities nationwide, SMFD communities have a low to moderate hazardous materials risk. They face small quantities of hazardous materials, generally in private dwellings and mercantile businesses, and more significant amounts, primarily through the road and highway system.

Hazardous Materials Response

SMFD trains and equips its responders with defensive tactics in mind. All responders receive HazMat training and are certified at the HazMat first responder operations level. The apparatus's equipment includes limited absorbent materials and gas monitoring, but extended or specialized response requires outside assistance from the Cities of Burbank or Glendale, which staffs a Type 1 Hazardous Materials Team. Both Burbank HM12 and Glendale HM24 are available through automatic aid agreements.

The department's training program meets the minimum qualifications for first responders, following national requirements and guidelines. The Sierra Madre Fire Department has fire suppression personnel trained to the following levels.

Figure 33: Hazardous Materials Response

Hazardous Materials Capabilities	SMFD
Annual HazMat training hours	8 hours/year
Staff certified at the Awareness level	Yes
Staff certified at the Technician/Specialist level	1
Staff certified as Hazmat Safety Officer	0
Staff certified as Hazmat Incident Commander	3
Partnership with regional agency/Auto-Aid	Yes

Technical Rescue

Another area of specialized response is rescuing people from dangerous situations. Traditionally, the fire service was responsible for rescuing individuals from fires. Over time, this role expanded to include removing victims from a variety of hazardous situations, some of which required specialized equipment and training. Collectively, this specialty became known as technical rescue.

General Risk

Like other suburban areas in California, SMFD's general risk is its roadways, wilderness, and post-earthquake situations. A significant risk involves patients requiring vehicle extrication after motor vehicle accidents. In the hillside areas, rescues may require a high or low-angle approach. Additionally, built-up areas are at risk of building collapse, confined spaces, or below-grade rescues, especially after an earthquake.

High & Low Angle Rescue

Removing a victim from an elevated or below-grade situation may require a high or low-angle rescue approach. The high-angle rescue typically has the entire weight of the rescuer and/or victim suspended perpendicular to the ground. When rescuers use a low-angle rescue technique, the victim and responders are hoisted out of a situation with the assistance of ropes. In a low-angle rescue, weight bearing is accomplished by direct or indirect ground contact. SMFD personnel are trained at the operations level or incident support level for high- and low-angle rescues.

Collapse, Confined Space, Trench, & Below-Grade Rescue

Building collapses, extrication from limited mobility and potentially hazardous atmosphere, trench collapses, and rescues below grade require additional equipment and training. Understanding the physics and balance of rubble or earth during the collapse of buildings or trenches requires special training. Collapse scenario hazards, equipment, and human limitations of confined and below-grade responses also require additional equipment. SMFD personnel are minimally trained for building and trench collapse and confined space rescues.

The Office of the State Fire Marshal of California does not list technical rescue among the standardized and recognized certifications. This leaves the level of hazard and certification up to the responding agency. The NFPA Standard 1006: *Technical Rescue Personnel Professional Qualifications* does specify 20 rescue specialties. Each rescue specialty is broken into the awareness, operations, and technician levels.

The department's training program follows national requirements and guidelines to meet the minimum qualifications for first responders. Due to the limited on-duty personnel, technical rescue will require outside assistance, even if the department has members trained at the appropriate level. The following figure illustrates the incidents that SMFD fire suppression personnel are trained and equipped to handle.

Figure 34: Technical Rescue Response

Technical rescue Capabilities	SMFD
Confined space rescue	No
High and Low angle rescue	Yes
Trench collapse rescue	No
Structural collapse rescue	No
Vehicle/machinery rescue	Yes
Surface water and Swiftwater rescue	No
Partnership with regional agency/Auto-Aid	Yes

SMFD relies on assistance from the region's Urban Search and Rescue (USAR) teams for confined space, structural collapse, swift water, or wilderness rescue. The department can expect the following USAR units through auto-aid: the City of Arcadia USR106, the City of Alhambra USR71, and the City of Glendale USR21.

TRAINING & CONTINUING MEDICAL EDUCATION

Training and Continuing Medical Education programs are fundamental to the success of the fire and rescue profession. Annually, approximately 100 firefighters suffer line-of-duty deaths (LODD). According to the US Fire Administration, there were 96 firefighter fatalities in 2022 and 141 in 2021. The causes of firefighter LODDs are varied and include sudden cardiac death, cancer, trauma, and a notable increase in suicides linked to the job's demands. While some LODDs are unforeseeable, many could be mitigated through a comprehensive training and education program.

The National Institute for Occupational Safety and Health investigates each LODD and has identified five recurrent themes in these fatalities: a) improper risk assessment, b) lack of incident command, c) inadequate accountability, d) insufficient communications, and e) failure to adhere to standard operating procedures/guidelines.

An effective and organized training plan can address these themes, potentially reducing the incidence of predictable deaths in fireground operations. This underscores the critical importance of ongoing training and education in safeguarding firefighters' lives.

General Training Competencies

General training competencies are crucial in reducing and ideally eliminating firefighter LODDs. Firefighters utilize diverse skill sets in the performance of their duties, and over the years, these competencies have expanded, introducing new professional skills to their repertoire each decade. For instance, paramedics were integrated into the field in the 1970s, wildland fire and hazardous materials response in the 1980s, urban search and rescue/technical rescue in the 1990s, weapons of mass destruction response in the 2000s, and responses to hostile events like active shooter incidents in the 2010s. The fire service has evolved into an all risk/all-hazard response profession.

The COVID-19 pandemic exemplifies this evolution, with fire departments nationwide playing a pivotal in emergency management, including vaccine administration and response.

SMFD is a full-service fire and rescue agency, providing fire, EMS, limited hazardous materials (HazMat) response, WUI firefighting, and technical rescue services. Training requirements for SMFD personnel vary based on their certification levels, and the necessary training to maintain service proficiency is diverse. It can be categorized into five primary areas: development, policy, safety, fire-based, and EMS.

The NFPA has established several standards for training and certifying fire personnel. These standards provide minimum recommendations for firefighters, fire officers, prevention staff, fire investigators, public education staff, and other specific positions.

SMFD adheres to these NFPA standards and meets requirements set by the California State Fire Marshal Office's State Fire Training program, the California Occupational Health & Safety Administration, the California Department of Motor Vehicles, and standards within the National Wildfire Coordinating Group curriculum. Adherence to these standards is critical for the district's response to wildland and interface incidents.

Additionally, SMFD implements policies and procedures developed and adopted by the department, ensuring a comprehensive and well-rounded approach to training and operations. The following figure shows the general categories, competencies, and systems used for training in the SMFD.

Figure 35: General Training Competencies for SMFD

Training Competencies	SMFD
Incident Command System	FIRESCOPE California
Accountability Procedures	NIMS
Training SOPs	Internal
Recruit Academy	Internal – 40 hours
Special Rescue Training	External – Voluntary basis
HazMat Certifications	HazMat Awareness/FRO
Vehicle Extrication Training	Internal
Driving Program	No
Wildland Certifications	FF1, FF2, Red Cards (all ops), annual RT130
Communications & Dispatch	VFCC
EMS Operations	Internal, APS, UCLA CPC

Training Administration, Schedules, & Facilities

SMFD lacks a training facility and does not have dedicated office space. However, it offers adequate training equipment and supplies, including a prop forcible entry door. Due to the lack of a dedicated training facility, SMFD's interoperability training is limited to SMFD training at neighboring agency facilities.

Figure 36: Training Facilities & Resources

Facilities & Resources	SMFD
Adequate training ground space	No
Adequate office space	No
Training building/tower	No
Burn room at the training building	No burn room
Live fire props	No
SCBA obstacle course	No
Computers & simulations	Yes
EMS equipment assigned to training	Yes

The training curriculum is varied, encompassing manipulative, didactic, and computer-based (APS) elements. Formal lesson plans are either produced in-house or sourced from commercial vendors. The next figure details the type and frequency of training drills conducted by SMFD.

Figure 37: Training Programs & Tracking

Training Provided	SMFD Program
Manipulative skills & and tasks	Limited to probationary period
Fire training hours requirements	192 hours per year
EMS training hours requirements	EMT 12 hours, & Paramedic 24 hours annually
Annual training hours tracked	Tracked in Vector Solutions
Use of lesson plans	Not Used
In-house or commercial	All in Vector Solutions
Night drills	No night drills were identified
Multi-agency drills	Annually indicated
Disaster drills	No disaster drills were documented
Pre-fire planning included	Pre-fire plans conducted by crews

The following figure lists the annual training hours delivered by each fire agency in the study, and the funds allocated for training. In 2023, SMFD trained 13 members, totaling 2,034 fire-related training hours and 128 EMS-related training hours, totaling 2,162 training hours.

Figure 38: Annual Training Hours & Training Budget

Description	SMFD
Fire Training Hours Delivered	2,162 total hours (13 members)
Fire Training Budget	\$13,000

Training Program Goals & Objectives

The department has a designated training officer, a shift captain who provides program oversight. However, the department does not have a designated 40-hour staff position for training or EMS. Traditionally, the training officer develops and maintains a training plan under the direction of the Fire Chief. Their combined responsibilities include maintaining, reviewing, and updating the training plan annually to meet all mandated training requirements. SMFD does not maintain an annual training calendar to outline and schedule training topics throughout the year.

SMFD mandates that its crews participate in at least two hours of company-level training per shift, including CME. Consequently, if each firefighter engages in two hours of training per shift, they will accumulate approximately 240 hours of training annually. This approach may ensure consistent and comprehensive skill development and knowledge retention among firefighters with proper oversight and control.

Training Administrative Support & Maintenance of Training Records

An on-shift fire captain manages SMFD's training division. Each member has a training file consisting of hard copies containing professional certificates, and online copies in APS, an online training program to facilitate company-level training delivery.

APS also maintains and tracks and digitally stores each member's training hours. Following the city's records retention policy, training files are retained for at least seven years after separation from the agency.

Continuing Medical Education

An EMS Captain/Coordinator oversees the CME program at SMFD. All sworn members of SMFD are either EMTs or licensed paramedics in the State of California. SMFD mandates that EMTs complete 24 hours of continuing education and paramedics complete 48 hours biannually. In addition to training available through APS, SMFD staff provide in-house continuing education.

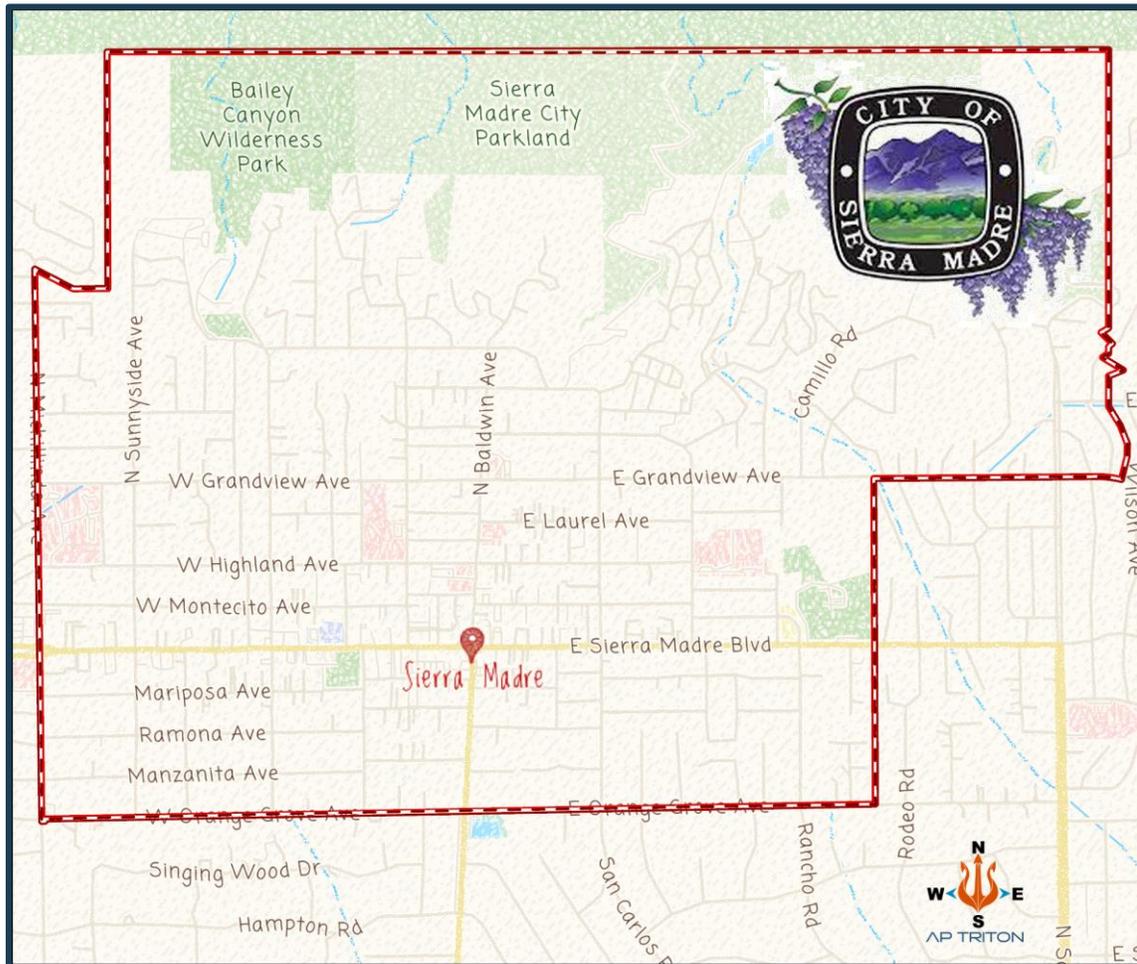
SMFD personnel are also encouraged to attend lectures and presentations by local physicians in the medical community. EMTs and paramedics can gain additional experience by participating in training sessions at local hospital emergency rooms.

SECTION II: Community Risk Assessment

DESCRIPTION OF COMMUNITIES SERVED

The City is located in west-central Los Angeles County. Positioned north of U.S. Interstate 210, it sits at the southern base of the Angeles National Forest. The northern section of the mountainous area is designated as a city park and part of the Bailey Canyon Wilderness Park. The city is bordered to the east, west, and south by other cities in the Los Angeles metropolitan area. Because of its location, the city boundaries are static. The following figure shows the community map and city boundaries.

Figure 39: Community Map



Community Overview

The City is primarily residential. Although it is a full-service city with a small business district in the downtown area, it is among the smallest cities in Los Angeles County.¹⁸

Brief Community History

Nathaniel Carter purchased and subdivided the original land for the city in 1864. In 1882, the first public building, a schoolhouse, was built, and in 1885, the Sierra Madre Cigar Factory was established. In 1887, the first town hall was constructed.¹⁹ The first town hall also housed the post office, a grocery store, a meeting place, and a cigar factory. Although the Monrovia Fire Department was able to provide heroic service to the area, the distance from fire protection led to several buildings being destroyed by fire around 1921. These incidents prompted the city to establish its volunteer fire service.

Figure 40: First Town Hall, circa 1895



The City has a significant history of flooding and mudslides. While this section does not contain a complete history of these events, several have been documented in the City's history timeline. Heavy rains in 1926 changed the stream's course in the Little Santa Anita Canyon, filling the canyon pool with debris and damaging homes. In response, the Canyon Dam was completed in 1928 as part of the Los Angeles County Flood Control District efforts. Another flood in 1938 occurred in the Big Santa Anita Canyon, destroying several cabins. The Sierra Madre Canyon also flooded, and the subsequent mudslides damaged homes and businesses, leaving up to eight feet of silt on city streets.²⁰

¹⁸ City of Sierra Madre, California. Annual Adopted Budget, Fiscal Year 2023–2024.

¹⁹ Picture Courtesy of Sierra Madre History Materials at ColoradoBoulevard.net.

²⁰ www.cityofsierramadre.com/services/library/local_history/sierra_madre_timeline.

Legal Basis & Governance

The City was officially incorporated in 1907 with a population of approximately 500 people. Charles Worthington Jones serving as the first mayor, and the City now operates as a council-manager form of local government. The five-member City Council is elected at large and without specific election districts. Each member serves a four-year term with elections held every two years, alternating between three and two members elected. Each council member rotates through the position of mayor. The City Manager and City Attorney are appointed by the City Council, as are members of the City's boards and commissions. The City Treasurer is also elected by the residents and serves a four-year term.

The City Manager, City Attorney, and City Treasurer report directly to the City Council. The City's daily operations are managed by the City Manager. Department heads report to this position.²¹ The City operates under California's legal statutes and local municipal code.

Environment

Located between the coast and at the base of the San Gabriel Mountains in the area described as the San Gabriel Valley, the City enjoys mild weather and a range of topography.

Weather

The City enjoys a Mediterranean climate.²² This type of climate enjoys mild winters with precipitation, and dry summers which can be warm to hot. Temperatures above 100 degrees are not uncommon, and eight or more consecutive days of elevated temperatures are possible. August and September recorded the highest elevated temperatures from 2004 through 2022. Temperatures below freezing are much less common, with only nine occurrences recorded during the period.

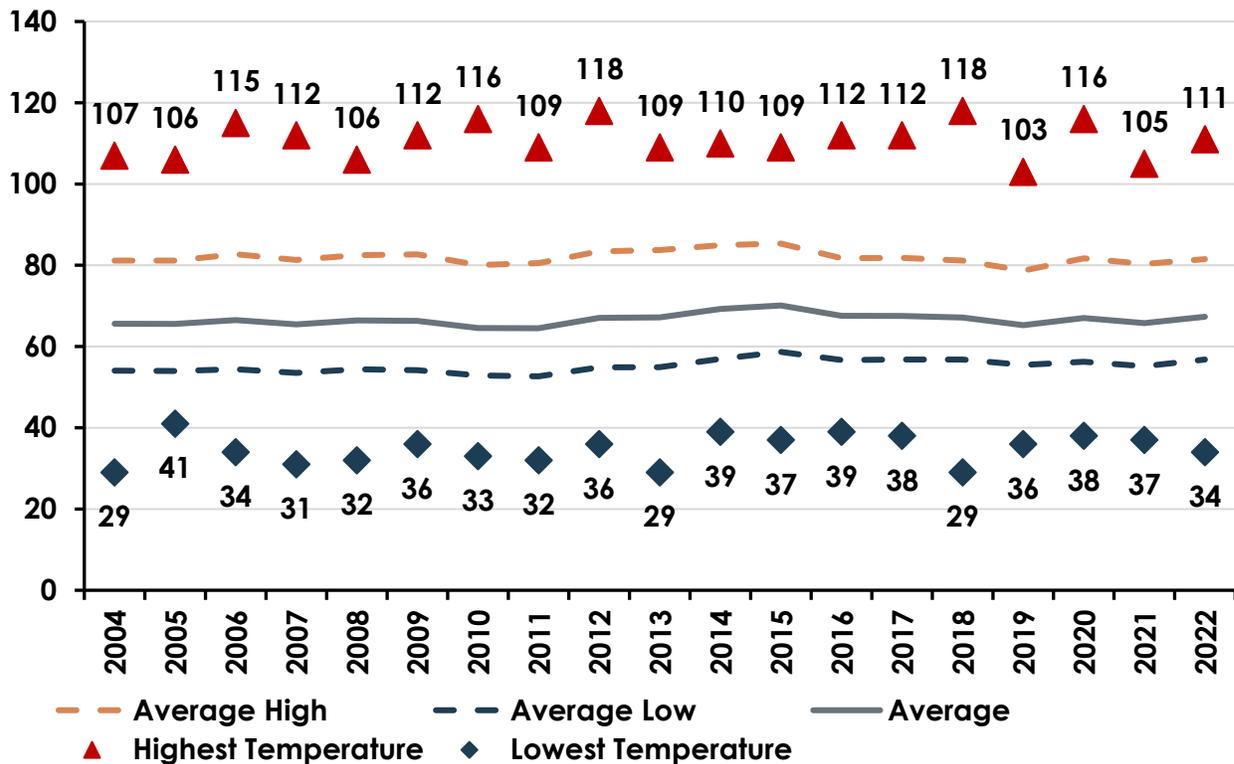
The nearest temperature sensor the National Weather Service recorded is at Sante Fe Dam. This station's typical temperature spread is between the low 50s and mid-80s. While the average temperatures may increase, there does not appear to be an identifiable trend or pattern. The following figure shows the maximum and minimum average and average highs and lows annually between 2004 and 2022.²³

²¹ City of Sierra Madre, California. Annual Adopted Budget, Fiscal Year 2023–2024.

²² en.wikipedia.org/wiki/Sierra_Madre%2C_California.

²³ www.weather.gov/lox/observations_historical.

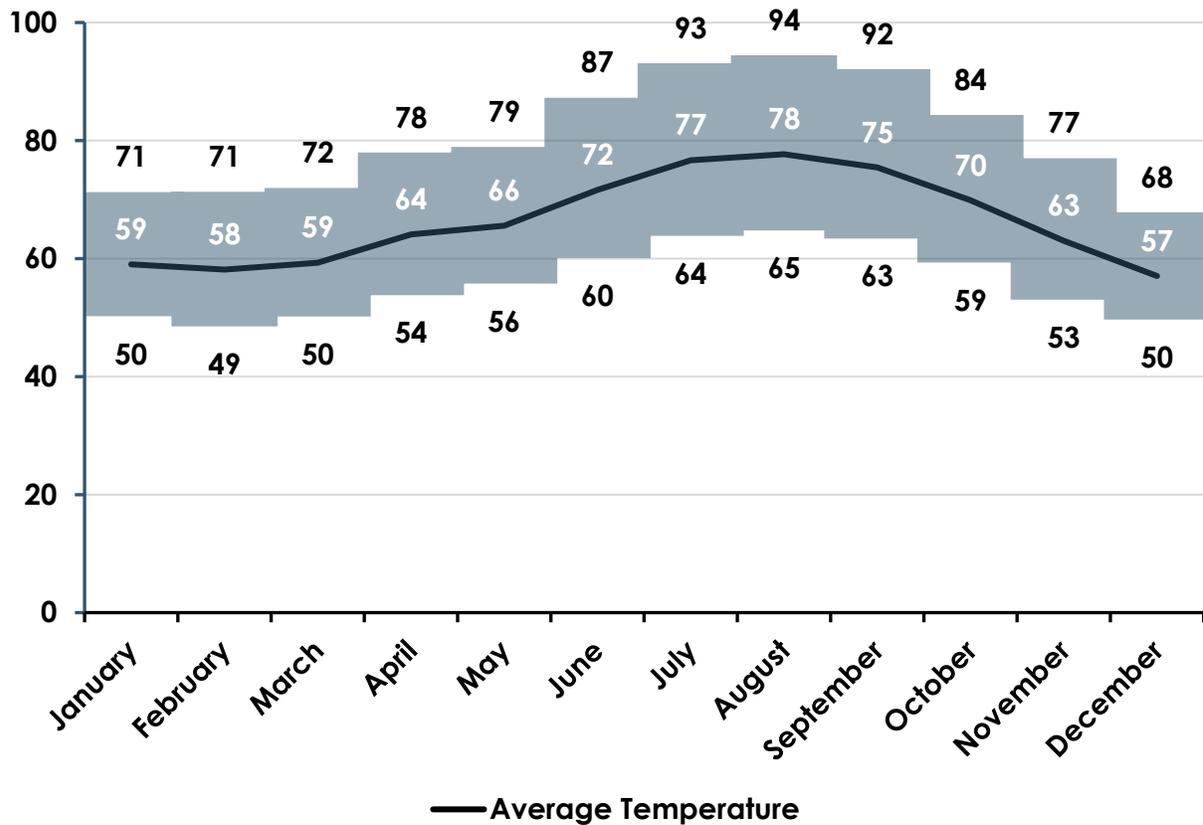
Figure 41: Annual Average and Maximum Temperatures (2004–2022)



The average high temperature in the City fluctuates between the high 60s in the winter and the mid-90s during the summer. The hottest month on average is August, but July through September all have elevated average high temperatures. The lows range between approximately 50 degrees Fahrenheit to the mid-60s. The average difference between the highs and lows is 26.5 degrees per day, with a maximum daily swing of 61 degrees. The following figure shows the average monthly fluctuations for the 2018–2022 recorded years.²⁴

²⁴ www.weather.gov/lox/observations_historical.

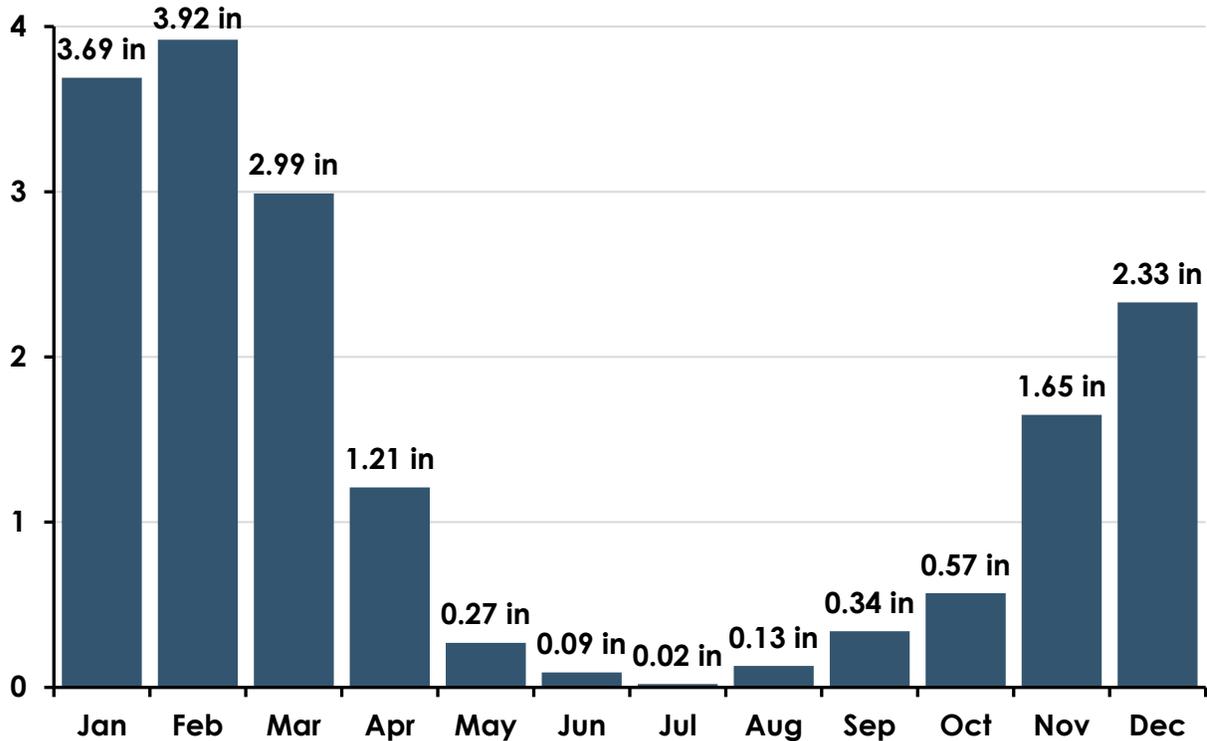
Figure 42: Monthly Average Temperatures (2018–2022)



Precipitation in the City is predominantly rainfall, although snow has been reported on rare occasions, and closely follows the Mediterranean climate model. The winter months of November to April show the highest level of precipitation, while the summer months are typically dry. Annual average precipitation is approximately 17 inches. This information was gathered from the National Weather Service's cooperative station at the San Gabriel Fire Department (SGFD) from May 1939 through June 2016. The following figure shows the annual average precipitation in the area as recorded by the SGFD station.²⁵

²⁵ wrcc.dri.edu/cgi-bin/cliMAIN.pl?ca7785.

Figure 43: Annual Average Area Precipitation (1939–2016)



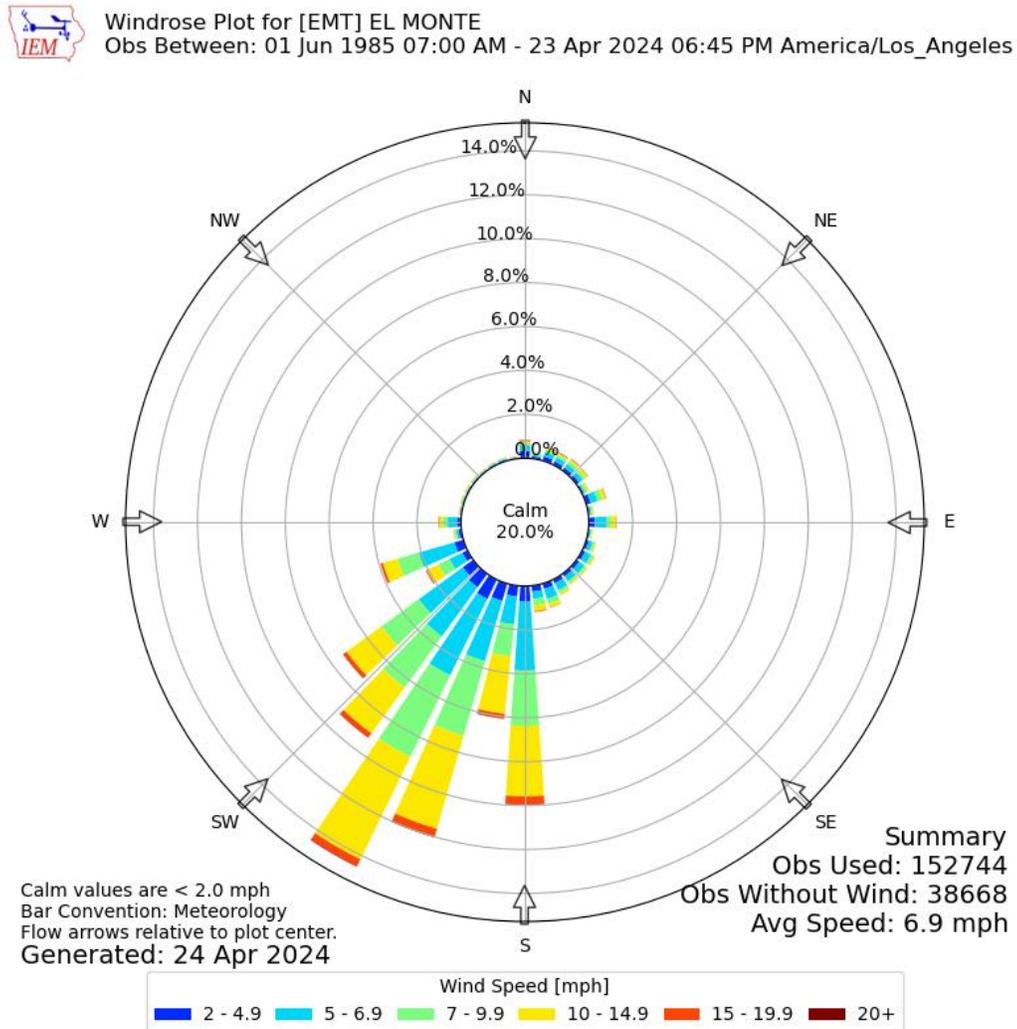
While heavy rains are not typical within the City or in the San Gabriel Valley, there has been rainfall of over 8 inches in a single day recorded. However, California's record rainfall for 24 hours was 25.83 inches in January 1943. This occurred in Hoegee's Camp, due north and uphill from the City.²⁶ Heavy rainfall in the San Gabriel Mountains has caused problems for the City throughout its history.

Winds in the City are generally light, averaging about six miles per hour. Another local wind reporting location was found after concerns arose that the local weather data collected at the Sante Fe Dam might have created a false wind speed and direction. The San Gabriel Valley Airport, a National Weather Service direct collection station, is the closest station to the City. Winds are predominantly from the southwest, and sustained wind speeds of more than 20 miles per hour are rarely recorded. The following figure shows the wind rose from the San Gabriel Valley Airport, as reported by the Iowa Environmental Mesonet.²⁷

²⁶ www.laalmanac.com/weather/we15.php.

²⁷ mesonet.agron.iastate.edu/sites/windrose.phtml?station=EMT&network=CA_ASOS.

Figure 44: Wind Rose for Sierra Madre Area (1985–2024)



Topography

The City has two predominant topographical features. The southern area, approximately 3/4 of the City, gently slopes slightly from southeast to northwest. The elevation at West Orange Grove Avenue and Olivera Lane is approximately 620 feet above sea level. The base of the eastern hills starts at 1,000 feet above sea level, and the western hills begin at approximately 1,200 feet above sea level. From the base of the hills to the northern city limit, the elevation rises sharply by about 1,000 feet in less than half a mile.

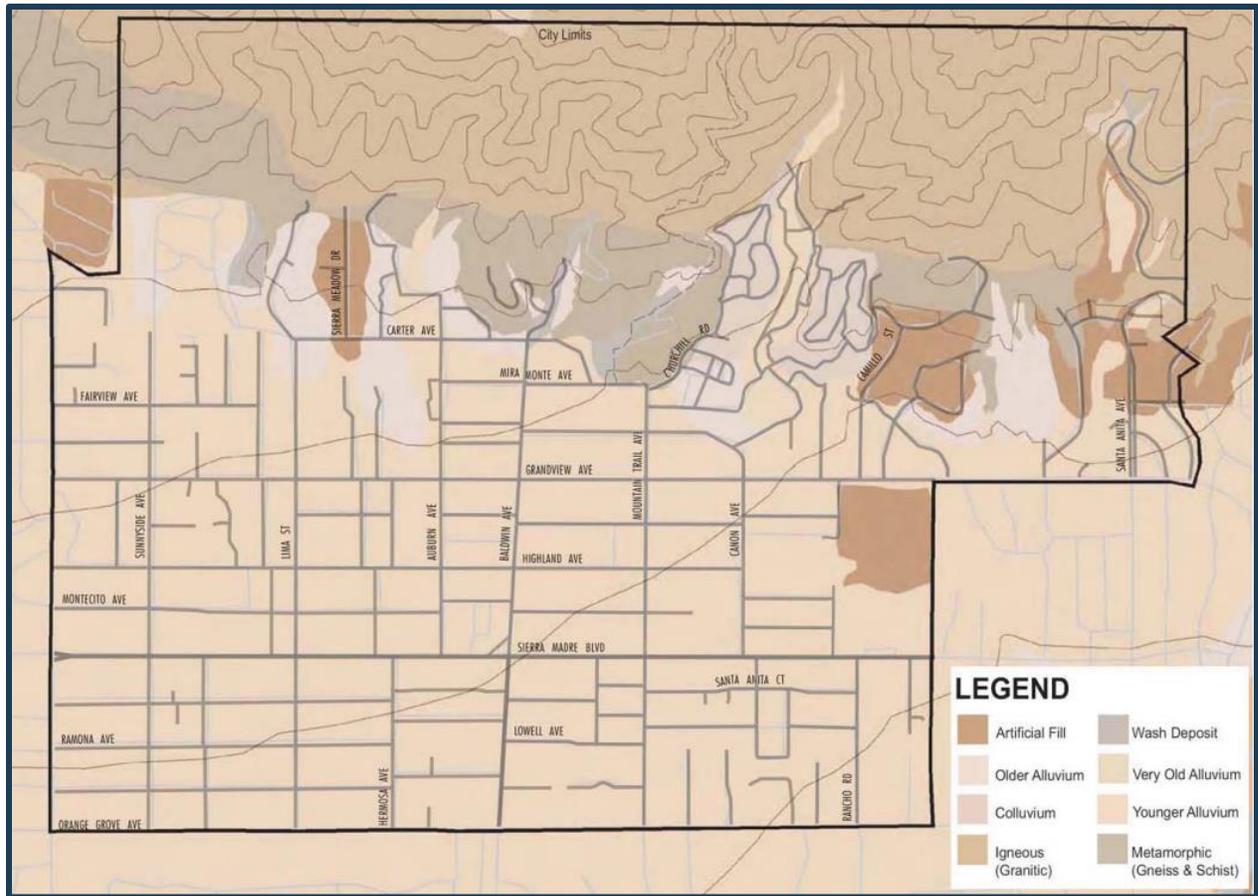
Bailey Canyon empties into the City on the west side, while Little Santa Anita Canyon is near the center of the mountains. These canyons, along with the rain runoff from the 3,384-, 2,806-, and 1,578-foot peaks to the north, create runoff areas, and seven debris basins are identified. The Bailey, Auburn, Carter West, Carter, Sierra Madre Dam, Sturtevant, and Lannan Debris Basins are situated at the base of the hills from the western to the eastern city limits.

Geography

The City's geology is generally classified into two distinct regions. The built-up areas are primarily situated on older and younger alluvial fan soil deposits, consisting mainly of gravel, sand, and silt that become boulders near the mountain fronts. The hillside region is made of primary plutonic rocks, typically tough granite and metamorphic rocks with fracturing along active faults. The following figure from the general plan shows the soil types and geography of the City.²⁸

²⁸ City of Sierra Madre General Plan, as Adopted 2015.

Figure 45: Sierra Madre Local Geology



COMMUNITY CHARACTERISTICS

Risk factors influence the types of services a community provides. Identification of hazards involves recognizing the natural or human-caused events that threaten a community. The degree to which a community exhibits certain social conditions, including poverty levels, vehicle access, or the number of individuals in a household, may affect the community's ability to prevent suffering and financial loss in the event of a disaster. These factors help describe community risk.

A community's demographic and structural risk assessment is based on numerous factors, including socioeconomic status, household composition, minority status, language, population density, housing types, local land use, development, and geography. These factors affect the number and type of resources—personnel and apparatus—necessary to control or mitigate an emergency. The community's risk assessment provides relevant information to help public officials and agencies better prepare their communities to respond to emergency events and help them recover faster.

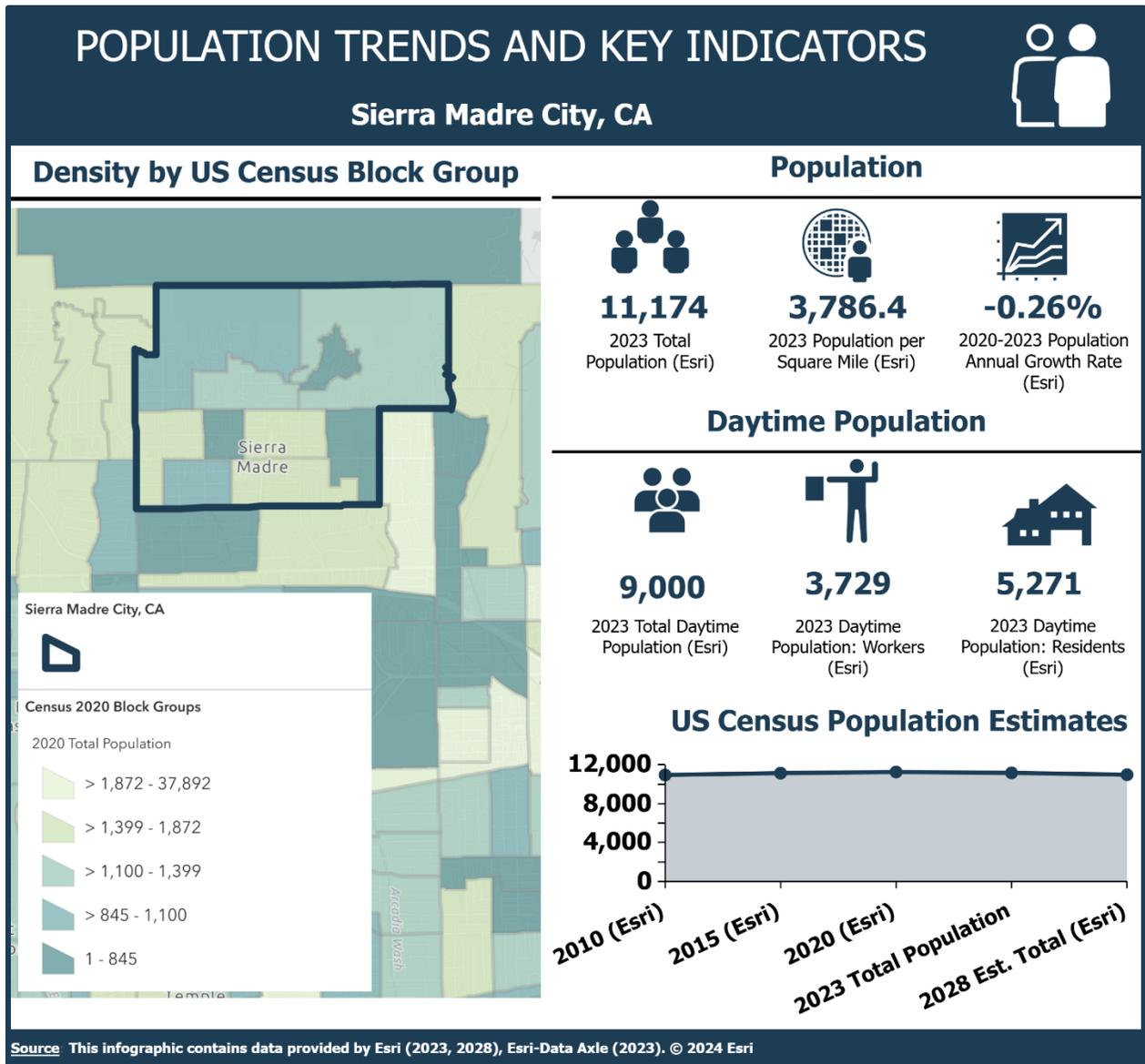
- Population density is a risk factor, and demographics present additional unique risks. For example, approximately 26% of the population is 65 or older, and about 4% of residents do not have medical insurance.
- The physical characteristics of the area and the resultant natural hazards are risk factors. For example, SMFD is located near the foothills of the San Gabriel Mountains, making the department at-risk to different hazards like wildland fires and earthquakes.
- Land use and zoning risk can be characterized as low (e.g., agricultural or low-density housing), moderate (e.g., small commercial and office), or high (e.g., large commercial, industrial, wildland exposures, and high-density residential).

Population

SMFD has seen an increase in population based on the U.S. Census data from the American Community Survey, except for the last few years.²⁹ As a result, the fire and EMS response area's population increased from 10,917 in 2010 to 11,179 in 2022. The daytime population is estimated to drop to 9,000, with a workforce of approximately 3,700. The highest population density is in the southern portion of the City. This correlates to the areas with the most frequent fires and EMS incidents in the service area. The following figure illustrates the population trends and key population indicators.

²⁹ www.census.gov/data.html.

Figure 46: Population Summary (2023 Data)³⁰



³⁰ ESRI – Community Analyst Information 2023.

Demographics

Population and demographics can influence the type of services provided in a community. In addition, social conditions such as poverty, the locations of high-risk areas, and housing types can impact the service delivery provided by SMFD. During operations and public interaction, the demographic information provided here will give some guidance. However, when developing programs and strategic initiatives, it is important to have a general understanding of the community. This includes information on subjects such as education and economics. Specific characteristics are also considered part of the hazard assessment. This consists of the housing makeup and traits identified as at-risk populations.

The largest ethnic group in Sierra Madre is white (non-Hispanic), comprising 57.7% of the total population, followed by Asians at 18%, Hispanics at 9.58%, and Black or African Americans at 5.19%.

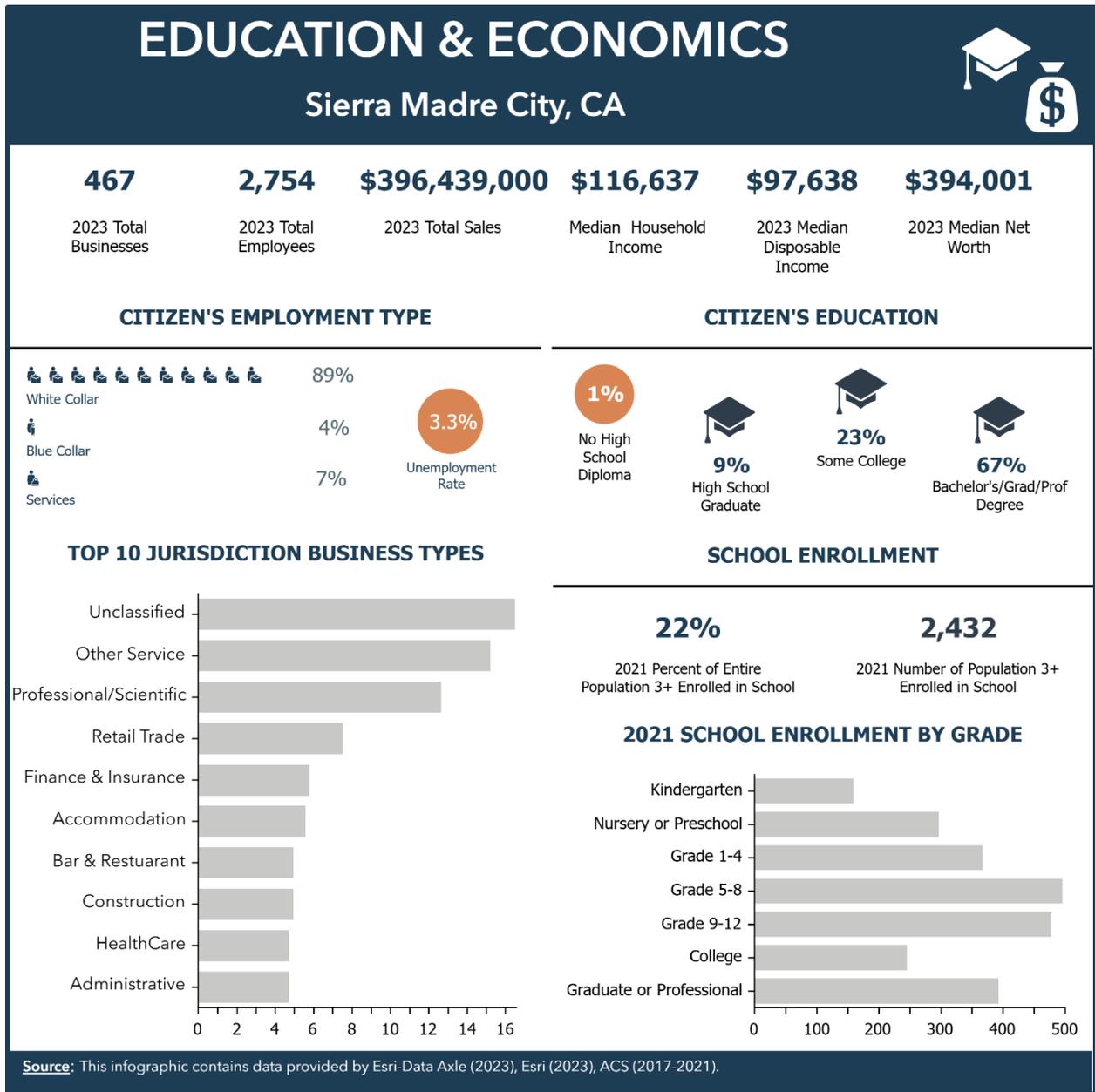
Education & Economic

While educational attainment is not typically considered when defining at-risk populations, it is essential to understand these levels when developing fire and life safety education programs and interacting with the public during an emergency. In Sierra Madre, only 1% of adults do not have a high school diploma, while 67% hold an advanced degree.

Education closely correlates with the fact that 89% of the residents hold white-collar jobs. Most businesses in the City are in the service and retail sectors, which may be linked to the number of people who work outside the City in the white-collar workforce. The median household income is over \$116,000, and the median disposable income is above \$97,000. These factors indicate that the residents of the City are employed, earn above-average salaries, and possess a high level of education.

While this increases educational options, the SMFD will need to make every effort to include enough variety to reach all economic and educational attainment of all residents.

Figure 47: Education and Economic Factors



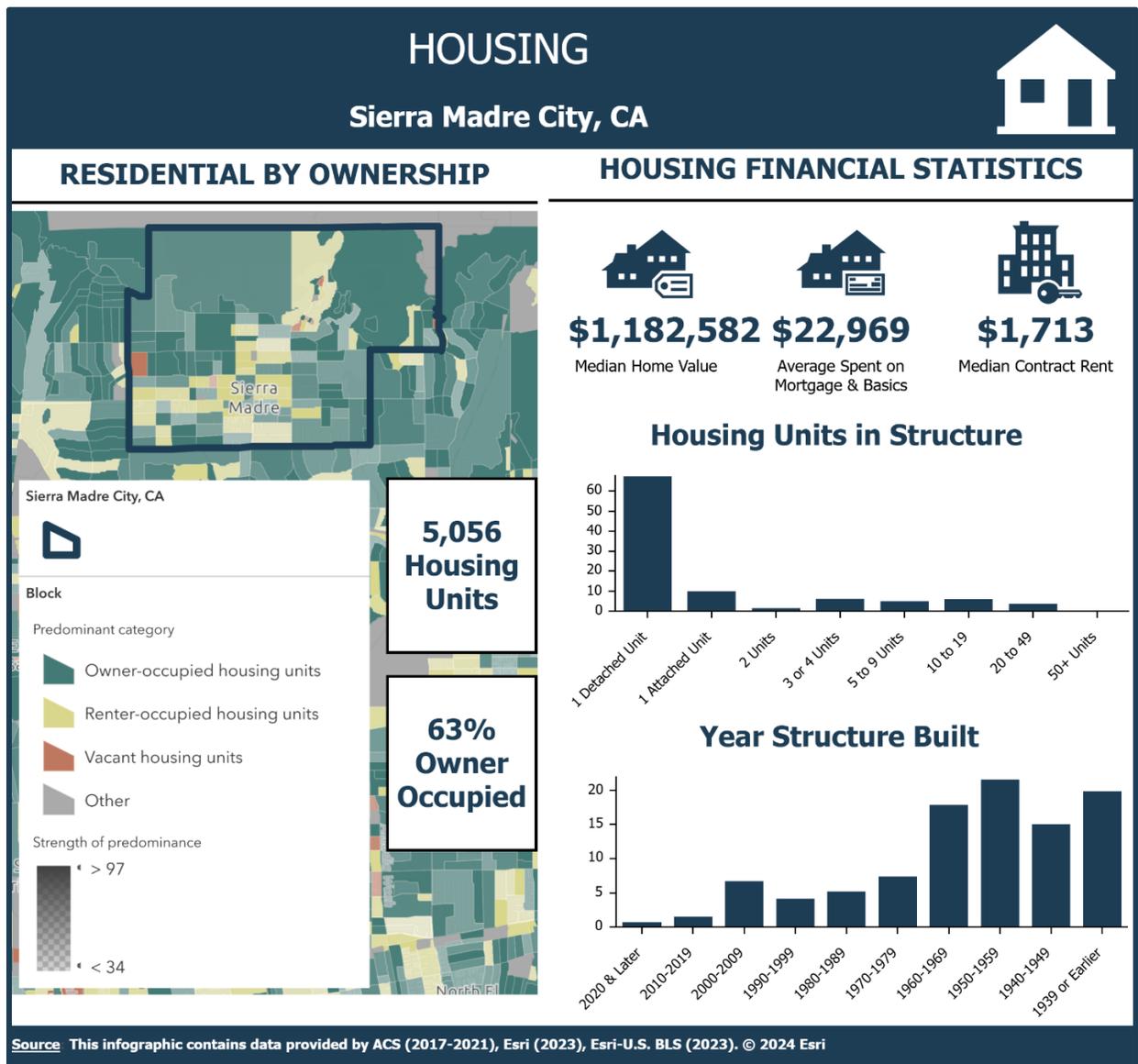
Housing

Although housing is not considered a significant risk compared to income or age, it can provide risk information for selected housing types, such as older multi-family apartments built before fire sprinkler requirements, or vacant homes. Housing types vary in a community and can provide insight into ownership, the age of the house, and the number of units in the building. The City has 5,056 housing units, with almost 3,200 being owner-occupied.

Very few occupancies are vacant in the City. However, vacant structures can pose a risk to both the fire department and the community if not secured to prevent unauthorized entry. If these building are not maintained, their structural integrity can degrade, creating problems during a fire. Vandalism may also present additional issues for the fire department and law enforcement.

Most of the housing in the City is single-family detached structures, with the majority built before 1970. While this works in the favor of the fire department during a structure fire, it can increase the likelihood of a fire starting. The following figure illustrates housing components of the City.

Figure 48: Housing Components



At-Risk Population

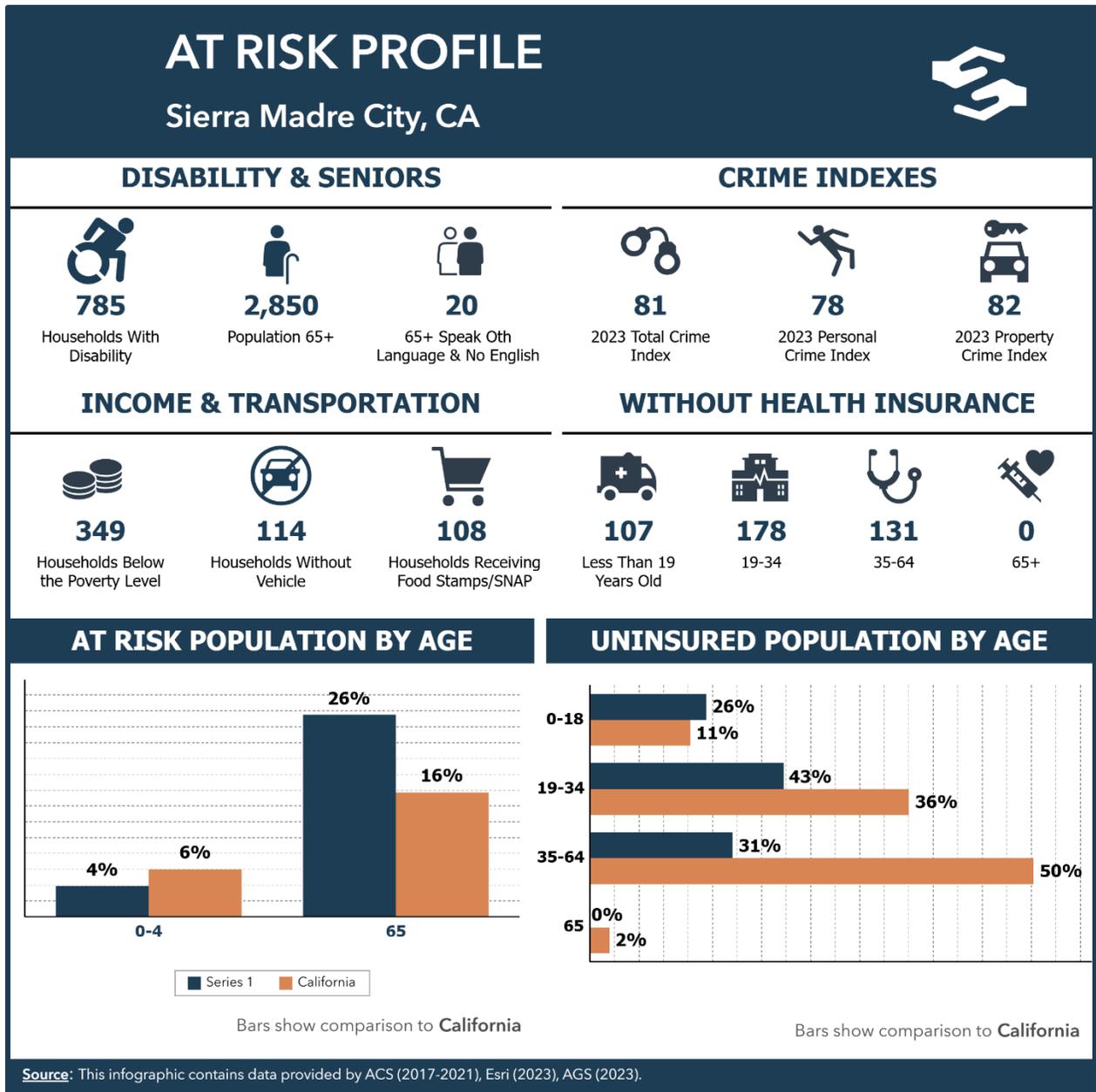
Specific populations are at higher risk of fires and other unintentional injuries, and these incidents directly affect service delivery. Several factors place groups of people in higher-risk categories in urban and suburban areas. NFPA reports identified groups with a higher risk of injury or death in a fire as follows:

- Children under five years of age
- Older adults over 65 years of age
- People with disabilities
- People with language barriers
- People in low-income communities

Data from the U.S. Census, analyzed through the ESRI Community Analyst tool, identified several groups that fall into these categories.³¹ These groups are more likely to need additional emergency services, specifically EMS. Figure 49 shows the at-risk profiles in the City.

³¹ www.census.gov/data.html.

Figure 49: At-Risk Profile



PHYSICAL ASSETS PROTECTED

The risks created by residential or commercial occupancies increase based on the type and use of a building. Property zoning, occupancy types, and the size and shape of structures all contribute to the risks faced by the fire department.

Zoning & Land Use

Community land use categorizes properties within a specific geographical area, often under governmental control. Land use regulations aim to achieve socially and environmentally desirable outcomes while efficiently managing development. The City's general plan includes:³²

- Preserving Sierra Madre's distinctive historic small-town character.
- Ensuring the City is a safe and vibrant place.
- Protecting the neighboring San Gabriel Mountain foothills.
- Ensuring development is done in harmony with the neighborhoods while maintaining the City's character.

The City's predominant land use is residential, with over 93% of the land area zoned this way. Most commercial and other uses are in the historic downtown area. The following figure illustrates the property parcels by zoning.

³² City of Sierra Madre (2014). *General Plan*.

Figure 50: Sierra Madre Adopted Zoning Plan (2021)



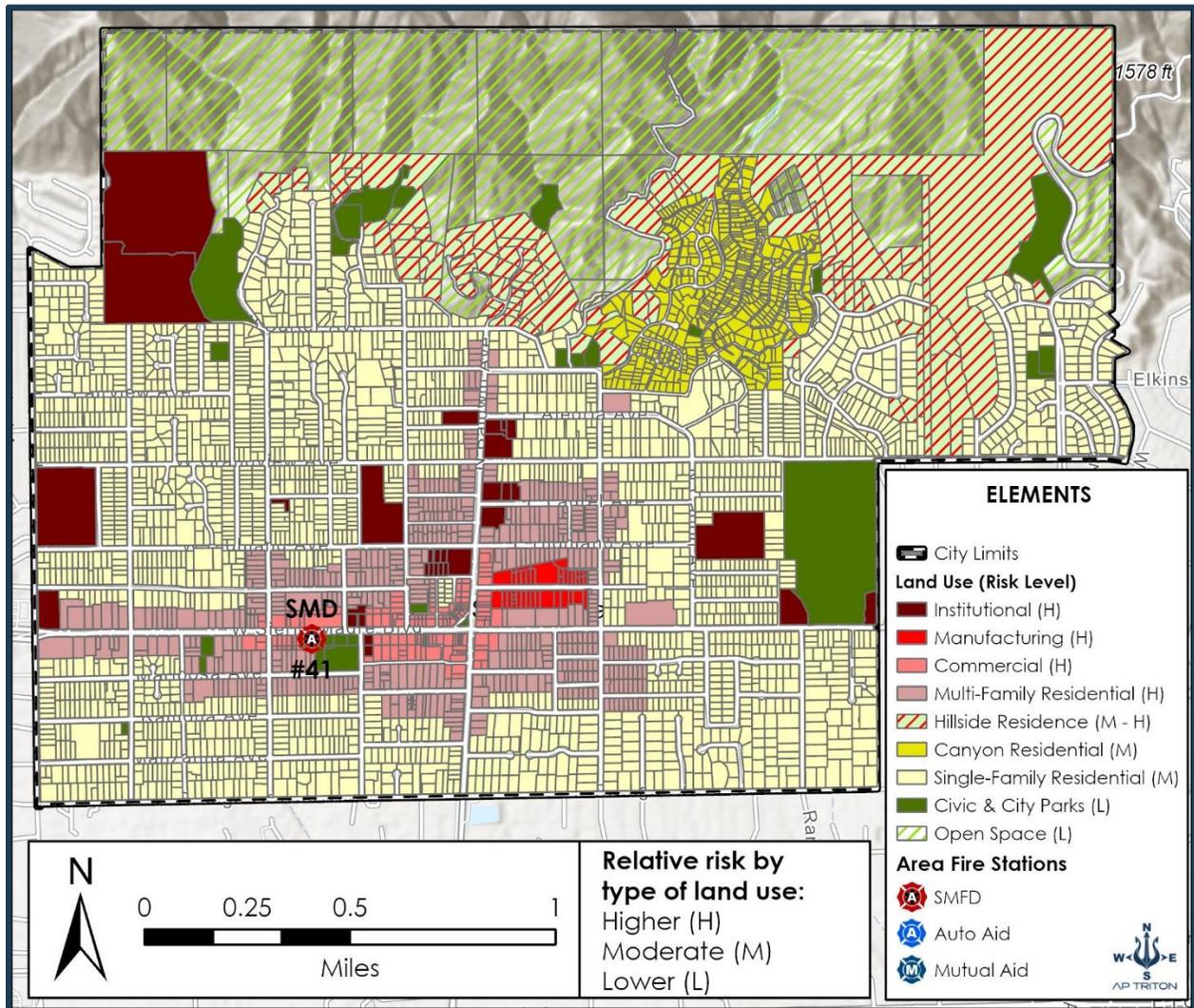
The importance of the zoning map becomes more apparent when hazard classifications are added to the zoning type. This hazard study does not necessarily reflect the overall safety of the community; rather, it helps fire departments identify where the higher operational risks are located. These risks are generally identified as:

- **Low Risk:** Zones designated for open spaces, low-density residential areas, and other forms of low-intensity usage.
- **Moderate Risk:** Zones allocated for medium-density single-family residences, small commercial and office spaces, low-intensity retail establishments, and similar business activities.

- **High Risk:** Areas designated for high-intensity business districts, mixed-use locales, high-density residential zones, industrial sites, storage facilities, and expansive mercantile centers.

By applying these risk types to the previous zoning map a general risk assessment by zone can be extrapolated. The following figure shows the risk element within each zoning type.

Figure 51: Risk by Zoning Type



The most significant areas of risk by zone are within the downtown area and along the foothills to the north. Single-family residential zones are the most significant single-zone type. Depending on building density, they are considered either a low or moderate risk.

Occupancy and Building Types Protected

Several factors help influence fire department deployment, one of which is the types of occupancy risks within the area. These include commercial structures that may require inspections and pre-incident planning, as well as building size, height, and fire-flow requirements. Not all buildings have commercial occupancies.

Other buildings to consider as target hazards could include occupancies with a potential for significant loss of life, such as places of public assembly, schools, childcare centers, medical and residential care facilities, and multi-family dwellings. Other considerations include buildings with substantial value to the community—economic loss, replacement cost, or historical significance—that, if damaged or destroyed, would have a significant negative impact.

The fire chief is responsible for the inspection of commercial and residential properties, particularly those required by the state, which include educational, institutional, residential (e.g., R1—hotels, R2—apartments, and R3—daycare), and high-rise. These are currently completed by operations staff assigned to the engine.

Hazard by Occupancy Type

While California has no requirements to inspect all occupancies, a comprehensive inspection program and a schedule based on the risk of the building considered should be developed. The most manageable first group is to examine high-risk occupancies based on the International Building Code. These include the assembly, hazardous materials, schools, institutional, high-density residential including hotels, and any target hazard building. The following figure illustrates these occupancy types by IBC occupancy groups.

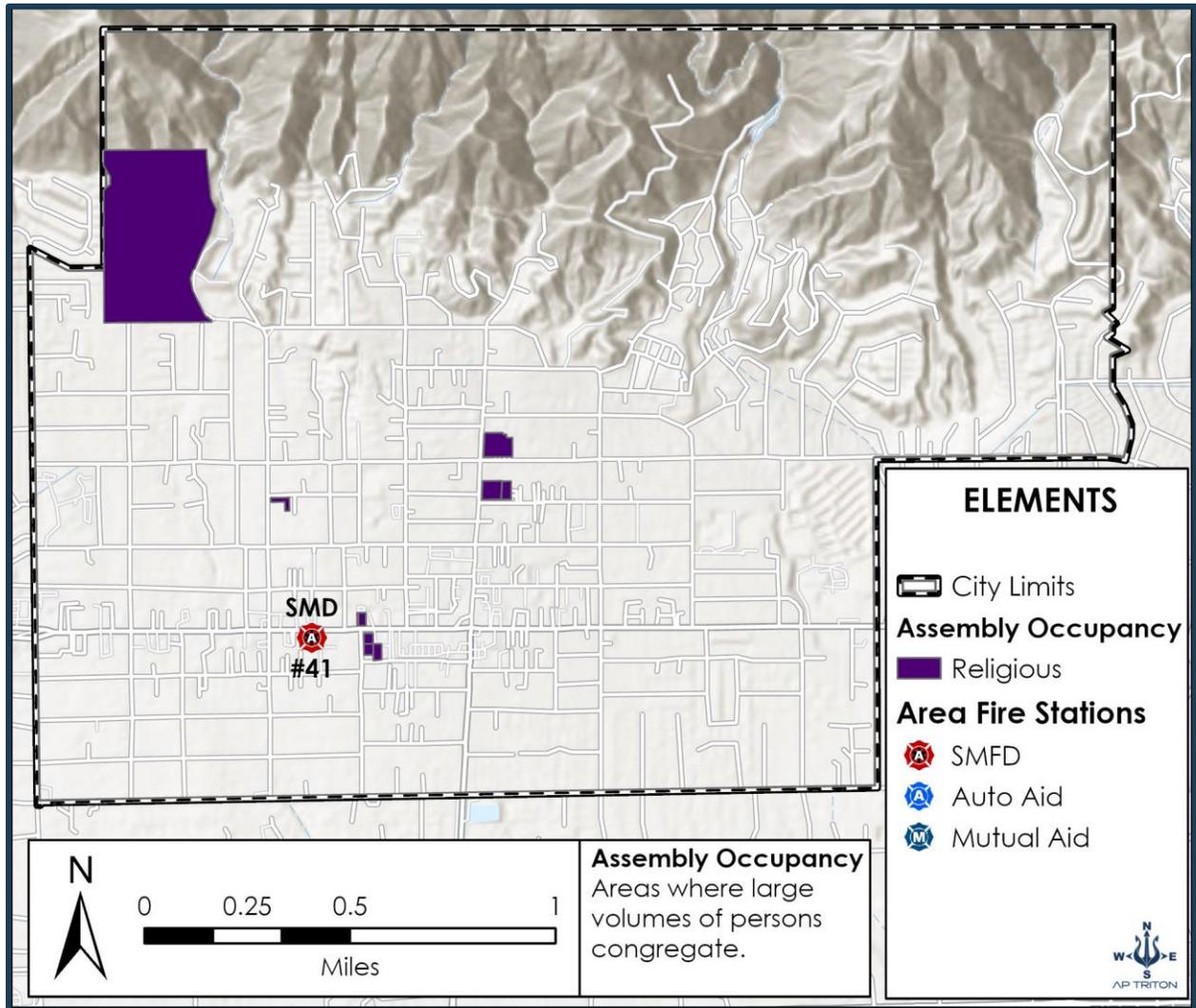
Figure 52: High-Risk Occupancy Types by IBC Group

Risk	IBC Group	Examples
High	A-1, A-2	Nightclubs, restaurants, theater, airport/cruise ship terminals
	A-3, A-4, A-5	Arenas, museums, religious
	H-1, H-2, H-3, H-4, H-5	Hazardous materials sites (Tier II)
	E	Schools, daycare centers
	I-1, I-2, I-3, I-4	Hospitals, assisted living centers, correctional
	M	Strip malls, closed-air shopping malls, big box stores
	R-1, R-3	Hotels, motels, dormitories, apartments, board & care facilities
	Special Risk	Railroads, interstate highways, airports
	(Target hazard)	Any building with life safety risk beyond the reach of preconnected hose lines > 200 feet

SMFD does not have all these risk types within the City. For example, there are no hotels or motels, or special hazardous materials facilities within the city limits. However, SMFD does have institutional, assembly, and multi-family dwellings.

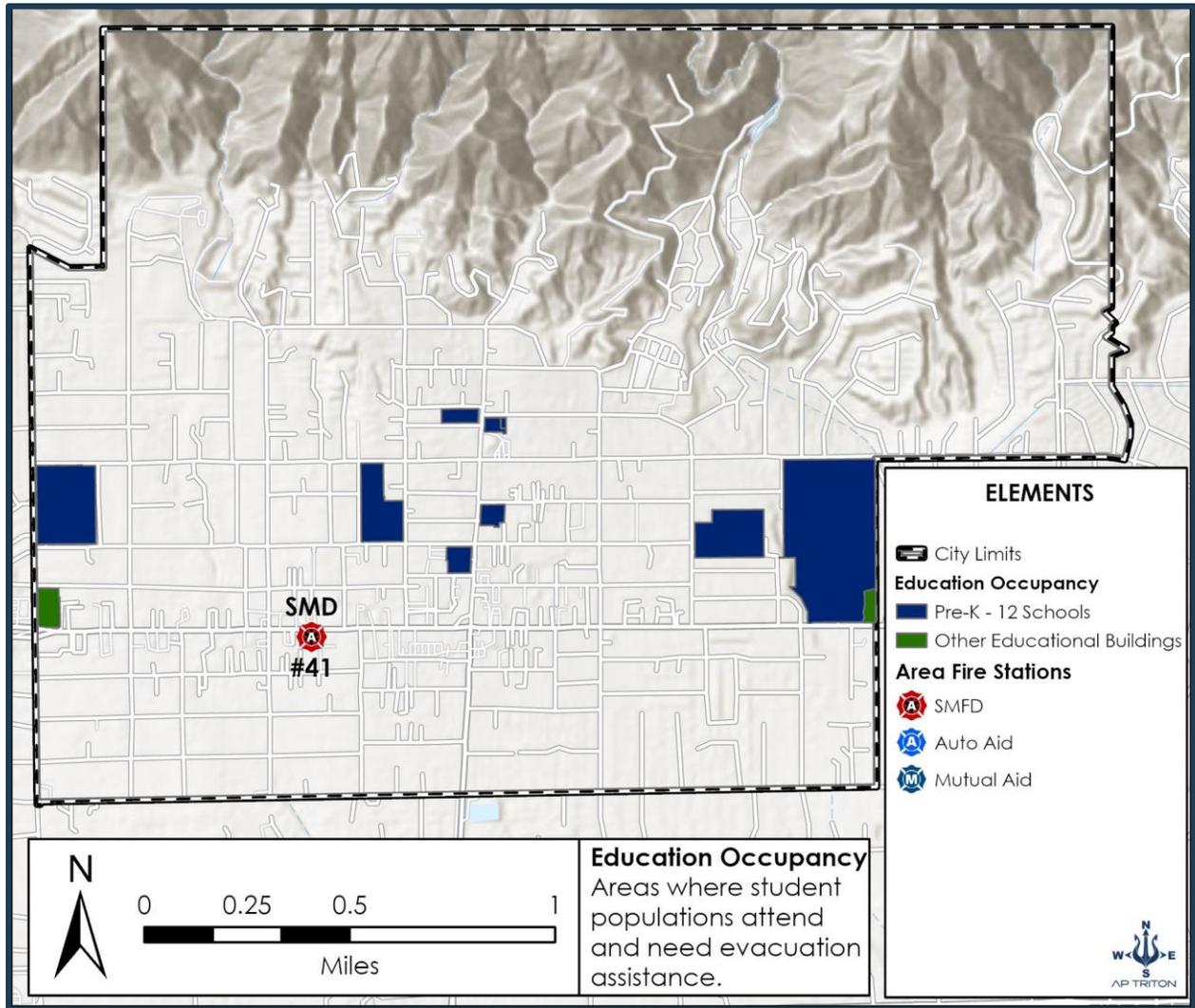
Assembly structures may require additional responders to perform rescues and a higher fire flow during fire emergencies. While assembly occupancies can include large gathering types of business, the City has only religious structures that meet the assembly definition. The following figure shows assembly occupancies within the city.

Figure 53: Assembly Occupancies



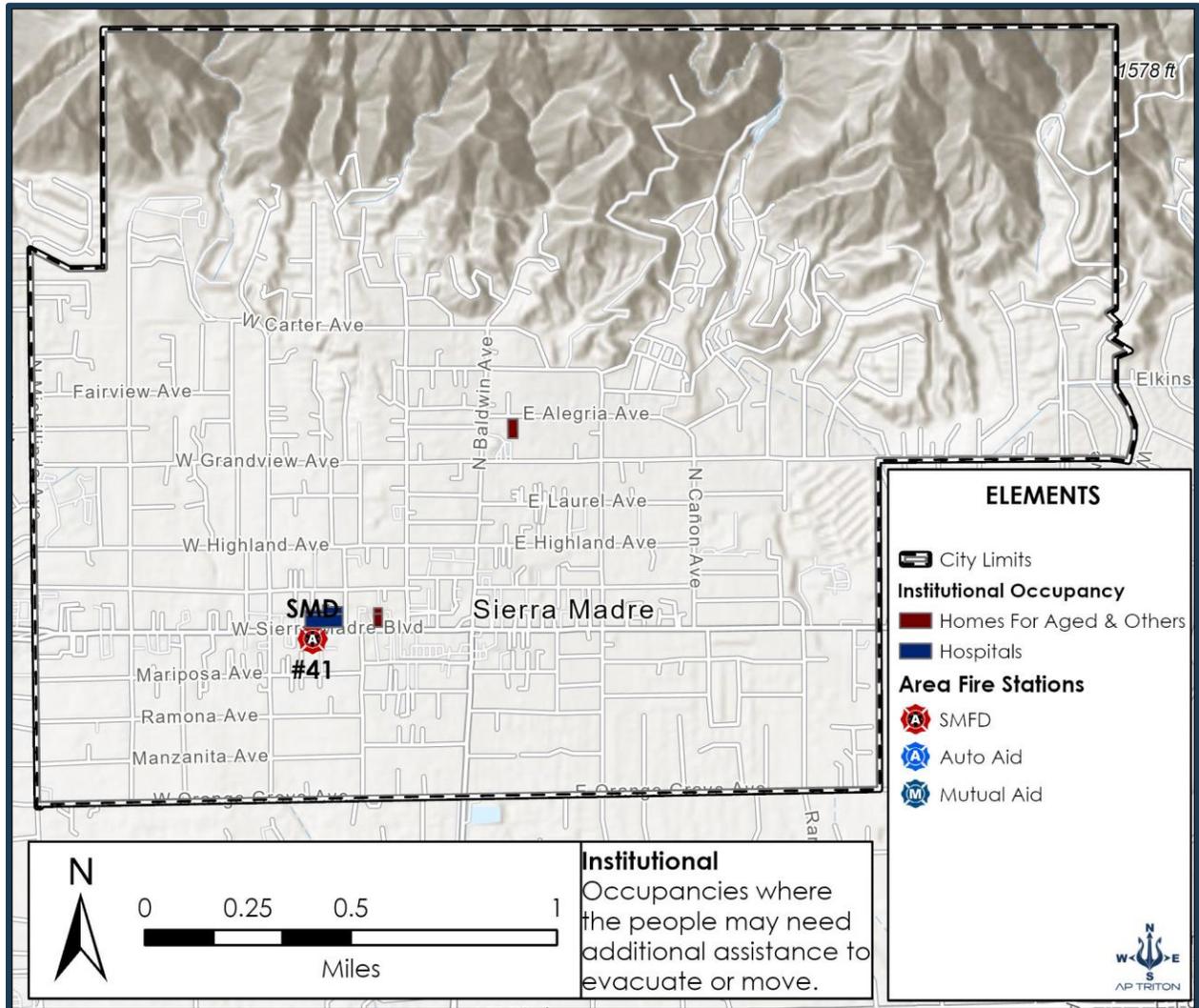
Educational occupancies are also considered higher-risk due to the large congregation of students. The age or ability of some students may limit their judgment and reaction during an emergency. These hazards can increase the workload and the number of respondents required. The following figure shows the educational occupancies within the City.

Figure 54: Educational Occupancies



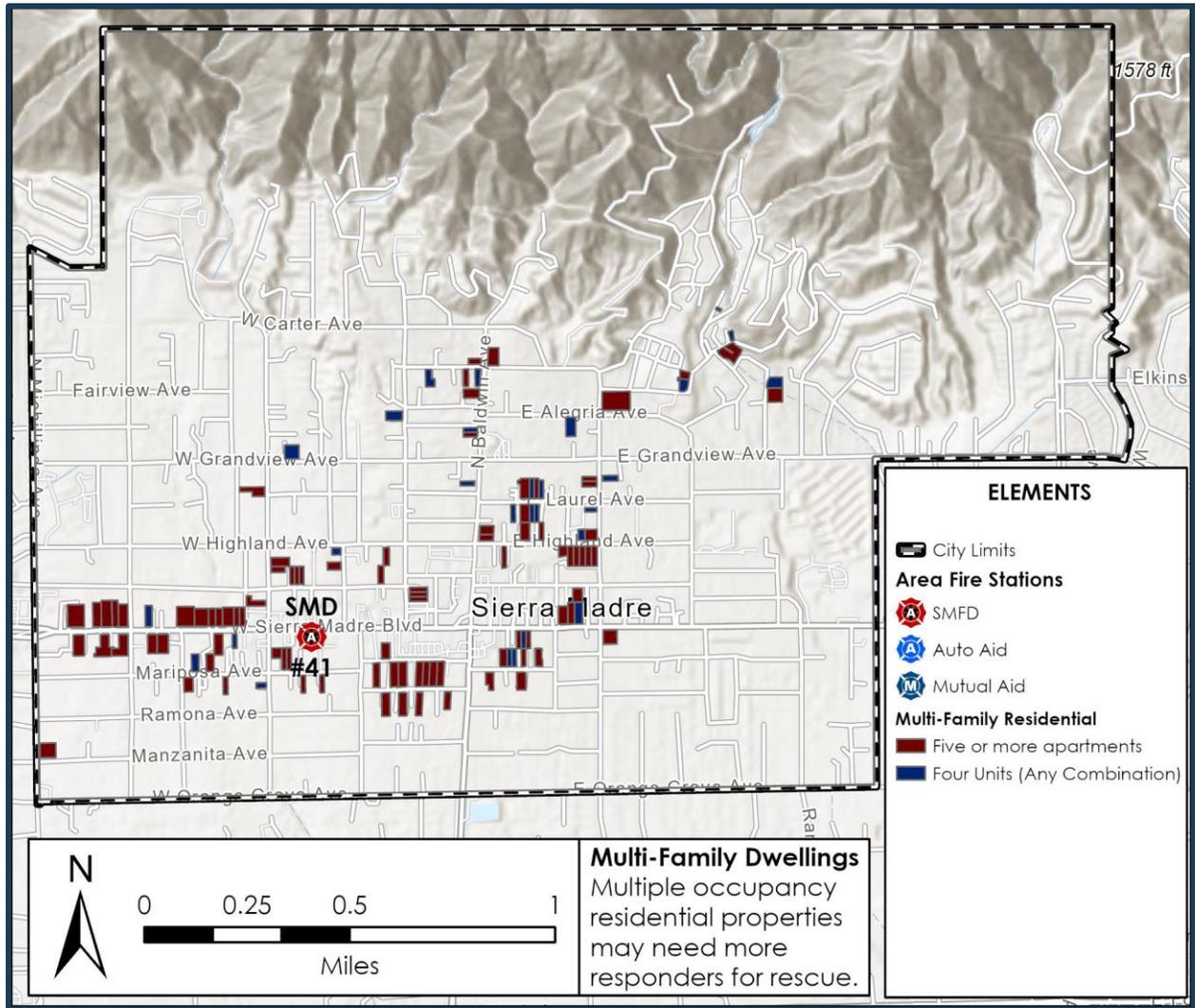
Institutional-type occupancies may have occupants who are unable to self-extricate. These occupancies include a hospital and senior living facilities. The following figure shows the location of institutional occupancies within the city limits.

Figure 55: Institutional Occupancies



The final high-risk occupancy type SMFD encounters is multiple-family dwellings. These buildings may require a more significant response due to the need to evacuate more people during an emergency. The following figure shows the multiple-family dwellings within the City.

Figure 56: Multi-Family Residential Structure

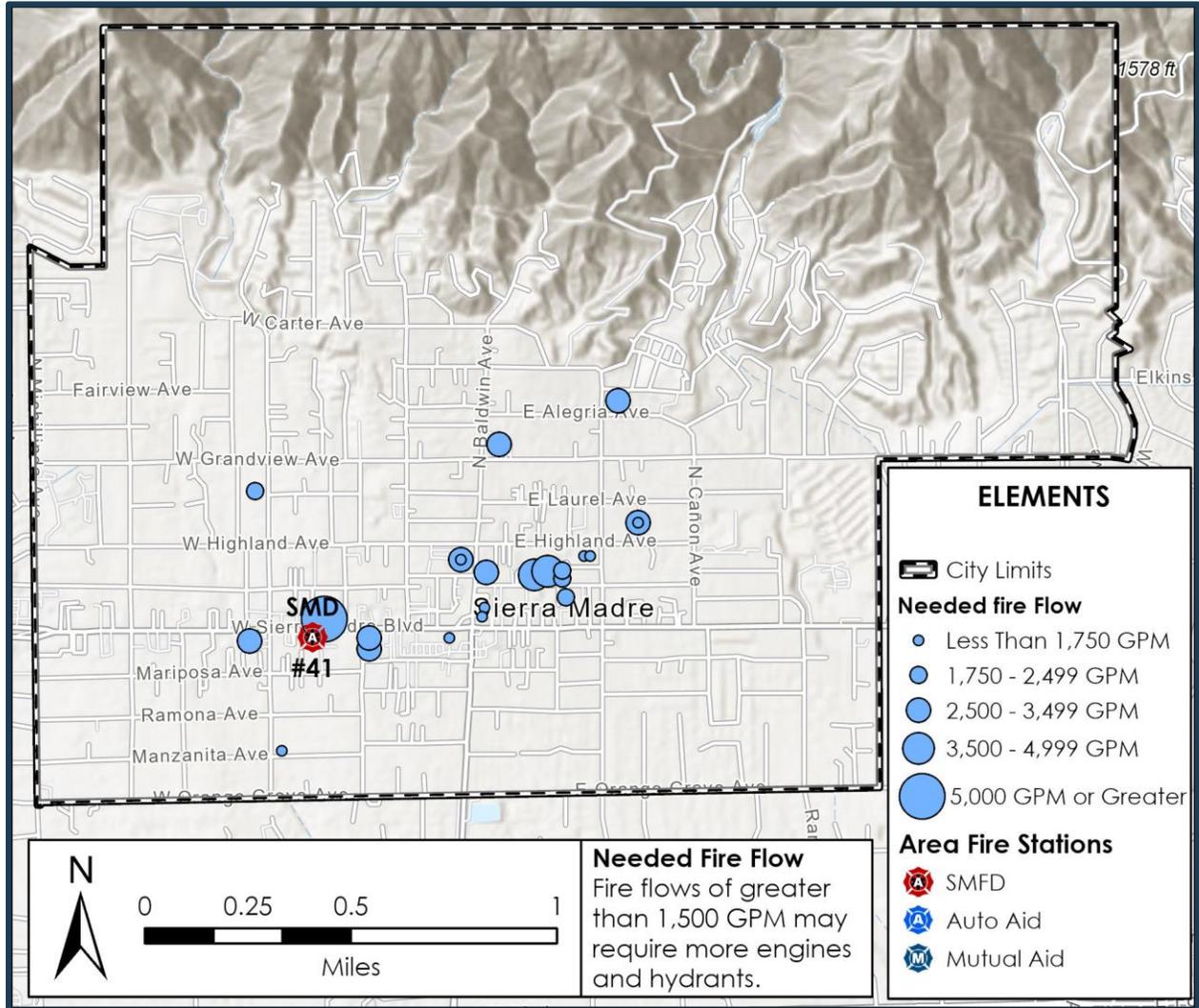


Building Hazard

The next type of hazard to be evaluated is the actual building. These include buildings with a large fire-flow requirement, larger footprints, and tall buildings. Each category may require additional responders and specialty equipment to gain access and provide enough water to meet fire-flow requirements.

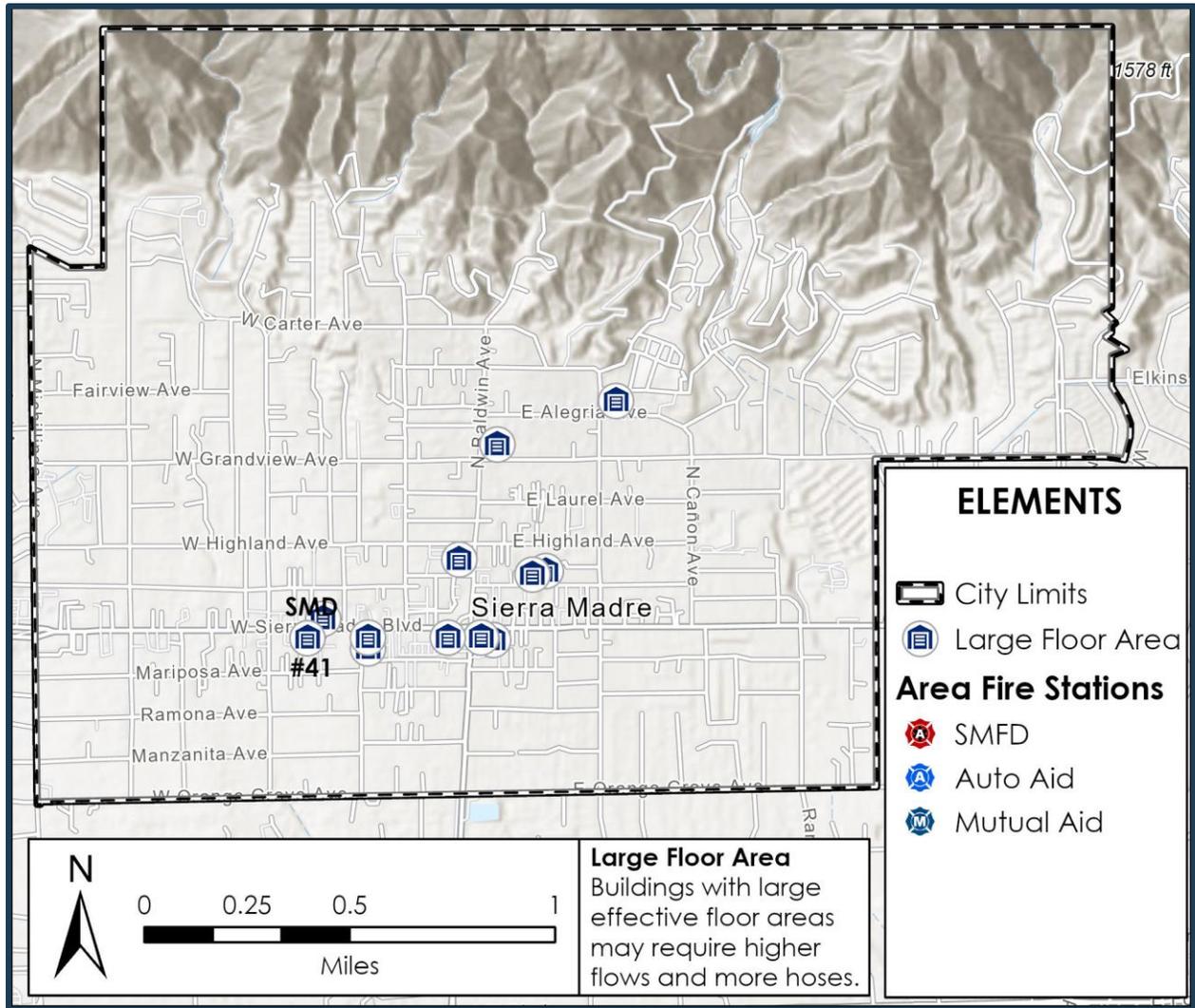
The first consideration is buildings identified by the ISO as requiring a higher-than-normal fire flow. A modern fire engine can be counted on to provide a fire-flow of at least 1,500 gallons per minute (GPM). Delivering a water flow above 1,500 GPM may require additional fire equipment and strategic use of the hydrant system. The following figure shows the buildings identified by ISO as needing more than 1,500 GPM in fire-flow if the building were fully involved.

Figure 57: Large Fire-Flow Commercial Buildings



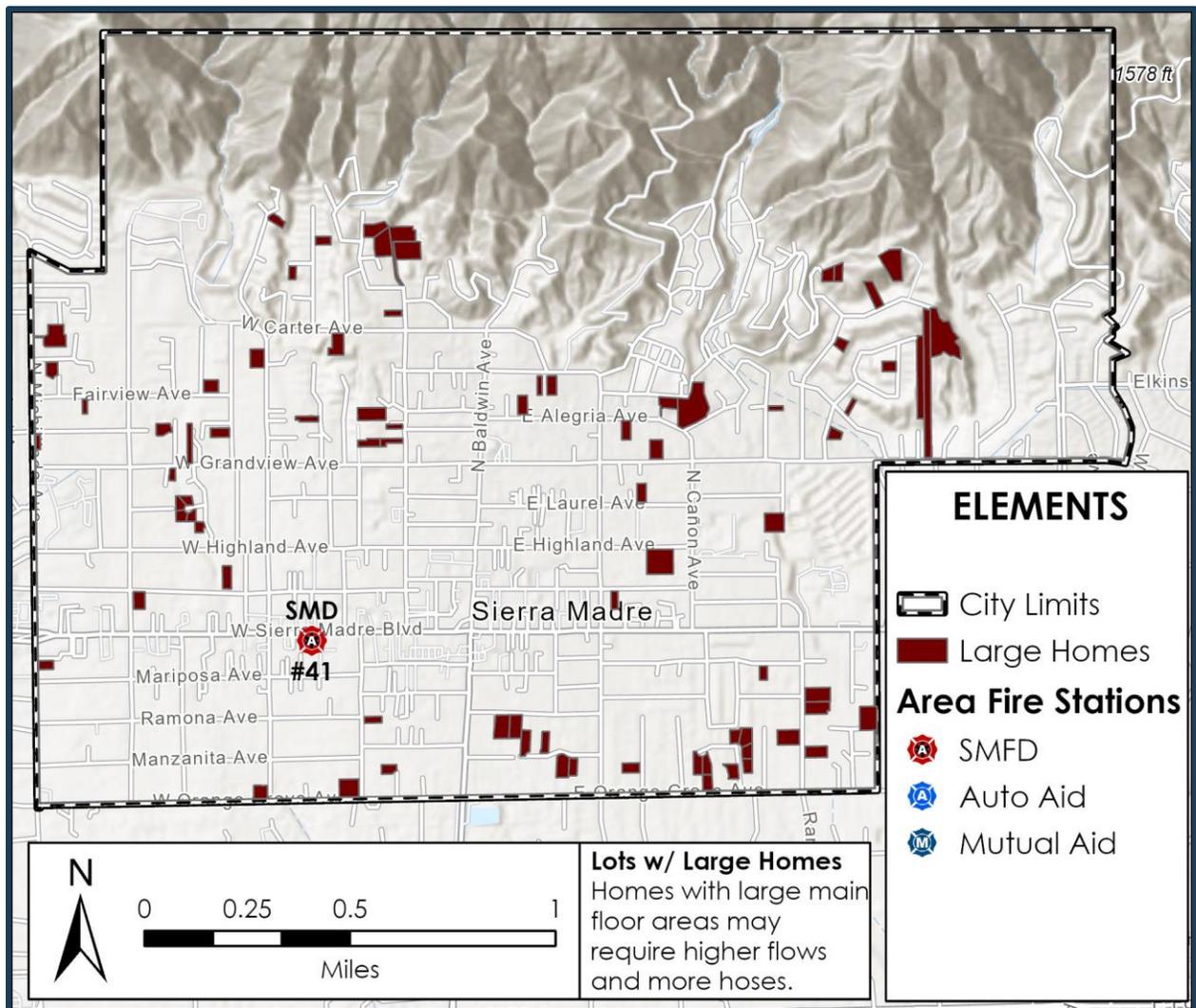
A similar building type, though not necessarily requiring the same fire-flow requirements mentioned above, include those with larger floor areas. The first study focuses on commercial buildings identified by ISO as having a floor area greater than 10,000 square feet. The following figure shows the ISO large floor area of commercial buildings.

Figure 58: Large Floor Area Commercial Buildings



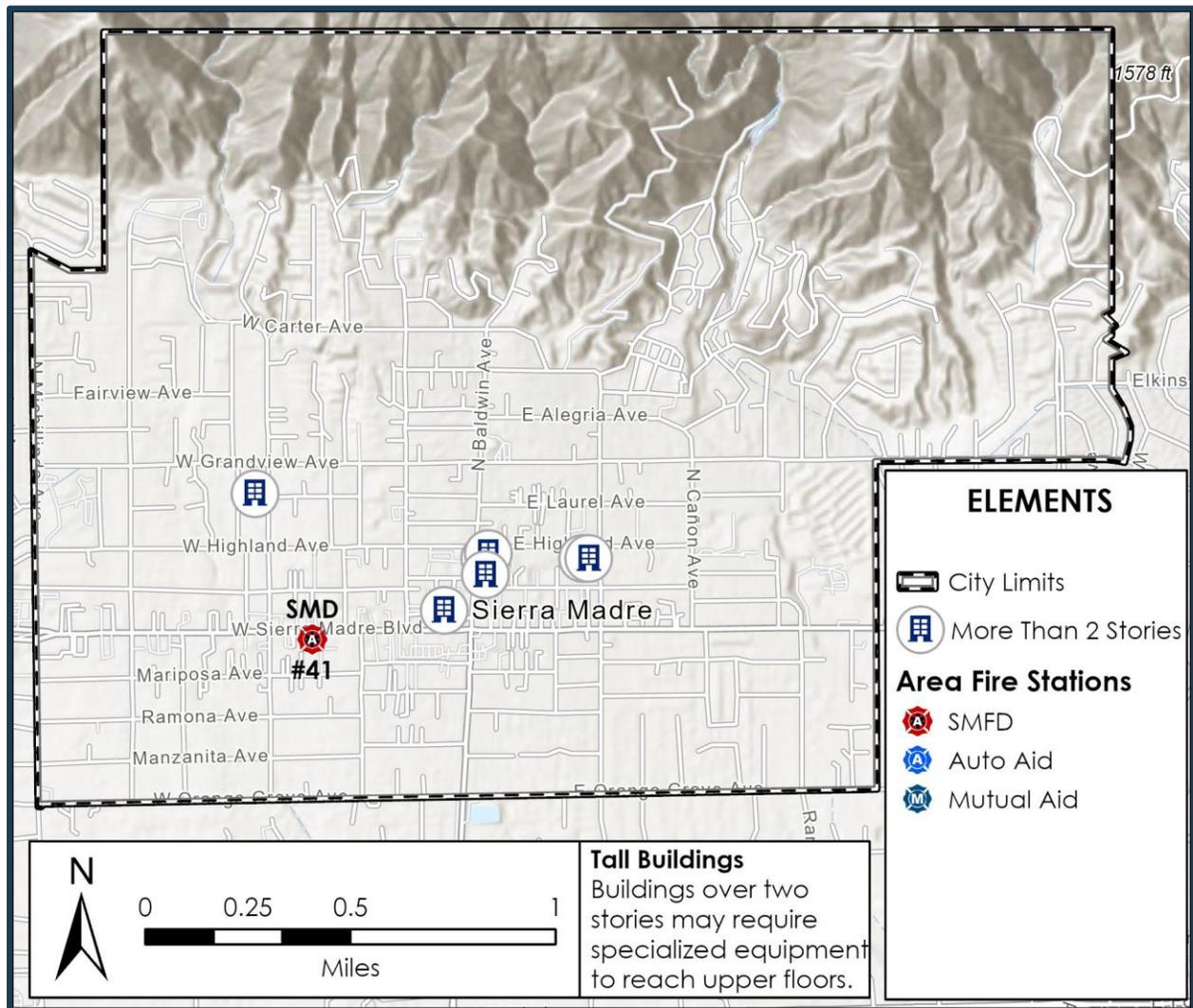
While these commercial buildings are easier to identify, there are other structures with extensive square footage that the ISO does not usually evaluate. These are typically large square footage residential buildings located in many communities. SMFD faces several buildings within its jurisdiction with a main floor area exceeding 4,000 square feet. These buildings present risks similar to any other commercial structure and typically do not have fire sprinkler systems or heavy construction. The following figure shows the residential buildings where the main floor square footage has been listed as larger than 4,000 square feet.

Figure 59: Residential Lots with Large Main Floor Area Homes



The final building risk type evaluated here includes structures greater than two stories in height. Although the City has adopted many zoning and building requirements that do not allow taller buildings, a few are considered higher than two stories by the ISO.³³ However, none of the buildings are very tall, and none exceed four stories. These buildings may require specialty equipment to reach the higher floors and additional responders to manage the elevations and move equipment to those higher floors. The following figure shows the buildings greater than two stories as identified by the ISO.

Figure 60: Tall Buildings

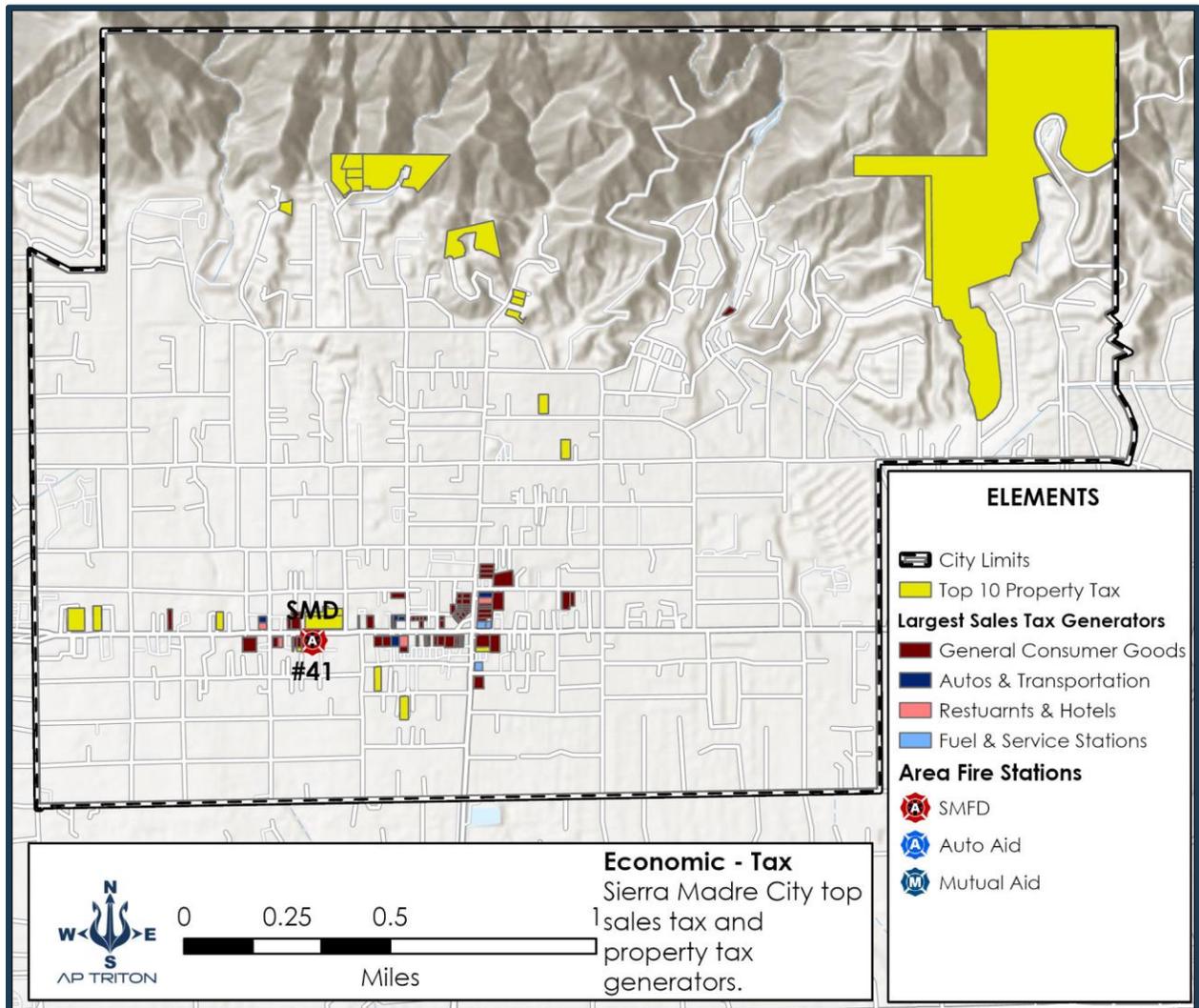


³³ Sierra Madre, California - Municipal Code: Title 17 Zoning (library.municode.com/ca/sierra_madre).

Economic Risk

The final evaluation of building location, occupancy, and type focuses on businesses that contribute significantly to Sierra Madre's economic support. This type of evaluation is not always available. However, the City's budget document provides information on the owners of the top ten property tax providers and the top industries generating sales tax. The downtown area contributes at least 80% of sales tax revenue, with much of the property tax revenue also originating from this area. The following figure identifies the top ten property tax providers and the location of the top four sales tax providers by industry.

Figure 61: Top City Revenue Generation Properties



Critical Infrastructure

Critical infrastructure and key resources (CIKR) are vital for a community's functioning in a modern economy. Critical infrastructure is defined as a sector "whose assets, systems, and networks, whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof."³⁴ There are sixteen defined critical infrastructure sectors (CIS):

- Chemical Sector
- Commercial Facilities Sector
- Communications Sector
- Critical Manufacturing Sector
- Dams Sector
- Defense Industrial Base Sector
- Emergency Services Sector
- Financial Services Sector
- Food and Agriculture Sector
- Government Facilities Sector
- Healthcare and Public Health Sector
- Information Technology Sector
- Nuclear Reactors, Materials, & Waste Sector
- Transportation Systems Sector
- Water and Wastewater Systems Sector
- Energy Sector

The City does not include all these CIKRs. However, knowing these categories may help the City and fire department manage future risks should any of these CIS resources move into the area.

Energy

The use of electrical power is essential for many day-to-day activities, a distribution network of electrical lines throughout the city. These lines run above and below ground. A distribution substation is located near the south-central city limit, and the primary transmission line follows West Orange Grove Avenue, turning north along Lima Street and creating a loop bounded by Lima Street, Carter Avenue, Mountain Trail, and Highland Avenue. While these transmission lines pose a significant risk, they are not considered heavy-duty and are rated between 110 and 161 Kilovolts. Southern California Edison owns and maintains this equipment.

³⁴ Infrastructure Security, Department of Homeland Security.

Under California law, the state's investor-owned utilities have the general authority to shut off electric power to protect public safety. This authority is exercised as a last resort during severe wildfire threat conditions through Public Safety Power Shutoffs. The Southern California Edison system is at risk of being de-energized under heightened wildfire threat conditions.

Southern California Gas provides gas to the City through main and service lines. The high-pressure distribution line ends at the southern city limit near North Baldwin Avenue. While the high-pressure line does not directly impact residents within the city limits, the fire department must still be prepared for lower-pressure hazards and due to robust automatic aid, should be trained and prepared to respond to more serious dangers of the distribution line.

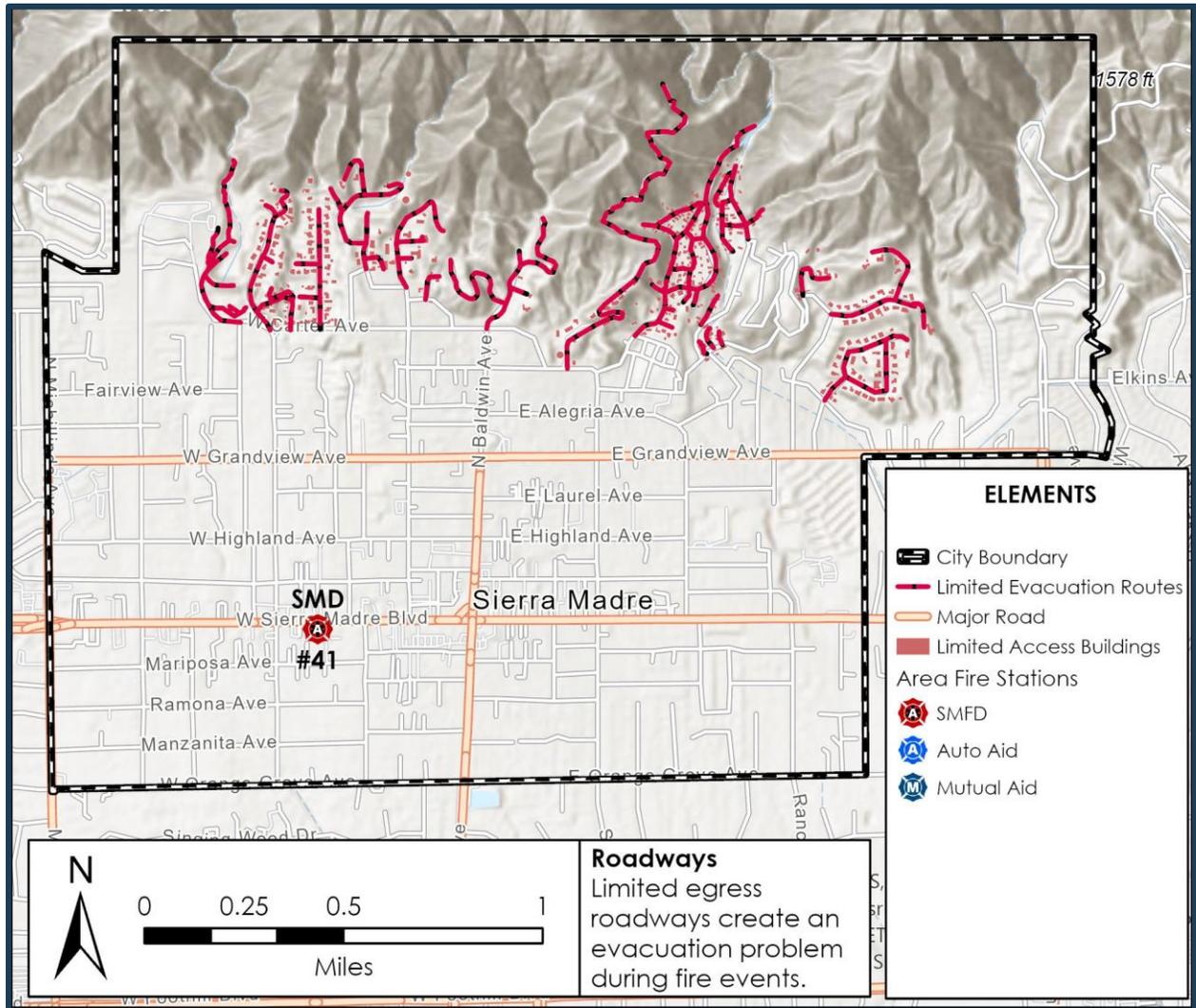
Incorporating the hazards associated with damage to this infrastructure is a vital aspect of an effective response strategy for future incidents involving natural gas usage and transmission. Southern California Edison operates the high-voltage lines for electrical services, while Southern California Gas provides the natural gas supply within the SMFD service area.

Roadways

The primary transportation system risk comes from the road network that serves the City. Two major roads, Sierra Madre Boulevard and Grandview Avenue, run east and west through the City. The primary north-to-south roadway is Baldwin Avenue, which becomes smaller north of Grandview Avenue. While these roads facilitate interconnectivity for emergency responders, numerous cul-de-sacs and dead ends could hinder response efforts, especially if these routes become impassable during an evacuation. Another serious risk for residents living in the northern hillside area is the number of single-access roadways.

Under conditions of ample notice, roadway capacity generally only becomes a problem in minor areas prone to congestion. Events requiring rapid evacuation or in the event single access is threatened, pose two threats. The first is the potential for evacuating residents to become trapped. The second is single access roadways congestion during an evacuation, which can become impassible for responding units. This limited access for responders can hinder mitigation efforts and exacerbate the severity of emergency events. The following figure shows the road network for the City and highlights those roads that are the only access routes into some areas.

Figure 62: Sierra Madre Road Network



Water

The community's water sector is made up of three elements: the potable water distribution and storage system, the sewer and stormwater drainage system, and the hydrant water systems used during fire emergencies.

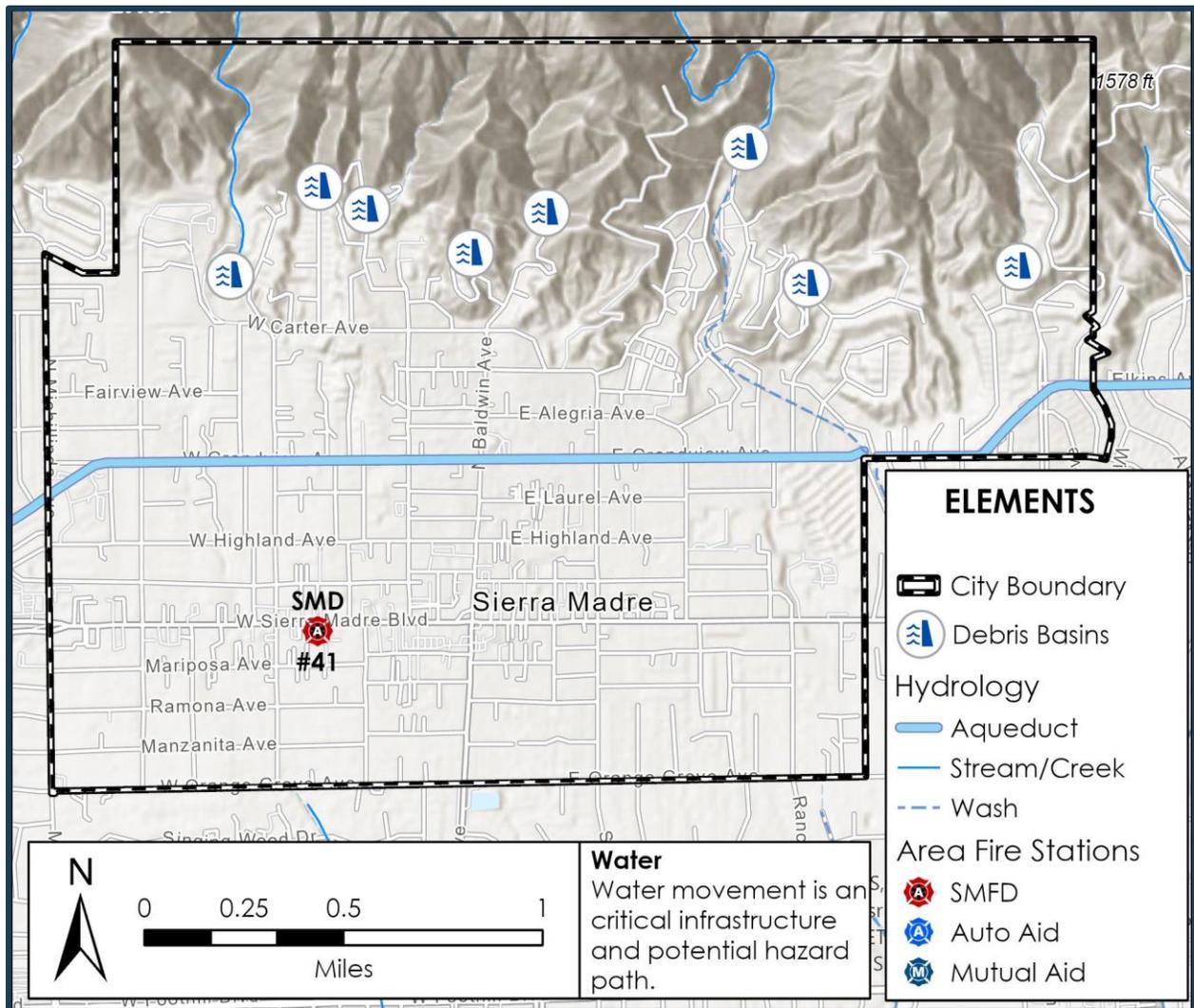
Potable Water

Potable water in Sierra Madre is provided by groundwater wells in the East Raymond Basin and a natural spring tunnel in the foothills. These water sources are treated before being delivered to the community through an underground distribution system.

Water Drainage

The Sierra Madre area has two streams or creeks within the city limits, an Aqueduct that runs along Grandview Avenue, at least one wash, and eight debris basins. Historically, mud and debris slides have threatened the City. The following figure shows the water drainage areas within the City.

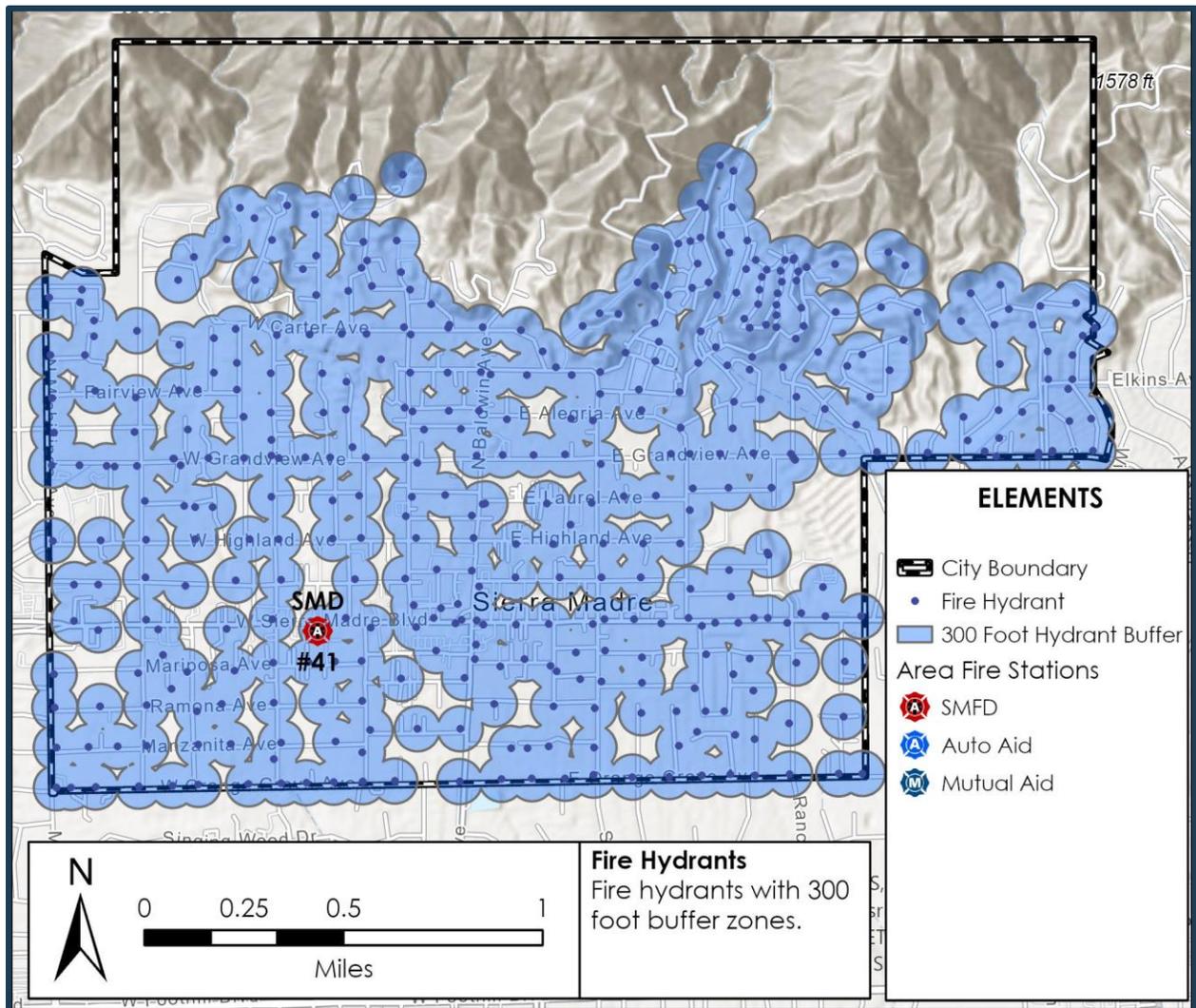
Figure 63: Water Drainage



Fire Hydrant System

A system of well-distributed hydrants and appropriately sized water mains is necessary to provide the required water for fireground use. Periodic testing of these systems is vital to ensuring they are operational and meet the necessary flow needs. The City has a well-designed fire hydrant system that allows for a hydrant within 300 feet of most structures. Although a few areas fall outside the recommended 300 feet, the City is generally well-covered by hydrants. While a few streets on the northern edge of the City lack hydrants there do not appear to be any structures at risk. The following figure shows the hydrants and a 300-foot buffer around each.

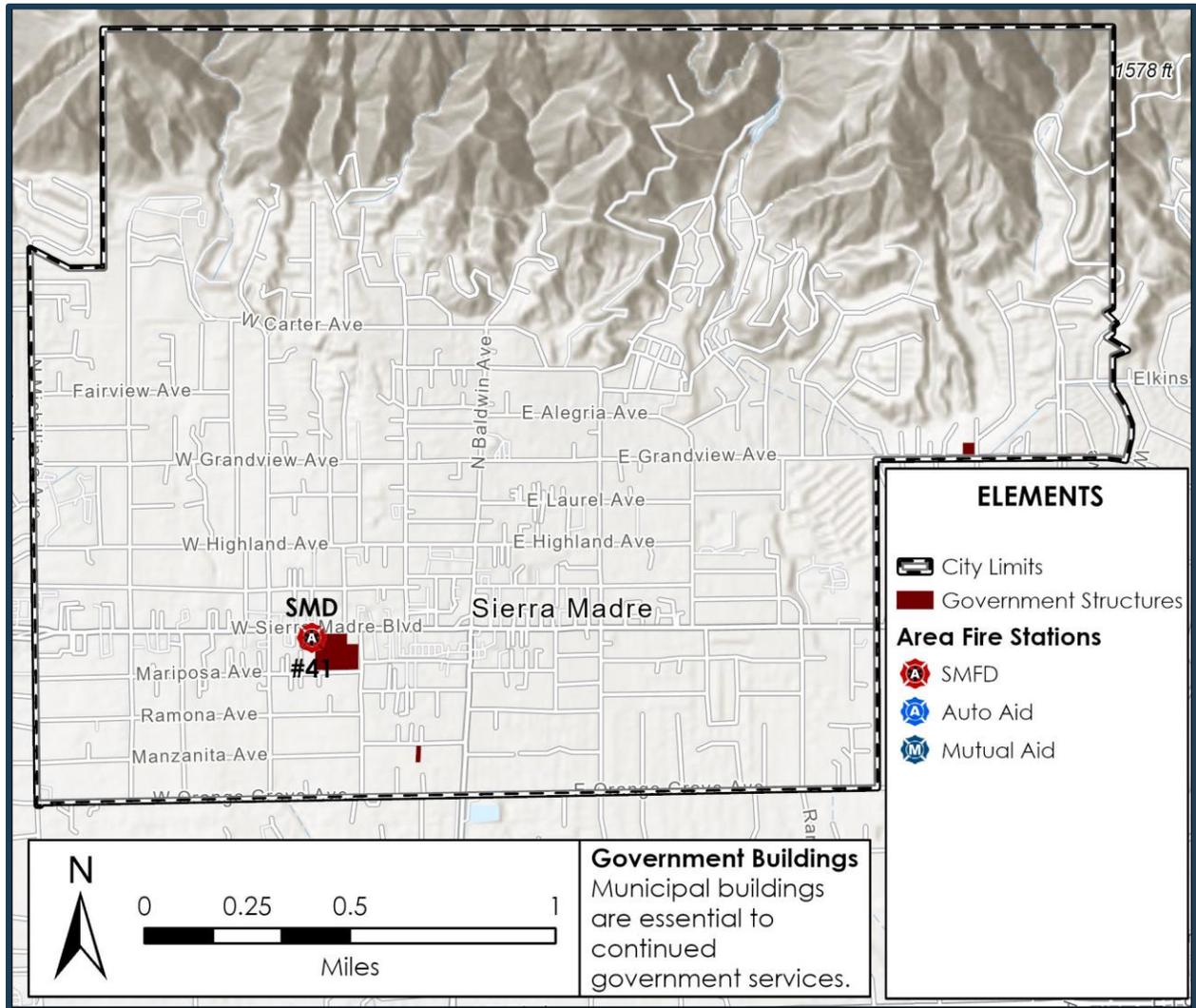
Figure 64: Fire Hydrant Service Areas



Government Facilities

The final segment of the critical infrastructure risk analysis for the City focuses on government facilities. These facilities are essential to the community as they operate normally and during emergencies. While there are several public buildings, such as libraries and schools, only four areas were listed as government in the data provided. This includes the police and fire facility, city hall, the search and rescue building on East Grandview Avenue, and the electrical facility in the south area. The following figure shows the location of buildings listed as government facilities.

Figure 65: Government Buildings



THREAT & HAZARD ASSESSMENT

Regardless of a community's size, construction, and demographics, it will usually remain safe and stable until something upsets the balance. Every community must prepare for and respond to events, including daily operational issues and natural disasters like earthquakes, pandemics, or wildfires. In the context of emergency management, prevention, and response, an event can be triggered by a threat, with the severity dictated by the hazards. The Center for Public Safety Excellence (CPSE) defines a hazard as the causes of danger and peril in the community, while a threat refers to the probability of loss or injury from peril.³⁵

Two additional concepts are crucial when understanding risk and its potential impact on the community. The first is the consequence of an event once the threat is realized, which can include emotional distress within the community, economic loss, or the loss of a valued community asset, such as something with historical significance or a vital interest or attraction. The second concept is the impact on the responding agency or agencies during an event. The more significant an event, the more resources may be required, which can affect the agencies' ability to continue providing services and maintain a standard level of cover.³⁶

Impact & Event Complexity

It is helpful to define the typical incident complexity. Fortunately, the Federal Emergency Management Agency (FEMA) classifies incident complexity from Type 1 to Type 5:³⁷

- **Type-5 incident:** One or two single-unit resources. While an incident commander may be declared, the daily operational experience typically defines the units' actions. No formal incident action plan is required, an incident is contained within one operational period (usually 12 hours), and no other command and general staff positions are needed. These are the daily incidents handled by the agency's first responding units, such as engines and ambulances.

³⁵ Center for Public Safety Excellence, *Community Risk Assessment: Standards of Cover (6th Ed.)*.

³⁶ Ibid.

³⁷ emilms.fema.gov/is_0200c/groups/518.html.

- **Type-4 incident:** These are similar to Type-5 incidents in many ways but require more than one or two units. An incident commander is designated and controls unit actions; other command staff positions may be employed as needed. This may include a structural fire or event involving limited hazardous materials.
- **Type-3 incident:** This type of incident will likely span more than one operational period, will require more of the command and general staff positions filled, and will need a formal incident action plan. These incidents may still be under the purview of a single jurisdiction but typically require more resources from the surrounding area. A local emergency operations center may be activated here to support the incident.
- **Type-2 incident:** This incident type requires a more extensive command and general staff presence. This is a formal, multiple-period incident command structure, and the incident will require more regional, state, or national resources to mitigate. A regional or national emergency operations center is typically included to support these events.
- **Type-1 incident:** This complex incident requires extensive support, command, and general staff. While similar in resource type requirements as a Type-2 incident, many more resources are needed. Typically, a Type-1 incident will require more than 500 operational and incident support personnel.

SMFD can operate independently on a Type-5 incident, but generally handles Type-5 and Type-4 incidents due to the robust automatic aid in the area. However, given the limited resources surrounding the City, the impact on the agency and community can become severe if more than one Type-4 incident occurs simultaneously.

This report, therefore, focuses mainly on the severity of the local risks of Type-4 and -5 incidents. However, since the SMFD will likely be the first responding agency to any severity level, the list of likely hazards will be addressed here.

Natural Hazards

The Sierra Madre community enjoys a relatively safe geologic area in many respects. However, several types of natural hazards should be recognized and addressed. For the SMFD, most of these incidents are well outside the scope of operational capacity. They will necessarily rest in the realm of emergency management. The emergency management team will address these using continuity of operations plans and emergency operations plans.

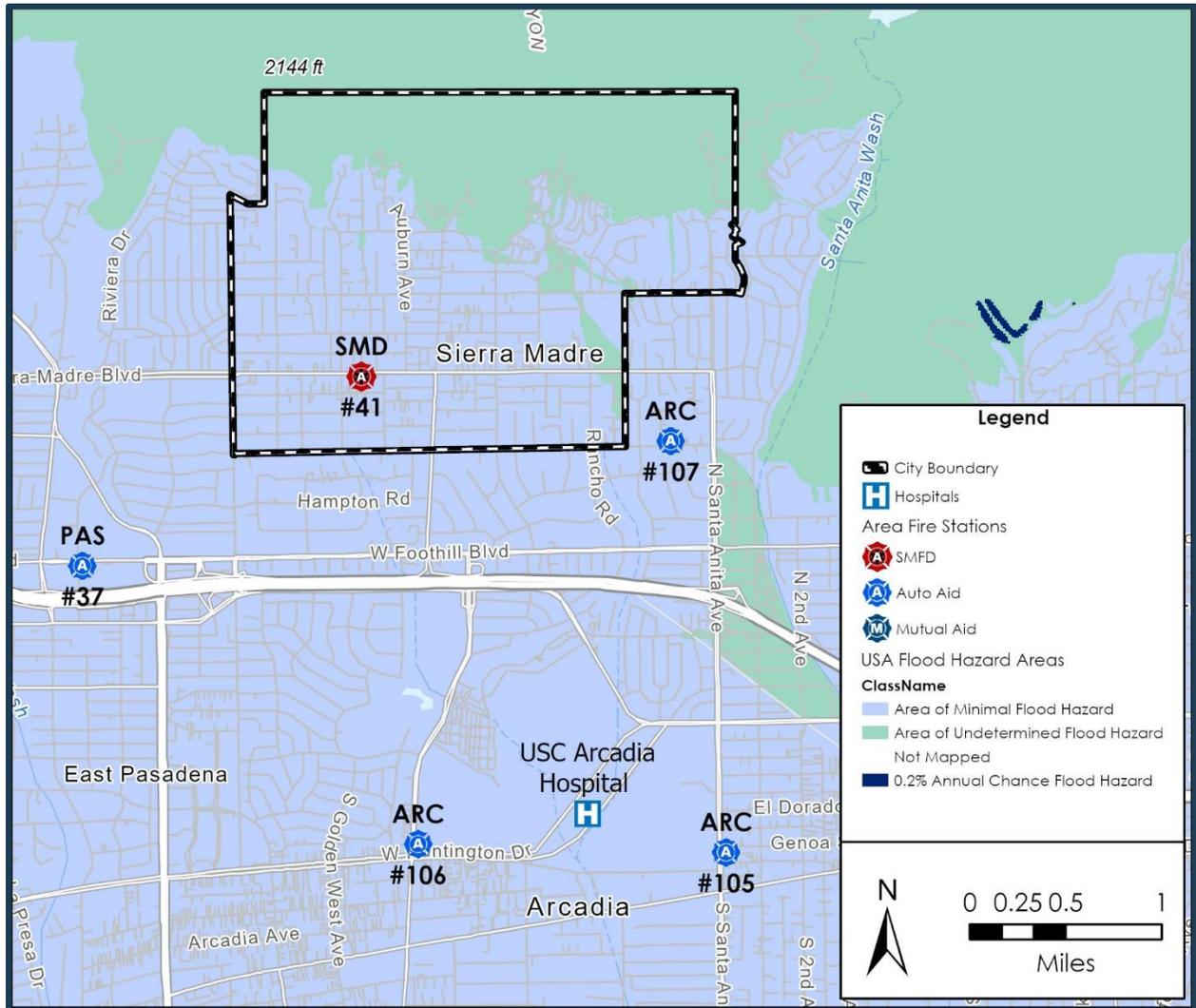
Weather Hazards

Weather hazards for the Sierra Madre community include the potential for extreme heat, thunderstorms, and the improbable but possible threat of a tornado. Cold weather events, like snow and ice storms, as well as hurricanes, are unlikely in the region. While the Los Angeles area is not currently under any drought conditions, periods of drought have been recorded, with the most recent severe record being in 2021. Although drought can exacerbate fire conditions and negatively impact economic and social programs, it is unlikely to be disastrous as a single event.

Water Hazards

The City experiences some hazards associated with heavy rains. Due to its slope and ready drainage, it is unlikely to experience typical flooding with deep running or standing water. However, isolated areas of heavy runoff may occur. Running water and landslides present potential hazards, with landslides being a historical certainty. These will be discussed more in the physiography hazards later in this section. The following map shows the FEMA flood hazard map for Sierra Madre and its surrounding areas.

Figure 66: FEMA Flood Hazard Map



In addition to relatively minor flood hazard concerns, the Sierra Madre community does not face a significant risk of standing dam failure. However, the debris basins may pose a danger if they become inundated with standing water. Due to its geographic location, Sierra Madre will not likely experience any other severe water risks, such as a tsunami or limnic eruption. Natural sinkholes created by underlying water also do not appear to be a significant hazard, although a water main created a severe sinkhole in 2010.³⁸

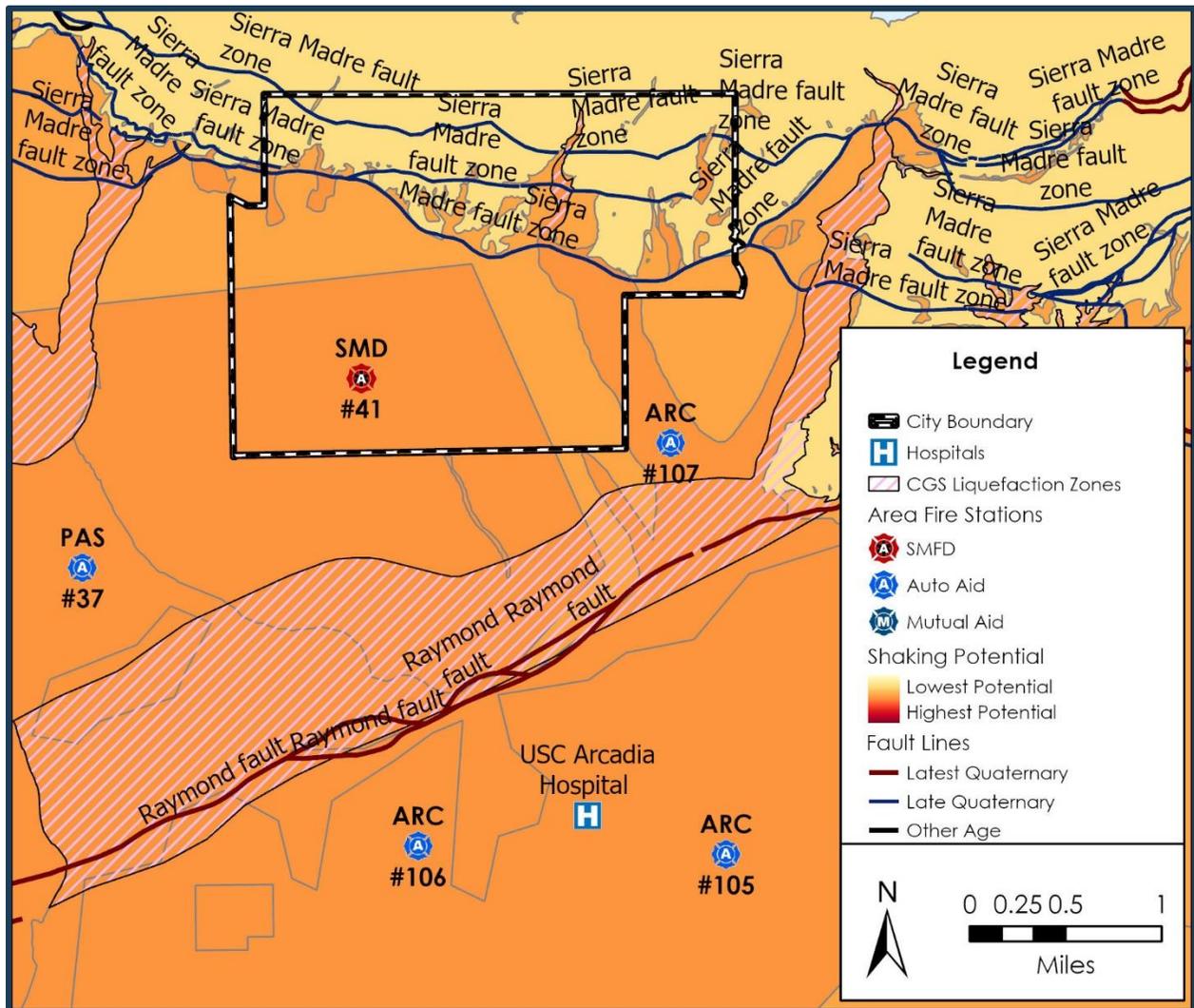
³⁸ www.nbclosangeles.com/news/local/huge-sinkhole-closes-major-street-in-sierra-madre-for-days/2104257/.

Physiography

Physiography is the class of hazards dealing with the earth's physical features. The movement of land masses due to geologic phenomena is particularly concerning for the Sierra Madre community. While avalanches or volcanoes pose minimal hazards, the threat of earthquakes, earthquake liquefaction, landslides, and mudslides is a significant issue.

The City sits north of the Raymond Fault, and the Sierra Madre Fault runs through town along the hillside. It is also influenced by several other regional faults, including the San Andreas Fault, which runs along the ridge line on the other side of the San Gabriel Mountains. Along the Raymond Fault and west of town are areas the United States Geological Survey identifies as areas susceptible to liquefaction. This phenomenon occurs when the ground becomes unstable and acts more like a liquid during an earthquake. The shaking potential is moderate throughout the area, and a major quake would likely affect all the surrounding agencies, reducing the number of first responders available. The City last experienced a major earthquake in 1991, and there is a high likelihood that another damaging earthquake will occur.

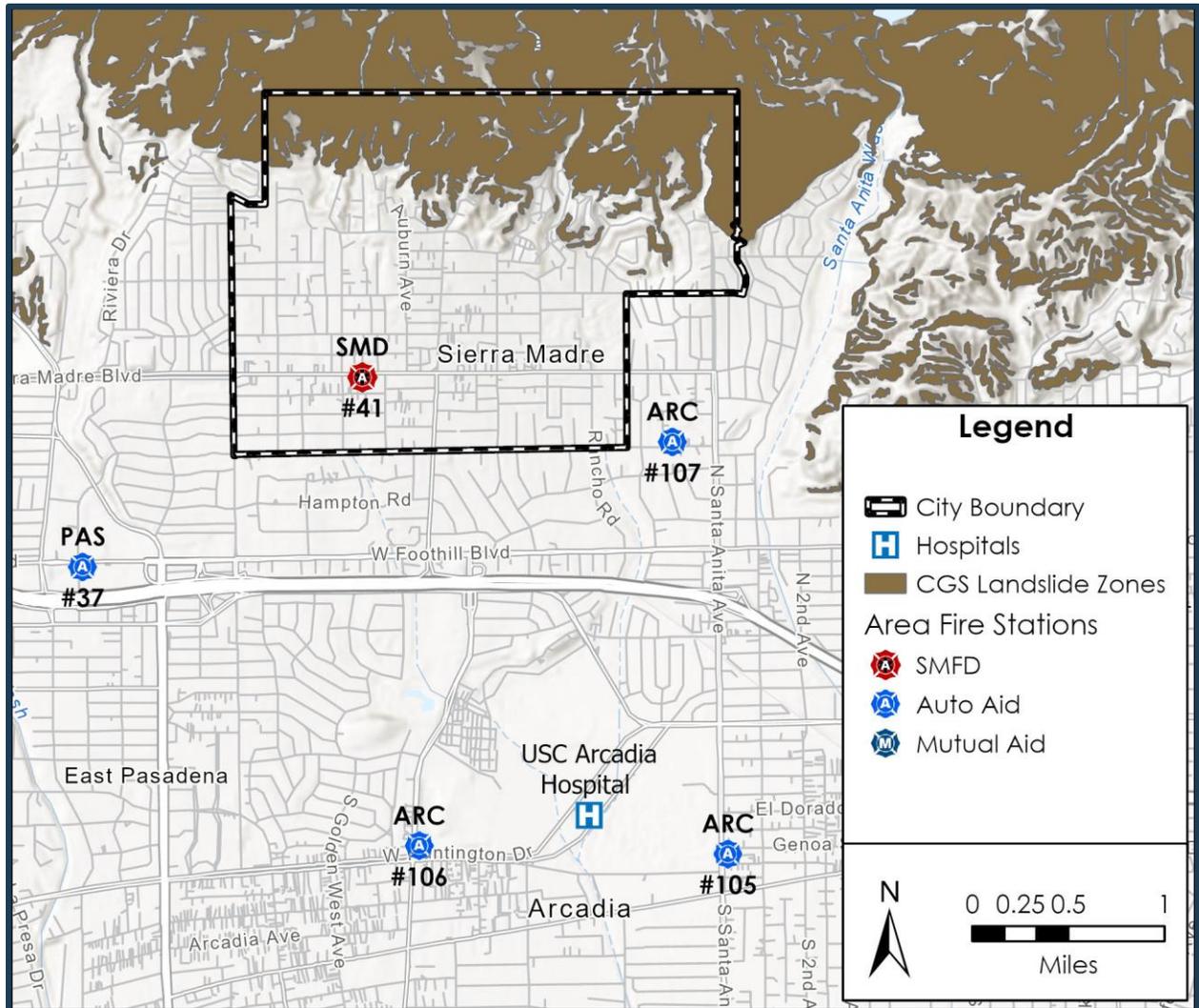
Figure 67: Earthquake Hazard



Another area of significant historical and probable hazard is mudslides or landslides as the Sierra Madre community has a history of mud and debris flows. While debris basins are constructed to help alleviate the issue, these hazards persist. The most recent example of a damaging mudflow was in May of 2008, but perhaps the most well-known is the mudslide in 1954.³⁹ The following figure shows the California Department of Conservation listed areas susceptible to landslides.

³⁹ www.cityofsierramadre.com/residents/emergency_management.

Figure 68: Landslide Zones



Wildfire/WUI Fire

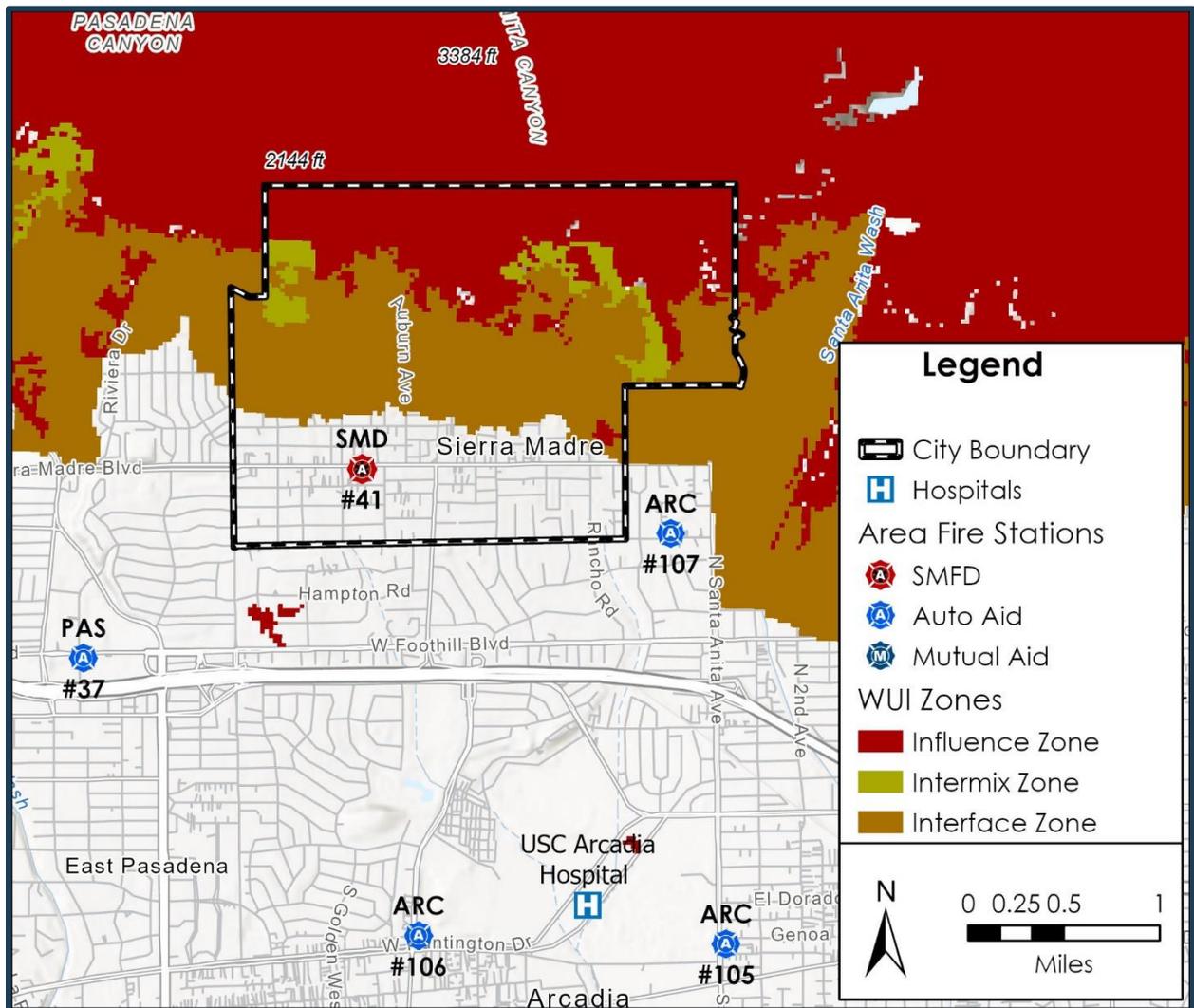
Wildfire is perhaps the most visible and ever-present hazard for communities like Sierra Madre that border forested areas. While most forests rely on fire to help them maintain a healthy environment, it becomes a significant concern when these fires grow and threaten human habitation. Three primary fuel areas are evaluated when working through the WUI fire hazard.

The first primary fuel area is the influence zone, or areas not populated. If a fire starts and moves toward a populated area, it could create a fire of significant size and energy, able to overwhelm firefighting efforts.

The second primary fuel area is the WUI zone, where buildings can be directly threatened by a forest fire.

The third zone, the intermix zone, is where human habitats are intermingled closely with the forest. According to the Office of the State Fire Marshal, operated by CAL Fire, over half of the city is within the wildland interface zone, and unpopulated areas to the north are either intermix or influence zones. The following figure shows the WUI classification zones.⁴⁰

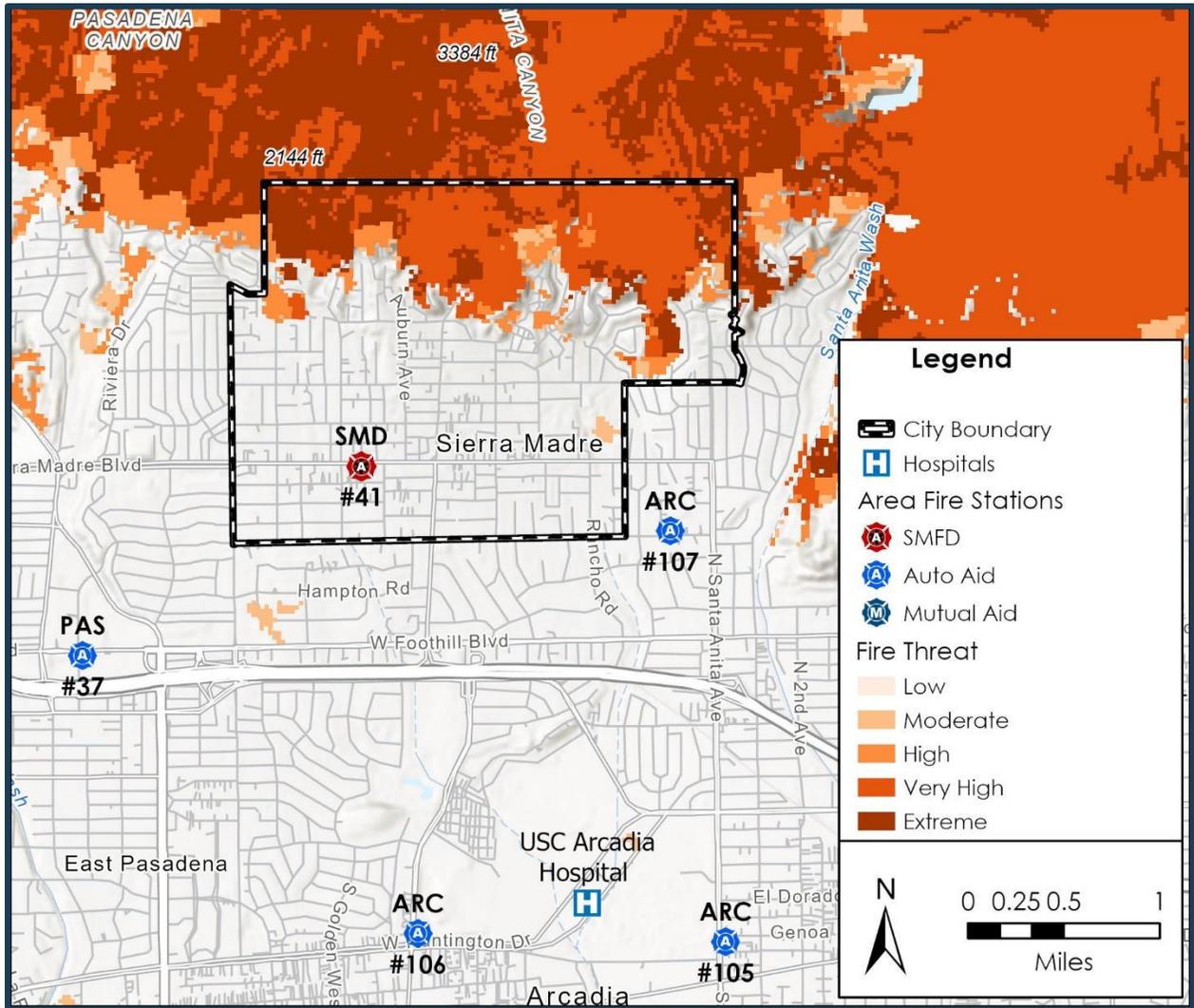
Figure 69: Wildland Urban Interface (WUI) Zones



⁴⁰ hub-calfire-forestry.hub.arcgis.com/.

In addition to the proximity of much of the City's buildings and population to a wildland interface zone, the risk of wildfire is considered high to extreme throughout all forested areas of the northern park areas. The following figure shows the current wildfire risk in the area.⁴¹

Figure 70: Wildfire Risk



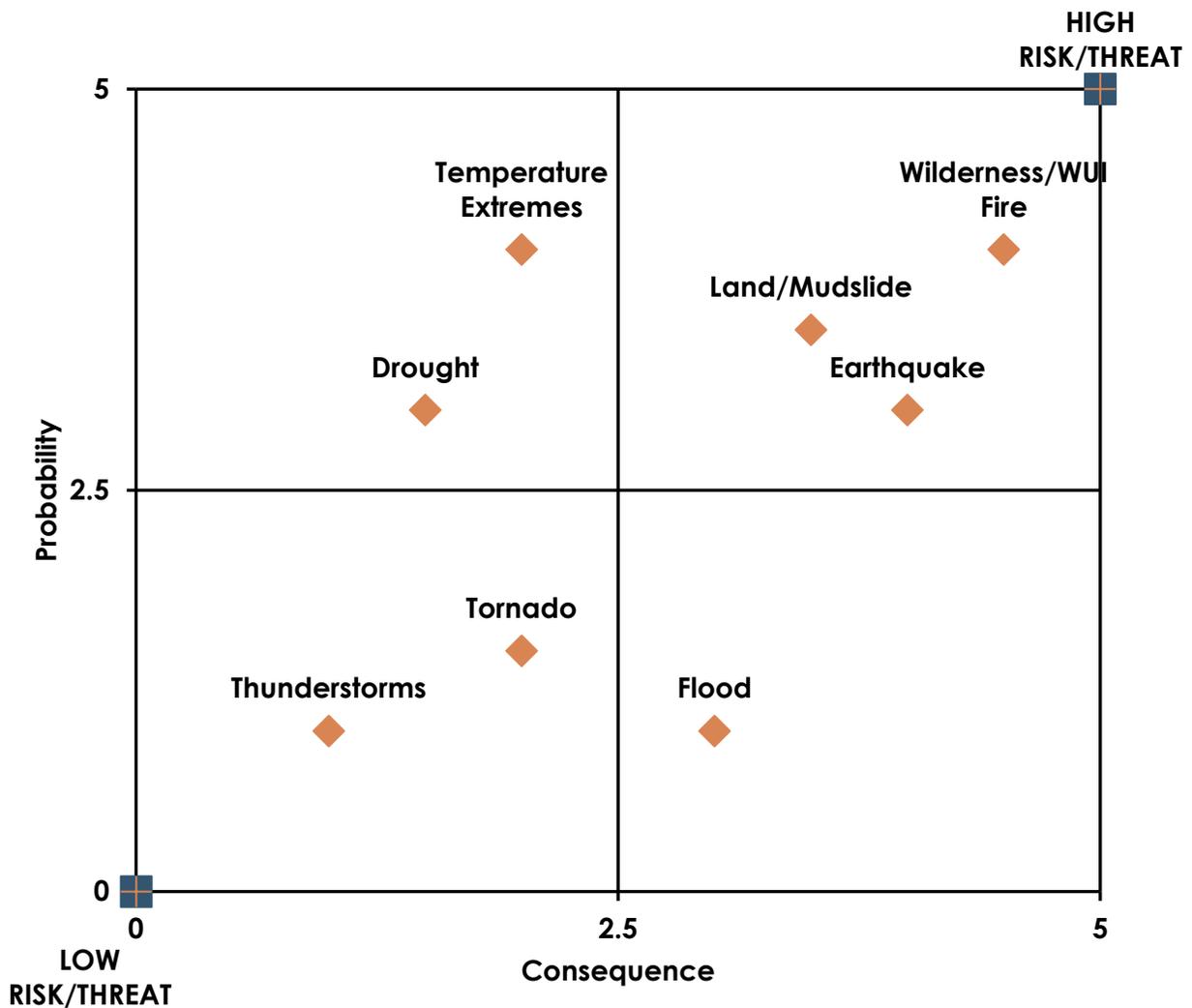
⁴¹ Ibid.

Probability & Consequence

Understanding overall probability and consequences of potential natural hazards is not an exact science. It involves considering historical event activity, the likelihood of history repeating, and general assumptions of the size of the area and the number of people directly affected. As a result, only a relative probability and consequence can be projected, rather than a definitive qualitative evaluation.

Each event was assigned a probability and consequence score from 0 to 5 and plotted on a four-quadrant chart. Using this methodology, the further an event is positioned up and right of the probability consequence chart, the greater the threat from a natural hazard. The following figure shows the relative probability and consequences of the evaluated natural hazards.

Figure 71: Probability and Consequence of Natural Hazards



Other Hazards

In addition to natural hazards, SMFD and the community face other risks. Many of these were identified earlier in this report in the section on demographics and physical assets. Buildings, people, transportation, and other community assets are all intrinsically hazardous. The CPSE classifies hazards into four categories: human, material, mechanical, or natural. The natural hazards were discussed above, and many mechanical hazards were identified in the physical assets protected section.

Materials hazards are dependent on both transportation and storage. Hazardous materials can be found in most hardware stores, along the highways, and in many homes. In addition, a reaction to an event such as a structure fire releases gases and other materials that can harm the environment or people.

Human hazards include events that are initiated due to a person's actions, inactions, and physiology. Criminal actions such as arson or assault can create an incident that harms people or property, or both, as can accidental actions such as a fall or unsafe cooking practices. Inactions include a person or persons not notifying or mitigating a known hazardous condition before it devolves into a harmful event. A person's physiology is often the impetus for a medical incident.

Daily operations are filled with these hazards that occur when danger and threat intersect. While it is outside the scope of this report to define and identify each of these actions and their effect, it is important to recognize that each hazard can initiate an event into one of the categories identified by the CPSE as normal operations for a fire agency. SMFD has identified five operational categories for risk evaluation, any of which may be triggered by the hazards listed.

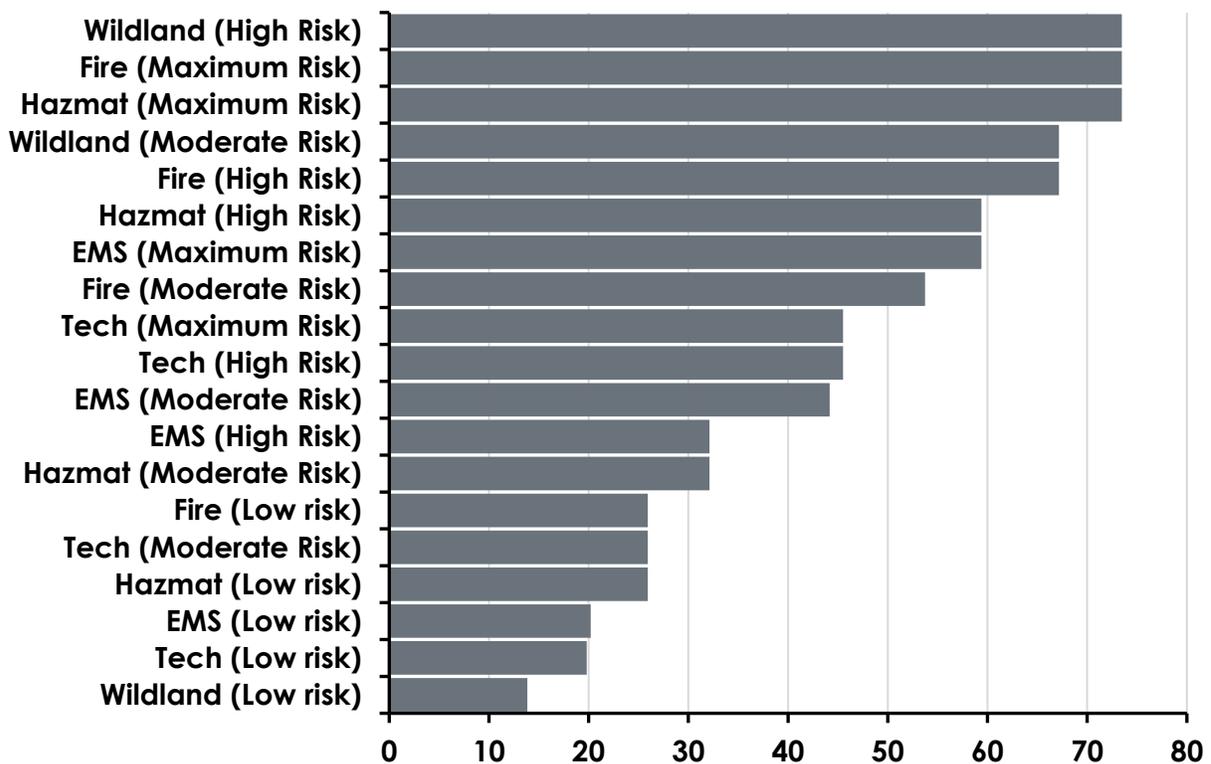
RISK CLASSIFICATION

The CPSE encourages agencies to classify risks by considering hazard type and event threat. These threats are grouped by specific programs that SMFD responds to and mitigates. The programs identified by SMFD include fire, medical, wildland/urban interface fire, technical rescue, and hazardous materials response. Other programs, such as airport crash fire rescue or shipboard operations, are not services SMFD provides.

Once the programs and the associated threats are understood, CPSE instructs agencies to define the severity of each group as low, moderate, high, and maximum. Based on feedback from SMFD, these levels are detailed in Appendix A.

The final classification step is to group each threat and severity based on its influence on operations and community health. The CPSE-recommended methodology evaluates each group's probability of occurrence, the consequence to the community if it does occur, and the impact on the agency. Communities can then rank the overall risk within each category. The following figure shows a simple relative risk classification graphic for SMFD, with the core components referenced for clarity.

Figure 72: Relative SMFD Risk Classification



Using this information, SMFD can visualize the order of magnitude for each classification. Most maximum risks carried the same score for consequence and probability. For larger agencies, a maximum risk may have less impact on overall operations. However, for agencies of a similar size to SMFD, and comparable resources, the impact was similar and will likely require outside assistance. As a result, all maximum risks were assigned the same overall score and grouped together.

The CPSE recommends showing each classification on its own three-axis graphic so the agency can clearly see how each grouping may influence the response or focus on prevention. What follows is the complete methodology used to classify and present the different risks the SMFD community faces.

Risk Assessment Methodology

Developing a score to determine risks in a community is necessary to provide a method for creating incident response protocols. The Three-Axis Heron mode, recommended by CPSE, establishes a score by reviewing probability, consequence and impact factors, and assigning scores between 2 and 10 in each category.⁴² A description of the incident types for each risk is found in Appendix A.

The Three-Axis Heron Formula includes the following equation:

$$\text{Risk} = \sqrt{\frac{(P * C)^2}{2} + \frac{(C * I)^2}{2} + \frac{(I * P)^2}{2}}$$

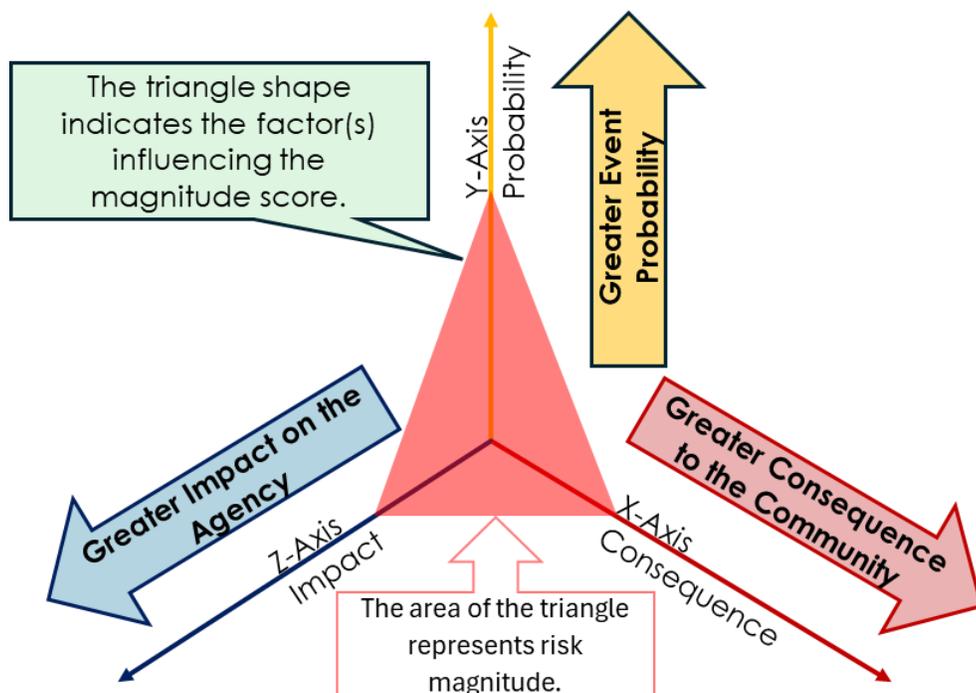
Risk is graphically illustrated through a three-axis model as follows:

- **P** = Probability (Y-Axis)
- **C** = Consequences (X-Axis)
- **I** = Impact (Z-Axis)

The following figure summarizes the three-axis risk classification process and how a score is developed.

⁴² Quality Improvement for the Fire and Emergency Services.

Figure 73: Three-Axis Risk Classification



When developing the score, each of the three scoring components is based on SMFD incident data. For example, a low-risk fire response scoring is determined by the probability of that type of incident occurring. Most low-risk incident types are frequent, occurring multiple times a day. However, the consequences to the community and impact on the City are low. In this case, the probability of a low-risk incident in the City is rated at 10 (high), while the consequence and impact are rated at 2 (low). These values are placed into the above formula to create a score of 20.2.

For maximum-risk scenarios, the score will increase dramatically. However, the probability is low (2) because the consequence to the community is an 8, and the impact on SMFD is the highest at 10, which gives a score of 59.4.

These scores are designed to provide SMFD with the information necessary to determine the level of service required for the community. The probability of an incident may affect response times if multiple events occur simultaneously. Even if the risk is low, it can take an apparatus out of service for the response. The higher the score, the greater the risk in the community. Although the highest risk score available is 122.5, the probability of this type of event occurring is low. The following information provides additional information on probability, consequence, and impact.

Probability

Probability is the likelihood of an incident occurring in the community over time. It can range from a rare event to frequent. This axis reflects the probability of a particular type of incident occurring, which contributes to the overall risk level. Many factors are considered in determining probability, including time of day, location, hazards present, season of the year, building construction and maintenance, demographic characteristics, and more. The following figure defines probability categories.

Figure 74: Probability or Likelihood of Occurrence

Score	Category	Probability or Likelihood
2	Minor	Unlikely: < 0.02% of total call volume. Expected to occur very rarely.
4	Low	Possible: 0.02%–0.07% of total call volume. Expected to occur rarely.
6	Moderate	Probable: 0.07%–0.3% of total call volume. Expected to occur monthly.
8	High	Likely: 0.3%–2% of total call volume. Expected to occur multiple times per week.
10	Extreme	Frequent: > 2% of total call volume. Expected to occur one or more times per day.

Consequence

The consequence of an incident can range from minor casualties to severe impacts that may destroy historical or significant facilities, significant loss of employment, or loss of life. The following figure defines consequence categories.

Figure 75: Consequence to the Community

Score	Category	Consequence to the Community
2	Minor	1–2 people affected (injuries/deaths). < \$10,000 loss.
4	Low	< 5 people affected (injuries/deaths). < \$500,000 loss.
6	Moderate	5–50 people affected (injuries/deaths). \$500,000–\$1,000,000 loss.
8	High	51–100 affected (injuries/deaths). \$1,000,000–\$5,000,000 loss.
10	Extreme	> 100 people affected (injuries/deaths). > \$5,000,000 loss.

Impact

The third factor in determining the risk is the fire department's impact and the critical tasking required to control or mitigate an incident. This includes the number of emergency responders and apparatus available, both internally and from external agencies. It also measures the department's ability to respond to a specific risk or incident while continuing to provide service to the rest of the City. The following figure defines impact categories.

Figure 76: Impact on Operational Forces

Score	Category	Impact on Operational Forces
2	Minor	≥ 90% Remaining Apparatus/Crews
4	Low	≥ 75% Remaining Apparatus/Crews
6	Moderate	≥ 50% Remaining Apparatus/Crews
8	High	≥ 25% Remaining Apparatus/Crews
10	Extreme	< 25% Remaining Apparatus/Crews

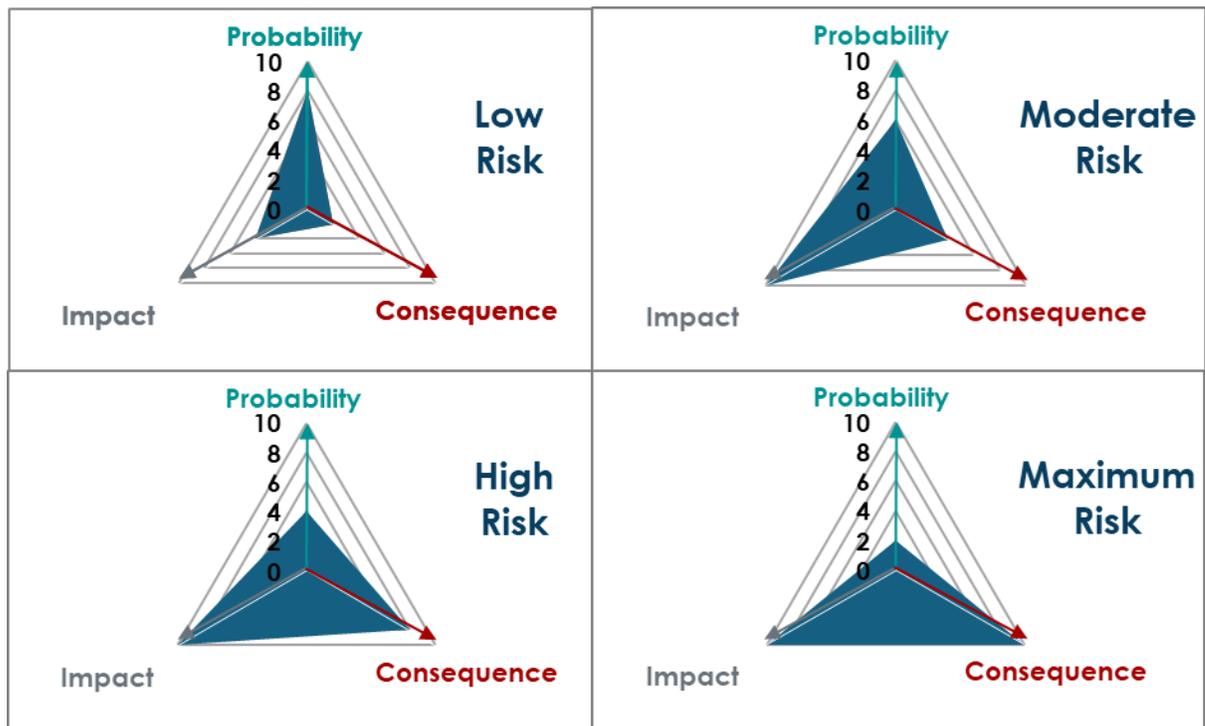
Fire Response

SMFD is the primary provider for mitigating fire-related incidents. These range from low-risk incidents, such as a vehicle fire, to a maximum-risk incident involving a fire in an occupied assisted living facility. Fire risks for a vehicle fire are considered low compared to maximum risk for a school with students. This scoring is applied to four categories of fire incidents in SMFD's response area to provide staffing needs to meet critical tasks on the fireground. The following figures provide the fire response risk assessment scores and three-axis risk classifications.

Figure 77: Fire Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	8	2	4	6	4	10	4	8	10	2	10	10
Score Assigned	25.9			53.7			67.2			73.5		

Figure 78: Fire Three-Axis Risk Classifications



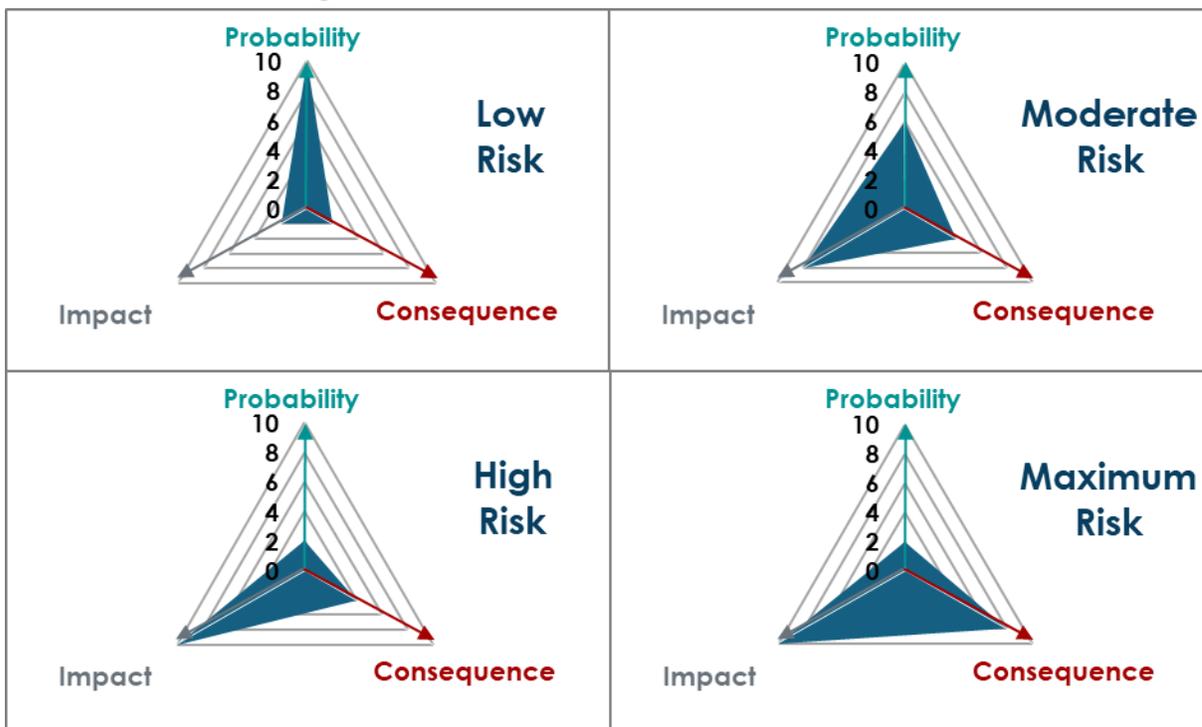
Emergency Medical Services Response

SMFD provides BLS and ALS emergency medical care transport services in the City. Low-risk incidents range from medical assistance to a maximum-risk incident for a multi-victim event. The following figures provide the risk score, and classifications, assigned to each type of EMS risk in SMFD.

Figure 79: EMS Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	10	2	2	6	4	8	2	4	10	2	8	10
Score Assigned	20.2			44.2			32.1			59.4		

Figure 80: EMS Three-Axis Risk Classifications



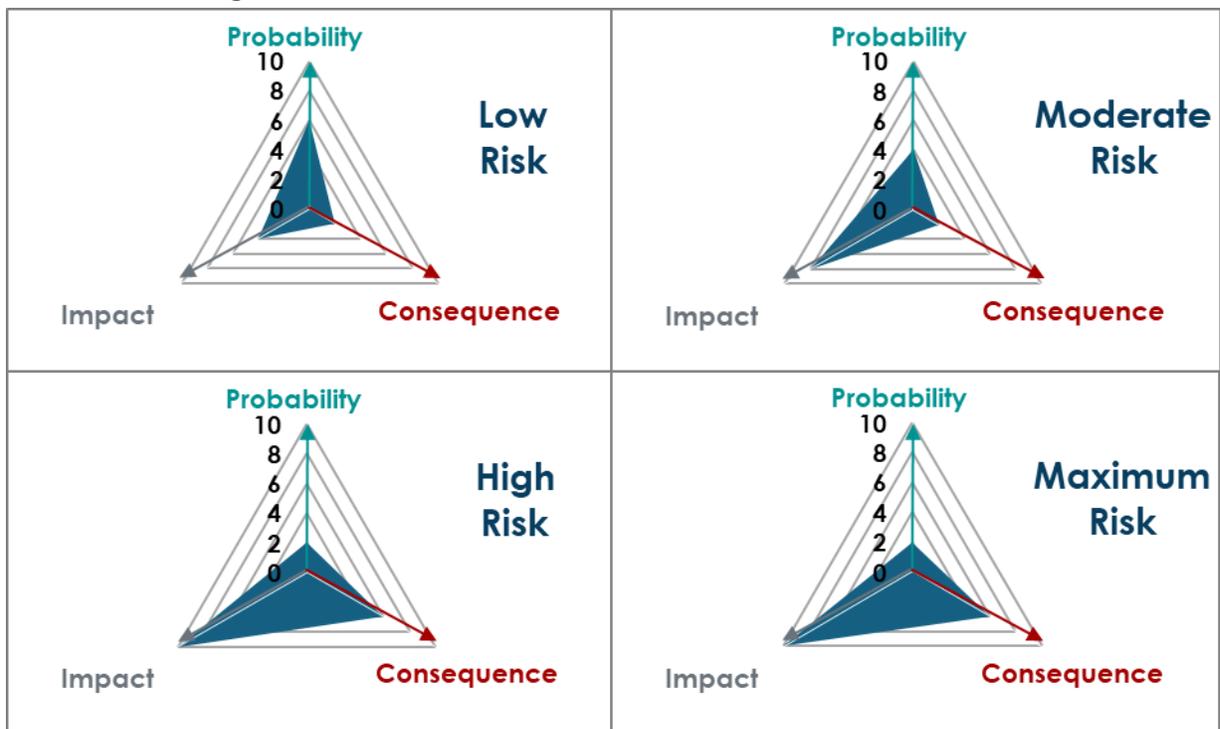
Technical Rescue Response

Rescue services can vary from a low-risk incident, such as accessing a locked vehicle with a child inside, to a maximum-risk incident, such as a confined space rescue that potentially requires many personnel to mitigate the incident. The following figures provide the risk score and classifications assigned to each type of technical rescue risk in SMFD's response area and the three-axis risk classifications.

Figure 81: Technical Rescue Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	6	2	4	4	2	8	2	6	10	2	6	10
Score Assigned	19.8			25.9			45.5			45.5		

Figure 82: Technical Rescue Three-Axis Risk Classifications



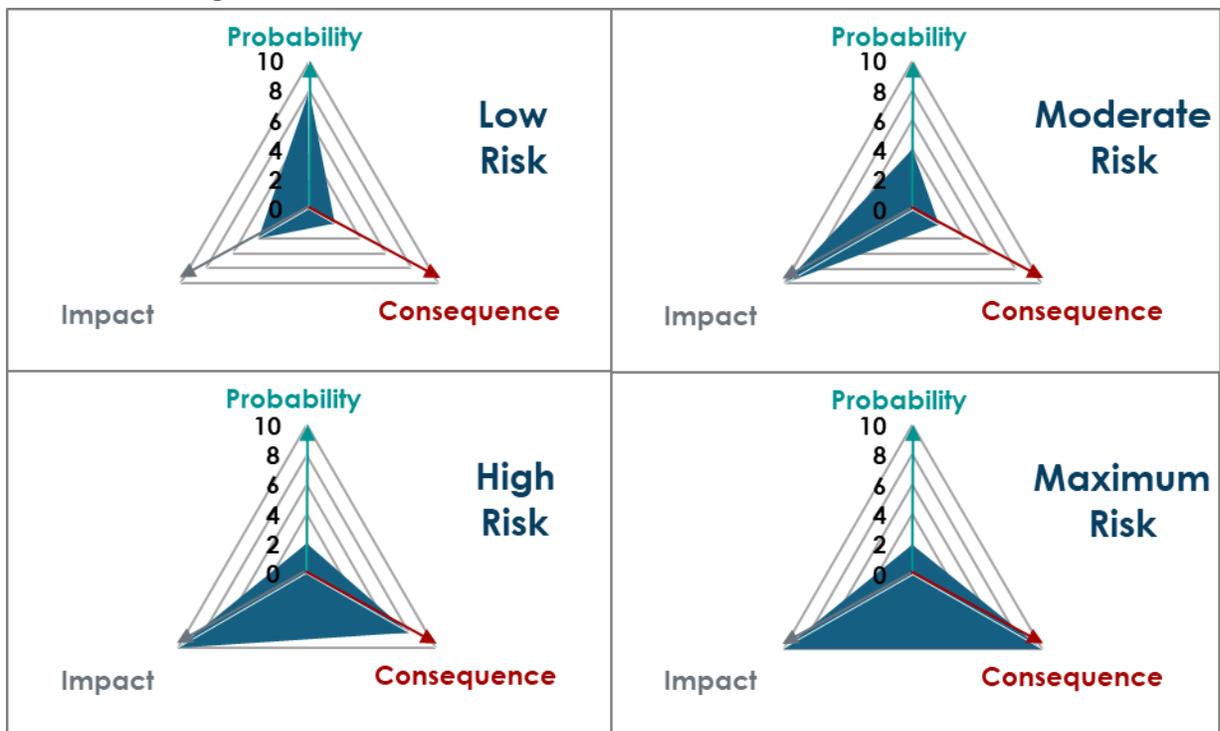
Hazardous Materials Response

Hazardous materials responses can vary from low-risk odor investigations to the maximum risk for a fuel tanker fire in higher populated areas. Most of these incidents can be managed by SMFD, but higher risks may need assistance from outside resources. The following figures provide the risk score and classifications assigned to each type of hazardous materials risk and three-axis risk classifications.

Figure 83: Hazardous Materials Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	8	2	4	4	2	10	2	8	10	2	10	10
Score Assigned	25.9			32.1			59.4			73.5		

Figure 84: Hazardous Materials Three-Axis Risk Classifications



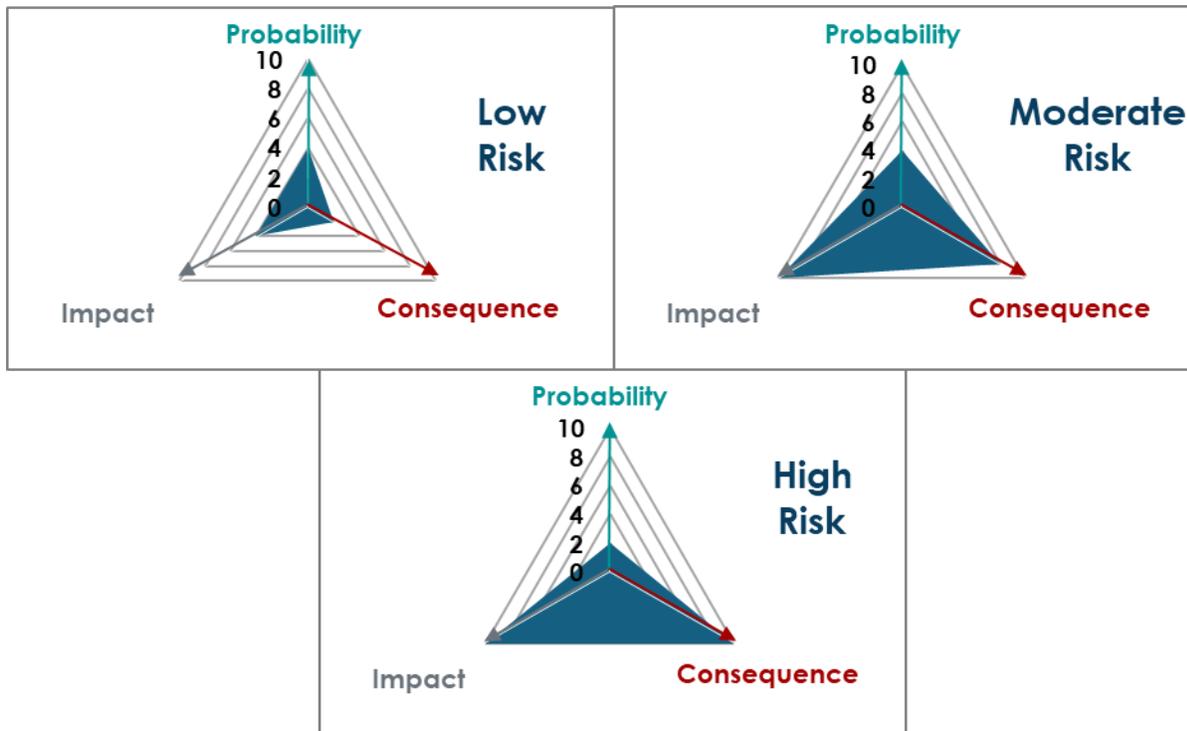
Wildland Fires Response

The types of wildland fire risk vary from small grass fires to large forest fires that require many internal and external resources. The wildland fire risk only includes low, moderate, and high since a maximum risk would also require a state and federal response. The score assigned for high risk (73.5) is significant because of the maximum score of 10 for the consequence to the community and impact on SMFD. This type of incident will strain the community and emergency services. The following figures provide the risk score and classifications assigned to each type of wildland fire risk in SMFD's response area and the 3-axis risk classification scoring.

Figure 85: Wildland Fires Response Risk Assessment

Description	Low			Moderate			High		
	P	C	I	P	C	I	P	C	I
Risk Score	4	2	4	4	8	10	2	10	10
Score Assigned	13.9			67.2			73.5		

Figure 86: Wildland Fires 3-Axis Risk Classifications



COMMUNITY COMPARISON

Incident Activity

In 2022, fire departments across the nation responded to more than 1.5 million fire incidents that caused 3,790 civilian fire fatalities and over 13,250 civilian fire injuries. Property damage was estimated at more than \$18.1 billion.⁴³ The United States Fire Administration reported that 72% of civilian fire deaths occurred in one- or two-family residential structures. The report also stated that \$648 million of property fire losses were from WUI incidents.⁴⁴ While the total number of reported fires and fire deaths are trending up, these figures are still significantly lower than the peak levels seen in 1980.

The national fires per 1,000 population averaged 4.5 nationally and 4.2 in communities the same size as the Sierra Madre community. No data was provided to compare the SMFD system.

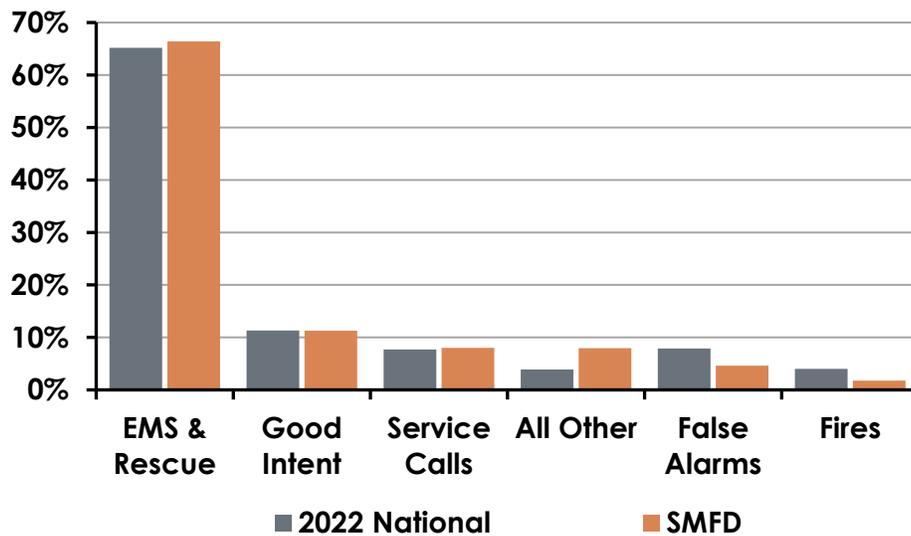
Incident Distribution

The SMFD incident type distribution is very similar to the national average. The evaluation is based on the National Fire Incident Reporting System incident type codes. A more thorough description of the distribution can be found in the performance section. The following chart shows the distribution of incident types nationally to SMFD.

⁴³ www.usfa.fema.gov/statistics/#lossNotes.

⁴⁴ Fire Loss on the United States During 2022, NFPA, October 2023.

Figure 87: Incident Distribution Comparison (2022)



Insurance Services Office

The Insurance Services Office, Inc. (ISO®) is an independent organization that collects and analyzes data from fire departments in communities across the United States to determine fire insurance rates. According to its report, the ISO's PPC, "is a proven and reliable predictor of future fire losses." Commercial property insurance rates are expected to be lower in areas with better (lower) ISO PPC Class ratings.

The ISO Fire Suppression Rating Schedule (FSRS) evaluates four primary elements of a community's fire protection system: *Emergency Communications* (maximum 10 points), *Fire Department* (maximum 50 points), *Water Supply* (maximum 40 points), and *Community Risk Reduction* (maximum 5.5 points) for a maximum possible total of 105.5 points. ISO then assigns a grade on a scale of 1 to 10. Class 1 represents the highest degree of fire protection, and Class 10 designates a fire suppression program that does not meet ISO's minimum criteria.

A review of the most recent evaluation of the SMFD by ISO, effective September 1, 2023, assigned 70.27 points, resulting in a classification of 3. The score applies to any property within five road miles of a fire station, a fire hydrant within 1,000 feet, or an alternate water source.

Within the complete PPC report, leaders can find several areas where the community excels and opportunities for improvement. Notable opportunities for improvement include the following:

- In the emergency communications section under credit for emergency reporting, the community received 0 of 15 points because the dispatch center does not use a fully integrated GIS/AVL system.
- The telecommunications center received no credit for emergency dispatch protocols and telecommunicator continuing education.
- The fire department earned only 4.77 credits out of 9 for the training program, primarily from lacking a training facility.

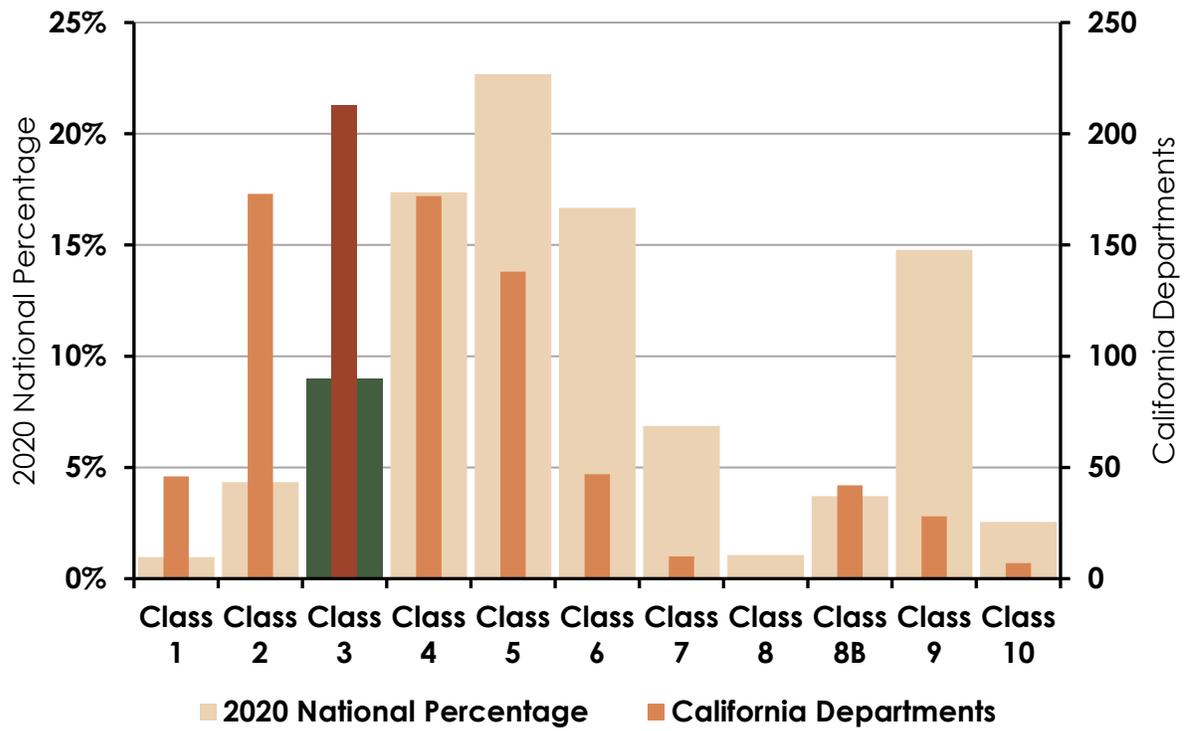
The following figure shows the ISO credits earned and available for the City of Sierra Madre.

Figure 88: ISO Earned & Available Credits for the City of Sierra Madre

ISO Feature	Earned Credit	Available Credit
Emergency Communications	7.65	10
Fire Department	30.42	50
Water Supply	31.73	40
Divergence	-3.70	0
Community Risk Reduction	4.17	5.5
Totals:	70.24	105.5

Nationally, only 1% of fire departments have earned an ISO classification of 1. In California, 46 departments have a Class 1 rating, representing 4% of the state's departments. SMFD holds a Class 3 rating, which compares 24% of the state and 9% of departments nationwide. The following figure shows the distribution of ISO ratings among fire departments in California, and the number of ratings for each classification, with Class 3 highlighted for SMFD.

Figure 89: ISO Classifications in Nationally and California



SECTION III: Standards of Cover

SERVICE DELIVERY & PERFORMANCE

This section will give SMFD a general understanding of relevant response information. It is developed to assist the department in identifying its recent performance and establishing a baseline performance expectation. SMFD, the City, and political leaders can use this information to understand how their decisions, policies, and external pressures impact overall performance.

Research Information

The information within this section was developed from various sources provided by SMFD, covering the period from January 1, 2019, to December 31, 2023. The quality of the data varied, requiring the creation of a unified dataset from the five sets provided.

Statistics Discussion

When evaluating something as complex as emergency incidence response, mathematical and technological methodologies must be judiciously applied. Historical instances of incorrect evaluations have led to severe consequences in deployment and operational decisions. This analysis is designed to quantify and analyze available information as a starting point for the agency as it seeks to improve performance. However, it is important for leaders to recognize the limitations of making decisions based solely on statistical studies, and to use sound judgment in conjunction with proven analytics.

Statistical Tools

Various statistical analytical tools were employed to develop this section, including categorization, percentile, and regression analysis. These tools help create a picture of historical performance and offer inferences that may help leaders identify both positive and negative performance trends.

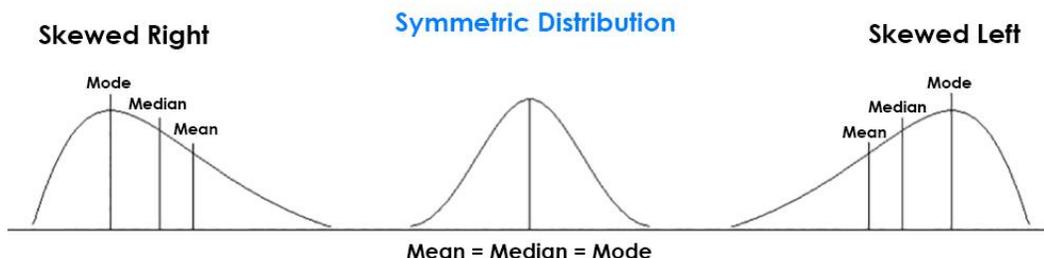
90th percentile

The time performance measures for this report are done using the 90th percentile measure. While a detailed discussion of the mathematics behind this measure is outside the scope of this report, it is helpful to understand why it is utilized.

The most common reason for using the 90th percentile measure is that the industry has adopted it. If a fire agency wants to judge its performance against standards or other agencies, it must use this method. For example, NFPA uses the 90th percentile measure in most of its standards. In addition, the CFAI requires reporting performance measures at the 90th percentile.

The statistical reason for using the measure is that it captures performance more thoroughly and identifies trends in performance more quickly. Like most emergency response agencies, the time performance data used in this study is skewed, making other statistical measures less sensitive and representative. The following figure illustrates a general example of data skew.

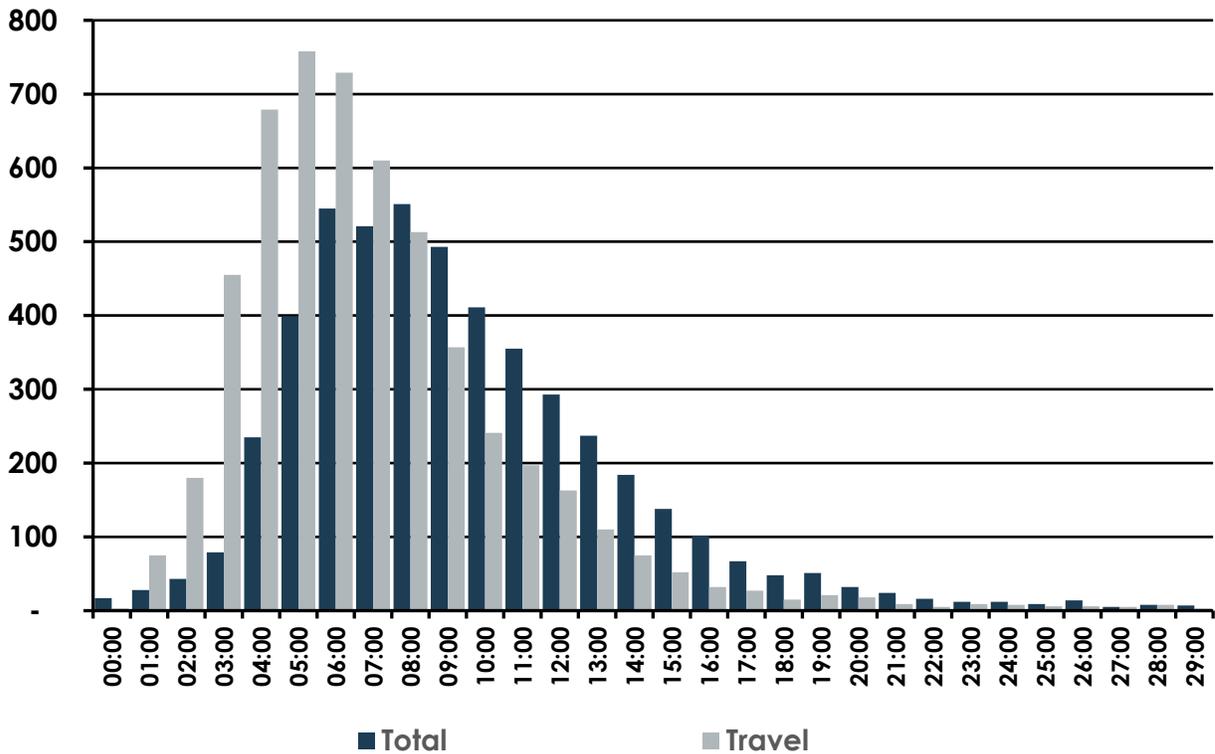
Figure 90: Data Skew⁴⁵



In a symmetric distribution, the mean (average), median (middle of the data), and mode (the most frequent) are all equal. When the distribution skews, these three measures shift. Using the average (mean) in a skewed left distribution would underrepresent the bulk of the performance, while a skewed-right distribution would over-represent it. In SMFD's case, most time-performance data is skewed to the right like most emergency response agencies. In this case, using the average would over-represent the performance. The following chart shows a sample of SMFD data for travel and total response time.

⁴⁵ This Photo by Unknown Author is licensed under CC BY-SA-NC, creativecommons.org/licenses/by-nc-sa/3.0/.

Figure 91: SMFD Data Skew Example (2019–2023)



Data Discussion

Detailed data was provided from SMFD's current incident reporting software (RMS), its previous RMS, its electronic patient contact report (ePCR) software, and its CAD system. The RMS system gathered detailed incident information, while CAD data provided the times, geocoding, and unit information. The ePCR data provided patient data. These different database tables were combined into one analytical data set using proven data engineering techniques.

Data Engineering Findings

The number of incident records for the RMS and CAD systems was similar, with 9,170 records for the RMS and 7,683 for the CAD system. However, it was found that 32% of the RMS records were duplicates, leaving 6,204 unique RMS records. There was a total of 3,539 ePCR incident records, with 7.6% of ePCR incidents lacking an associated RMS report. In addition, there were 524 CAD records without an associated RMS record; however, 118 of these could be supplemented for incident specifics using ePCR information. These were matched to create a single incident record for both systems, resulting in a total data reduction of 4.37%. This drop is relatively minor and represents a statistically acceptable loss across the four systems.

Unit records were included in the CAD data, with 11,765 unit records from 85 unique apparatus names responded from 13 jurisdictions. All incidents in the CAD/RMS/ePCR combined incident data set had at least one associated unit record. The combined and relatively complete 6,284 incidents included 10,572 unit responses, averaging 1.7 unit responses per incident.

Data Error Handling

Data collection across the various data sets has the potential for significant errors. Although there can be many reasons for incorrect information, these errors are typically a combination of human input and collection errors. Various methods exist to manage these errors, including statistical exclusion, real-time exclusion, formula manipulation, and logic testing.

For SMFD, the data fields contained minimal error-prone data, reducing the need for statistical intervention. However, some data was excluded by formula or logic tests. The time segment math utilized a logic tree to eliminate negative and null sets. All calculable turnout time records were considered, as none exceeded five minutes. The maximum travel time for the first arriving unit was limited to a maximum of 20 minutes based on standard drive times from the two closest mutual aid stations to the furthest point in the city. The maximum time on the scene for total commit time analysis was 12 hours to remove any errors related to deployments, date, or morning/afternoon.

Service Demand

The first dimension of the analysis is the overall system call load. Because this is a simple count of the incidents by type and location, no data was excluded after engineering. Therefore, detailed data from the three previously discussed systems will be used for most aspects of this analysis, except for the volume projection.

Volume Analysis

A simple volume analysis can indicate how often the department is called upon to respond to an incident. The first look is at the overall call counts grouped by primary categories in NFIRS. Establishing the incident jurisdiction required a match between the geocoded information and the provided geographic boundaries. The following figure shows the total number of responses recorded by the agency for the entire data set and the percentage of the categorized responses.

Figure 92: Total Incident Count

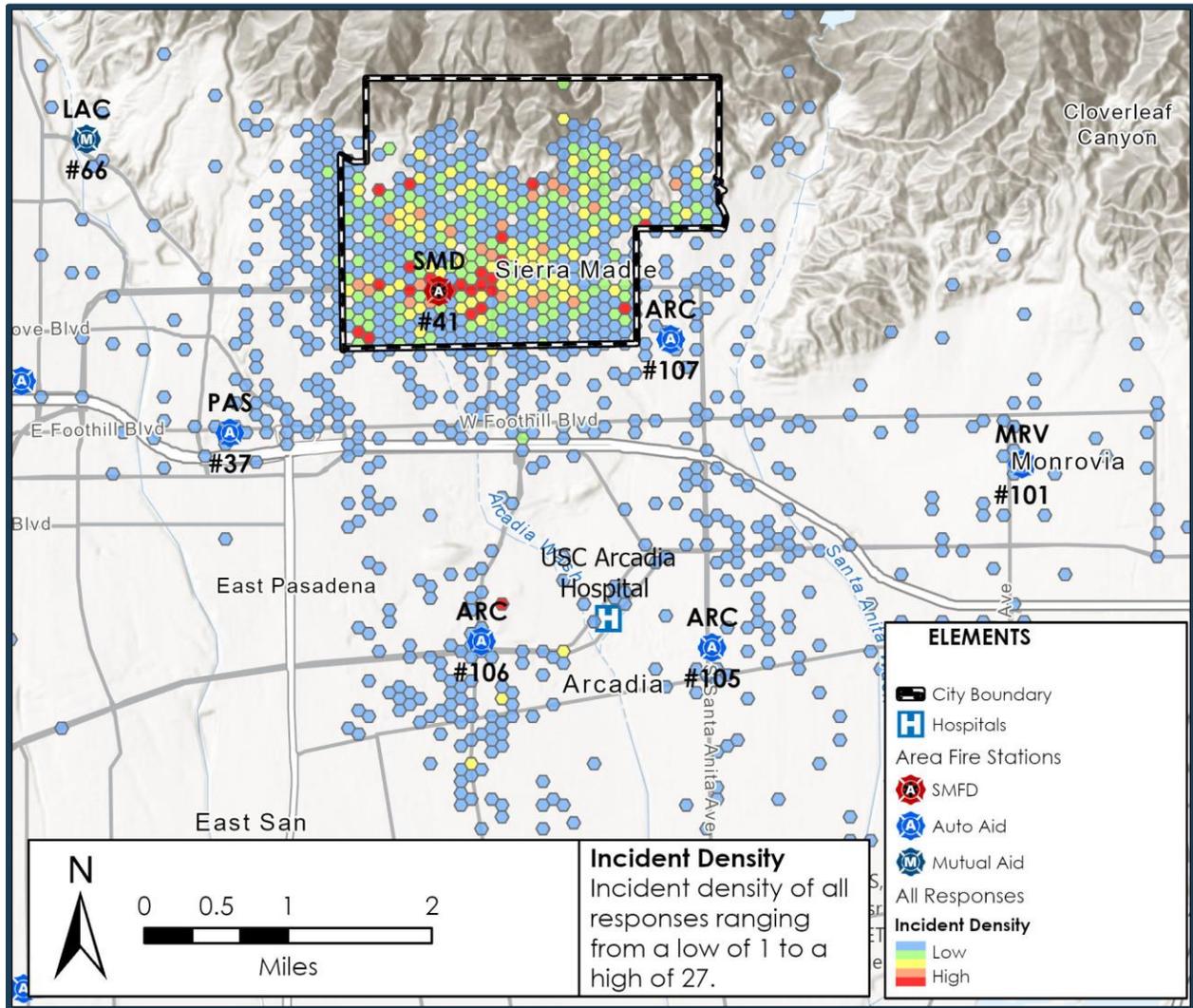
Incident Type (NFIRS Grouped)	Count	Percentage of Total Responses
SMFD Responses		
Fire (100)	120	1.9%
Overpressure (200)	16	0.3%
Rescue-Medical (300)	4,173	66.4%
Hazardous condition (400)	434	6.9%
Service (500)	551	8.8%
Good Intent (600)	691	11.0%
False Alarm (700)	286	4.6%
Disaster (800)	0	0.0%
Special (900)	9	0.1%
Total Responses	6,280	100.0%
Auto & Mutual Aid Responses		
Auto Aid Received	527	8.4%
Mutual Aid Received	4	0.1%
Auto Aid Given	1,018	16.2%
Mutual Aid Given	90	1.4%

SMFD and the surrounding agencies have a robust automatic aid system. In this case, SMFD offers aid more often than it receives assistance from surrounding agencies. Smaller agencies must participate fully in aid programs to ensure appropriate coverage throughout the response area.

Geographic Analysis

A call density analysis is helpful when reviewing the best location for apparatus placement. It is also useful when evaluating where prevention programs may have the most impact. The following figure geographically represents the incident density for the study period.

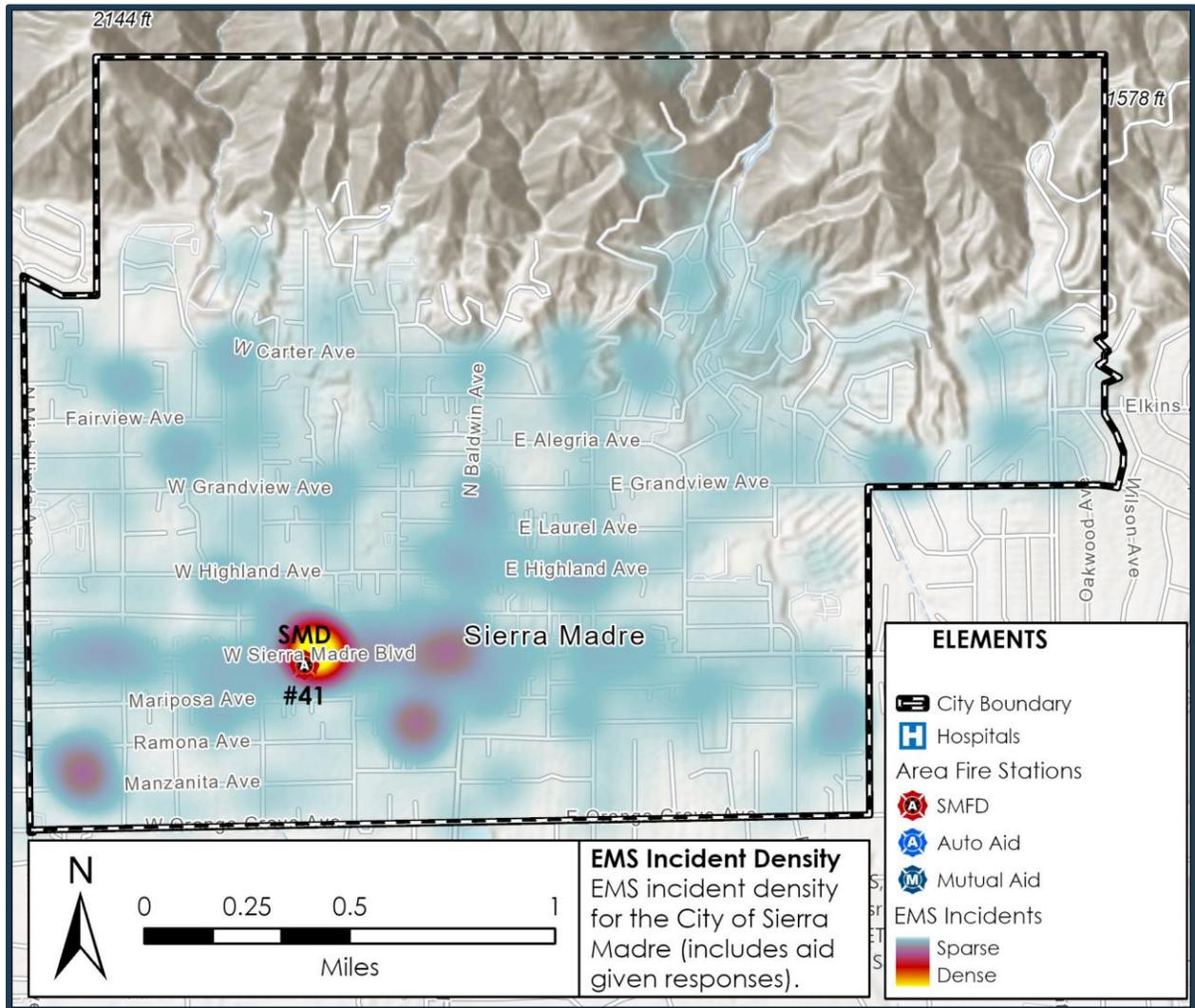
Figure 93: Incident Density (2019–2023)



The previous figure indicates that incident density is the most concentrated surrounding Station 41. This area encompasses the downtown area and a senior home. The automatic aid appears grouped close to the city limits. However, there are some responses in Pasadena, Arcadia, and Monrovia. The most concentrated number of automatic aid responses surround Arcadia Station 106.

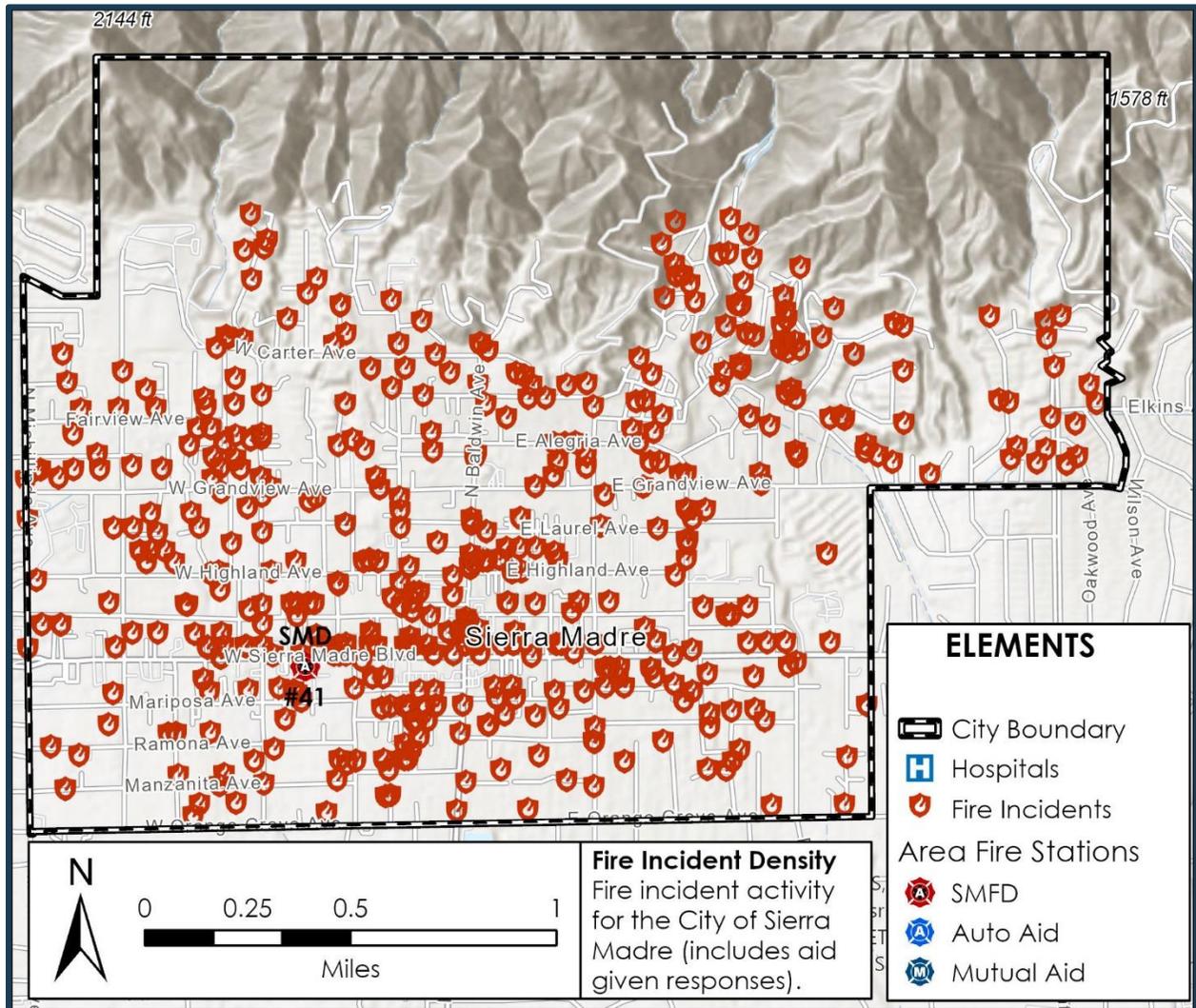
While regional responses are essential to the SMFD due to the dependence on other agencies for backup and support, they are technically only responsible for the City. To better understand the needs of the City's residents, it is necessary to evaluate density within the jurisdictional boundaries. The first study is about EMS incidents, and this category typically drives overall density. The following figure is the EMS incident density within the city limits.

Figure 94: City of Sierra Madre EMS Density (2019–2023)



As the previous figure indicates, the incident density remains near the station and downtown areas. While EMS incidents are the largest single incident category with over 66% of all responses within the city limits, other, more hazardous incident types should be evaluated. A density chart can be an unreliable visualization because fire incidents do not represent a large proportion of overall incidents. The following figure shows the location of each incident dispatched as a fire incident.

Figure 95: City of Sierra Madre Fire Incidents (2019–2023)

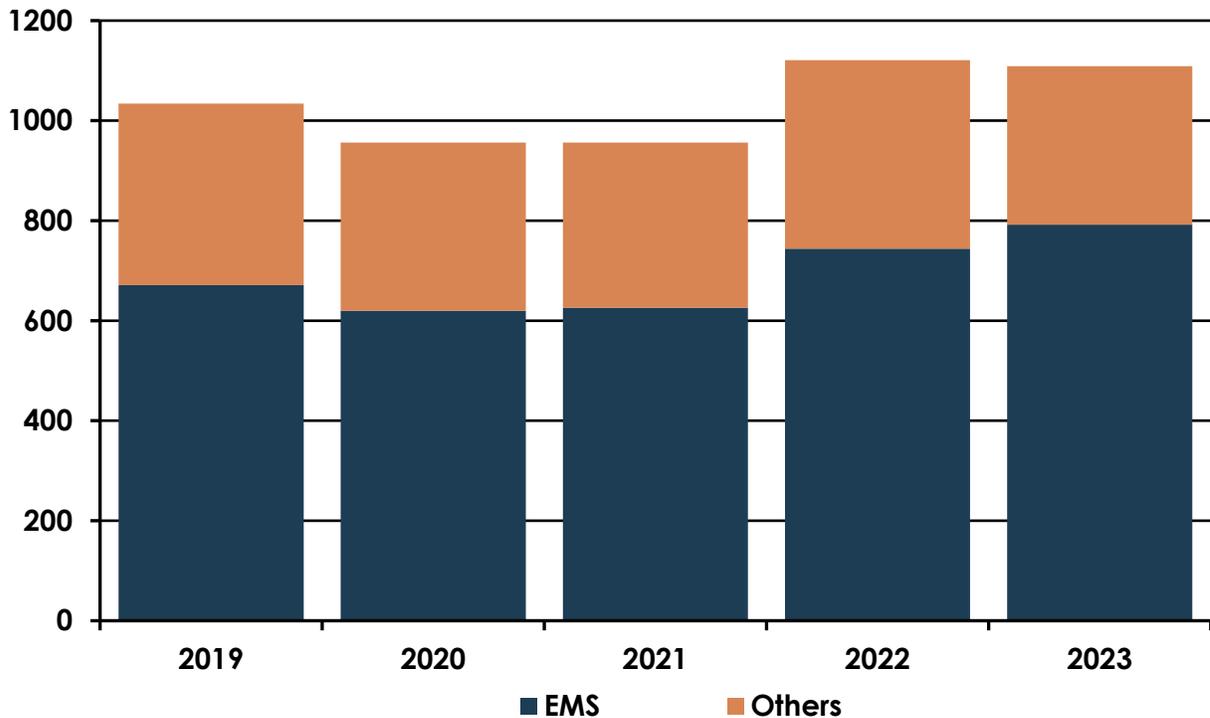


The previous figure shows that the fire incident density is spread across most areas in the City. This indicates that fire prevention efforts that include all populated areas may have a similar effect as a targeted approach.

Temporal Analysis

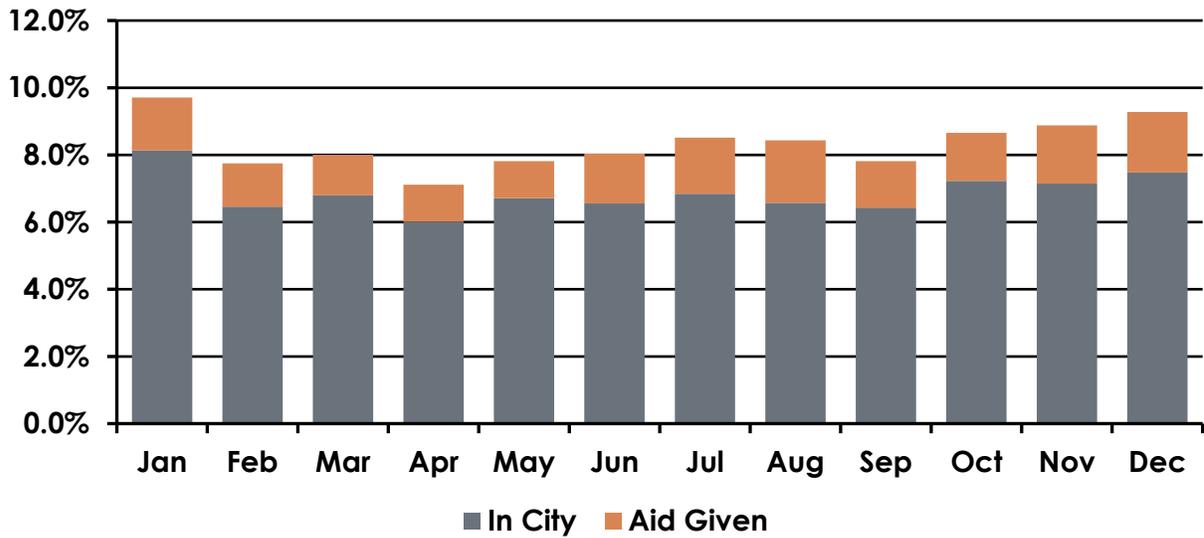
The annual incident count for SMFD shows a slight increase in call volume over 2019. Due to the COVID-19 pandemic, many agencies witnessed significant changes in response volume in 2020 and the first part of 2021. The City shows a notable decrease in overall incident volume in both years. The following shows the annual incident count with the EMS and other incident types identified for reference.

Figure 96: Annual Incident Volume for the City (2019–2023)



Analyzing incident volume by month, day of the week, and hour is valuable when attempting to schedule events or adjust staffing. Monthly data may reveal seasonality for the service needs, while days and hours may provide insight into population movement and activities throughout the day. The following figure analyzes incident percentages by month for 2019 through 2023.

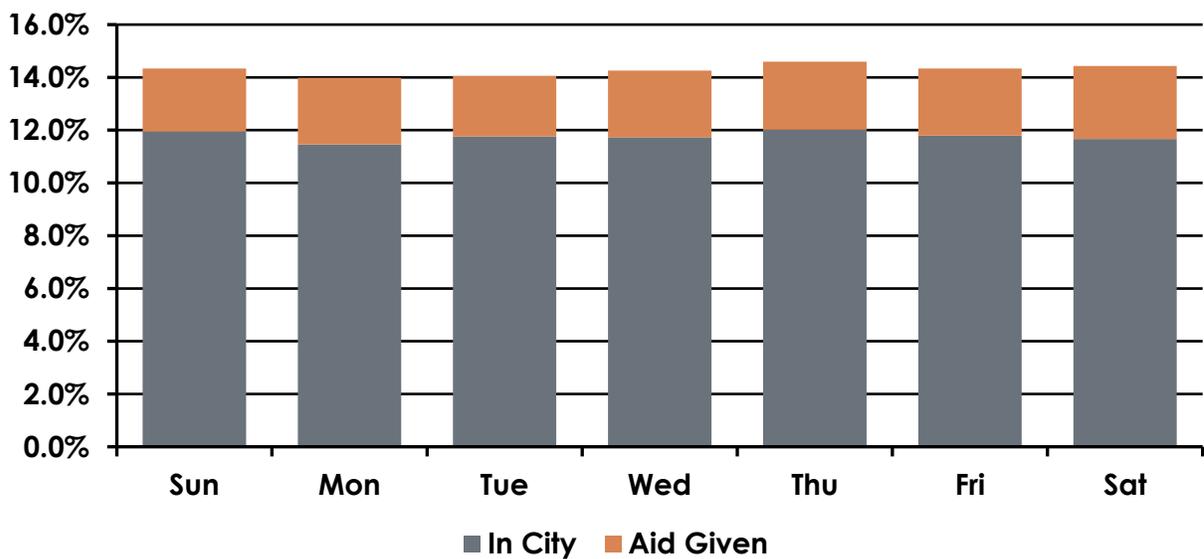
Figure 97: Monthly Incident Volume Percentage (2019–2023)



There appears to be a slight seasonality in the incidents for SMFD. Although not strongly pronounced, the winter months from October through January show a slightly elevated incident volume of up to 1.2% more incidents than expected. April appears to be the slowest month, with a 1.4% deviation below the norm.

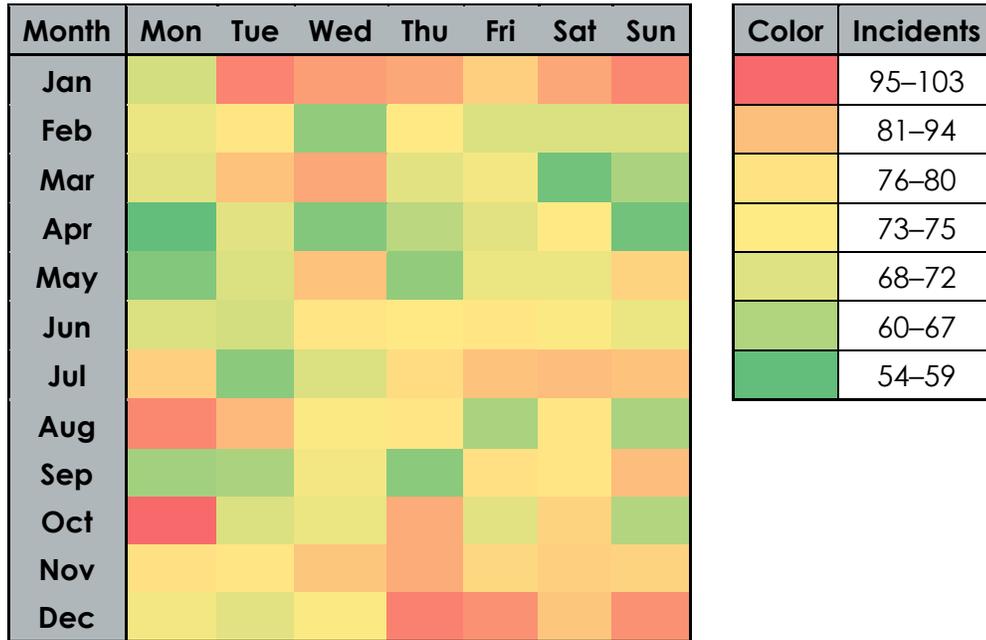
Another dimension for evaluation is the percentage of incidents that occur by the day of the week. The following figure shows the percentage of incidents that occur during the weekday and includes all the detailed incident data.

Figure 98: Day of Week Incident Volume Percentage (2019–2023)



Unlike the slight seasonality in the months, the daily variation is subtle, with a minor increase on the weekends. However, combining the month and day dimensions helps identify potential significant patterns by month and day of week. The following figure shows the density of call volume by month and day of week.

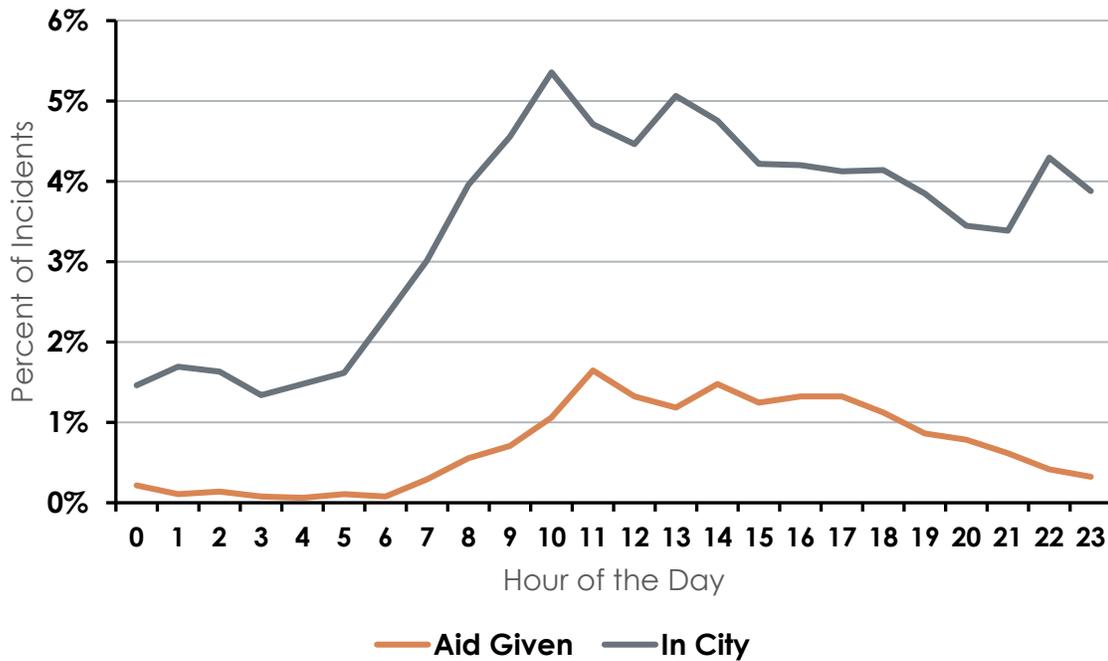
Figure 99: Month and Weekday Heat Density (2019–2023)



In SMFD's case, no specific pattern appears to emerge from the combined evaluation. Although the elevated incident volumes for January and December have been confirmed, the heavier call volumes on Monday in October are a slight anomaly.

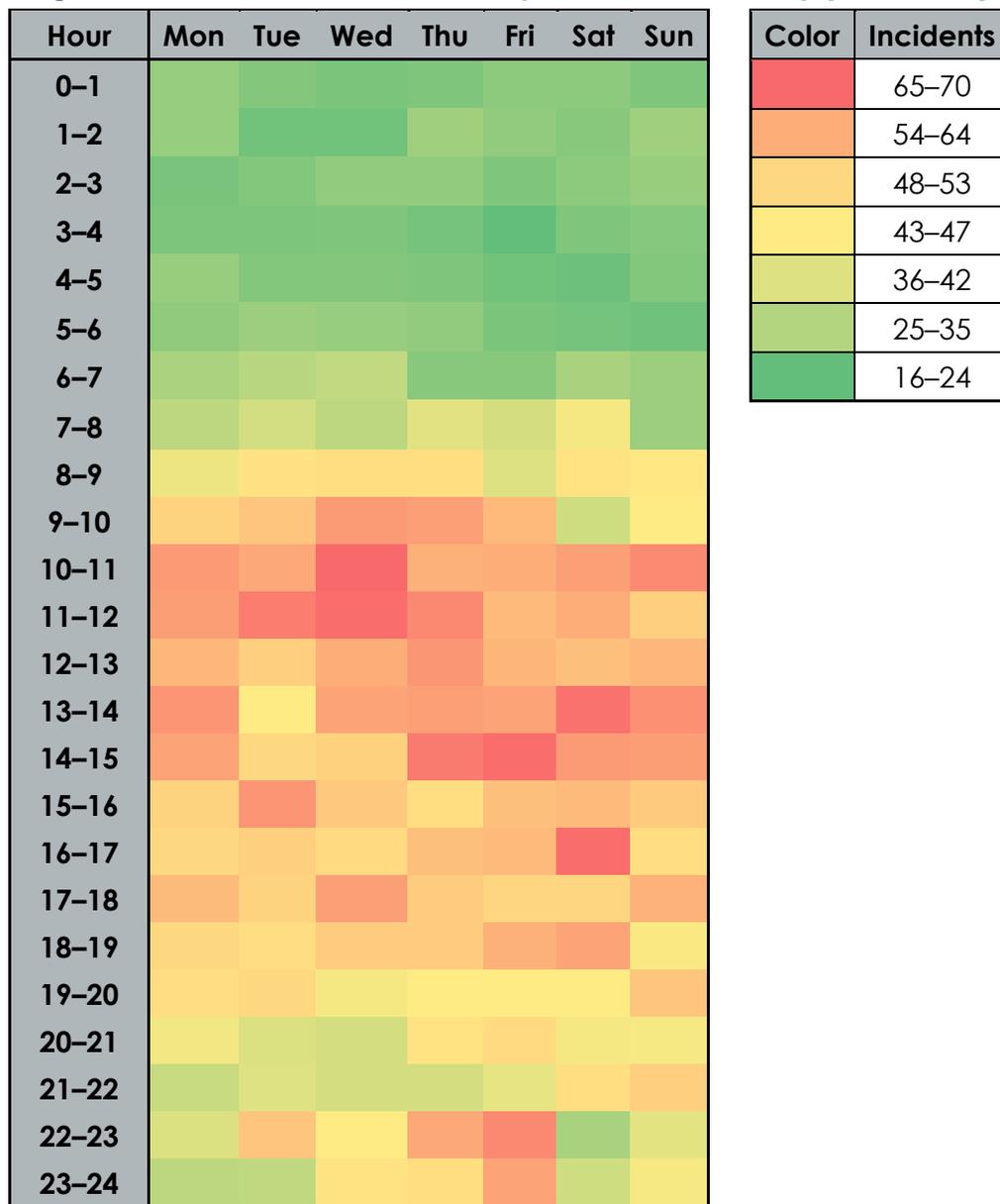
Another analytic dimension to evaluate is call volume throughout the hours of the day. For example, fire and EMS incidents are distributed unevenly across most systems throughout the day. Daytime is typically more active than the evening, night, and early morning. The driving force behind this phenomenon is likely that people are awake and active throughout the day. The following figure indicates that SMFD generally follows this daytime pattern, with approximately 63% of incidents occurring between 7 a.m. and 7 p.m.

Figure 100: Incident Volume Percentage by Hour (2019–2023)



It is essential to understand the interaction between the hour of the day and the day of the week. By evaluating this density, some hot spot times can be identified. For SMFD, the evaluation shows a consistent and statistically significant pattern of daytime calls in the early morning hours regardless of the day of the week. However, unlike some jurisdictions, SMFD's incident volume continues later in the evening until midnight, with the highest concentration of incidents occurring on Friday nights. The following figure illustrates incident density by the hour and day of the week for all incidents between January 1, 2019, and December 31, 2023.

Figure 101: Incident Volume Heat by Hour and Weekday (2019–2023)



Resource Distribution

Several key performance metrics helps identify the effectiveness of resource distribution, allowing for a faster first response to any given area. However, the first unit is only a portion of the deployment question. It is critical to have enough units to respond to an incident's volume, type, and severity, as well as equalizing unit responses.

Geographic Distribution Analysis

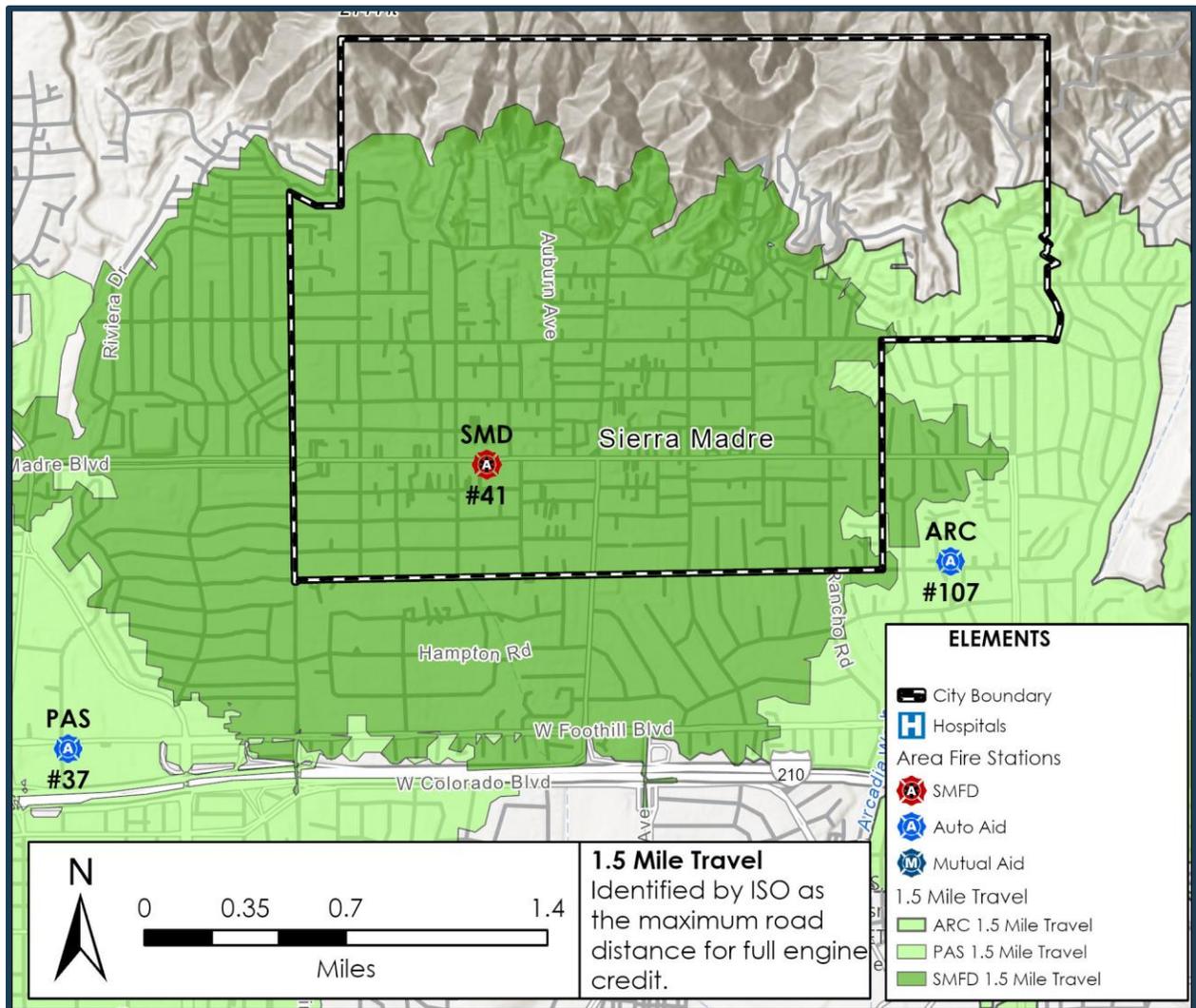
Units and stations should be distributed to offer the best chance of reaching an incident in its earliest stages. There are two primary sources for performance standards that address this geographic distribution. The ISO determines distance, while the NFPA uses time as a criterion.

The ISO uses a five-mile travel distance from a fire station as its standard. All areas within the City meet this requirement, meaning ISO should classify all buildings as having fire protection coverage.

For full credit in an ISO FSRS, any building within the jurisdiction should be within 1.5 miles of an engine company and 2.5 miles of a truck company.⁴⁶ The City has an engine at its fire station, with additional rapid coverage from the nearest Arcadia and Pasadena fire stations. This provides adequate coverage for most of the City's population centers. However, relocating the station slightly east would ensure that all areas within the City are within the 1.5-mile travel distance standard, negating the need to count Arcadia Fire Department Station 107 in the ISO studies. The following figure shows the 1.5-mile travel distance from the closest stations that house engine companies.

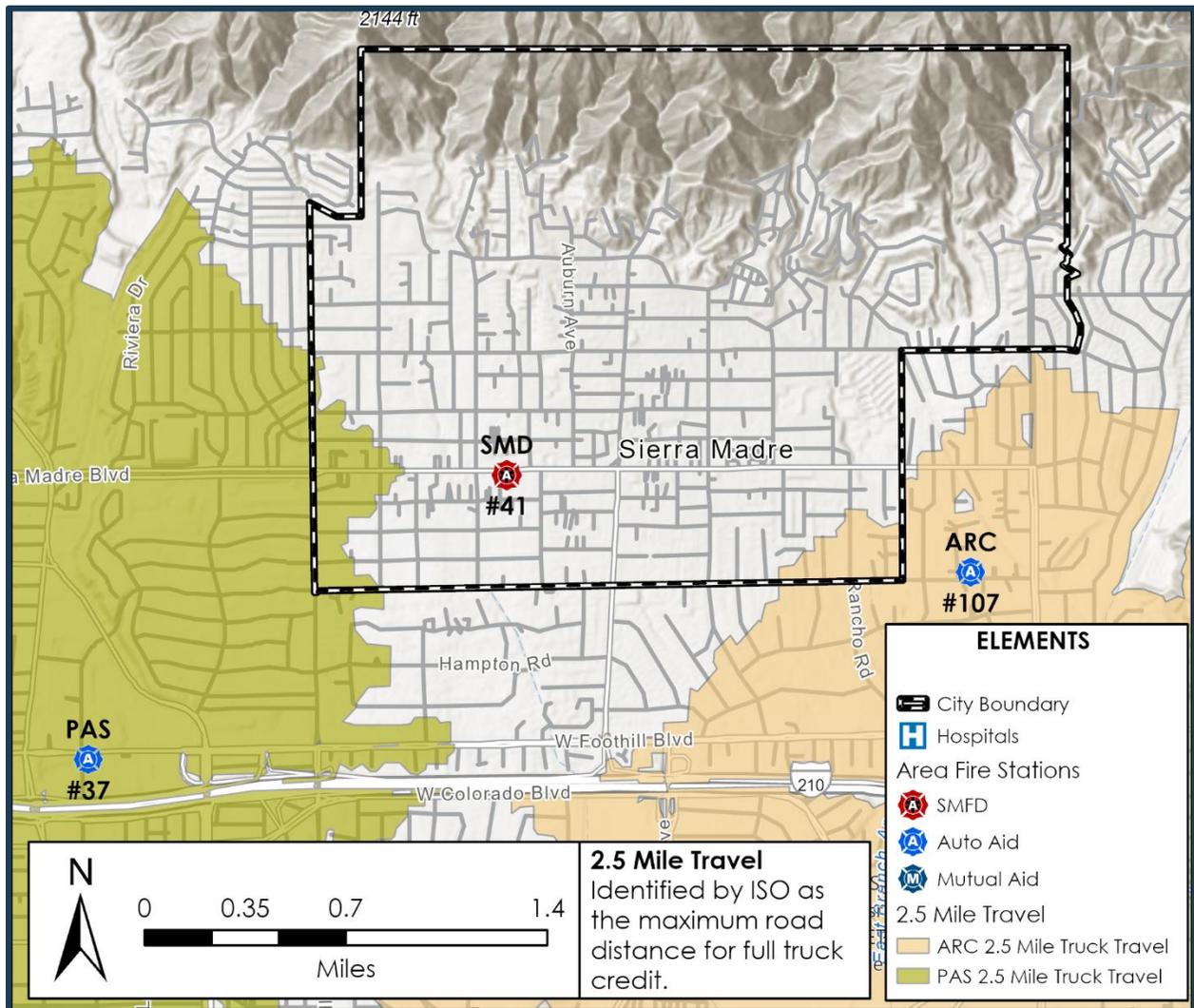
⁴⁶ www.isomitigation.com/ppc/technical/criteria-for-deployment-analysis-of-companie.

Figure 102: 1.5-Mile ISO Distance



The ISO designates specialized equipment, such as a truck company, separately from an engine company. While engine companies are typically found at most fire stations, truck companies are only located at specific locations. ISO requires these truck companies to be within 2.5 miles of any building. SMFD does not have a truck company, because the city's building height restrictions alleviate this need. Pasadena Station 37 and Arcadia Station 107 each have a truck company available, and since these are on an automatic aid system, ISO may consider these stations in its calculation. However, only a small portion of the City is within the recommended distance of a truck company. The following figure shows the 2.5-mile road travel from Stations 37 and 107.

Figure 103: ISO 2.5-Mile Truck Apparatus Distance



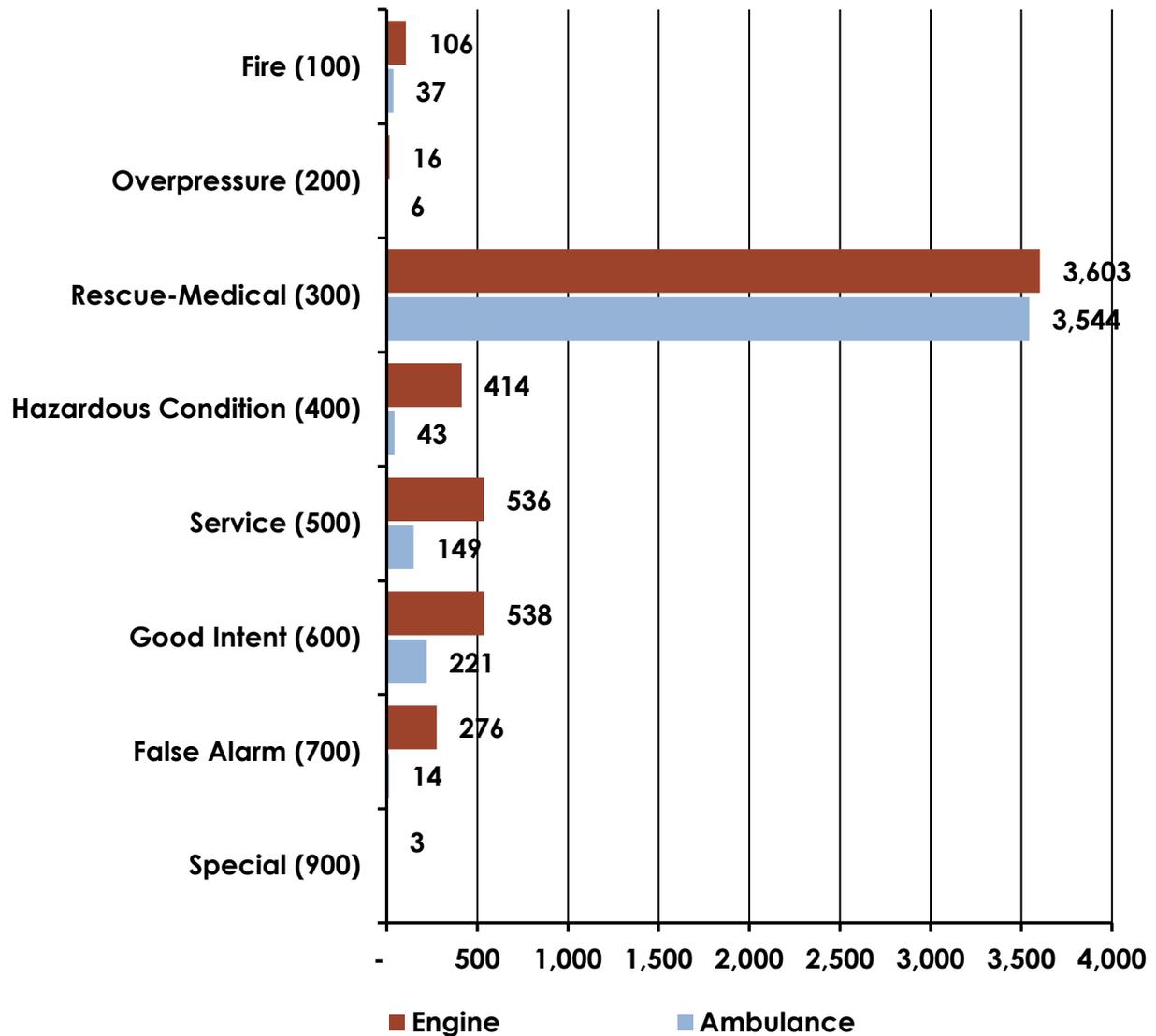
Unit Workload Analysis

Unit workload should be balanced to maintain readiness, resiliency, and service availability. While it is common for one unit to be busier than others, no crew should be overburdened to the point where it negatively impacts their effectiveness.

Incidents by Unit

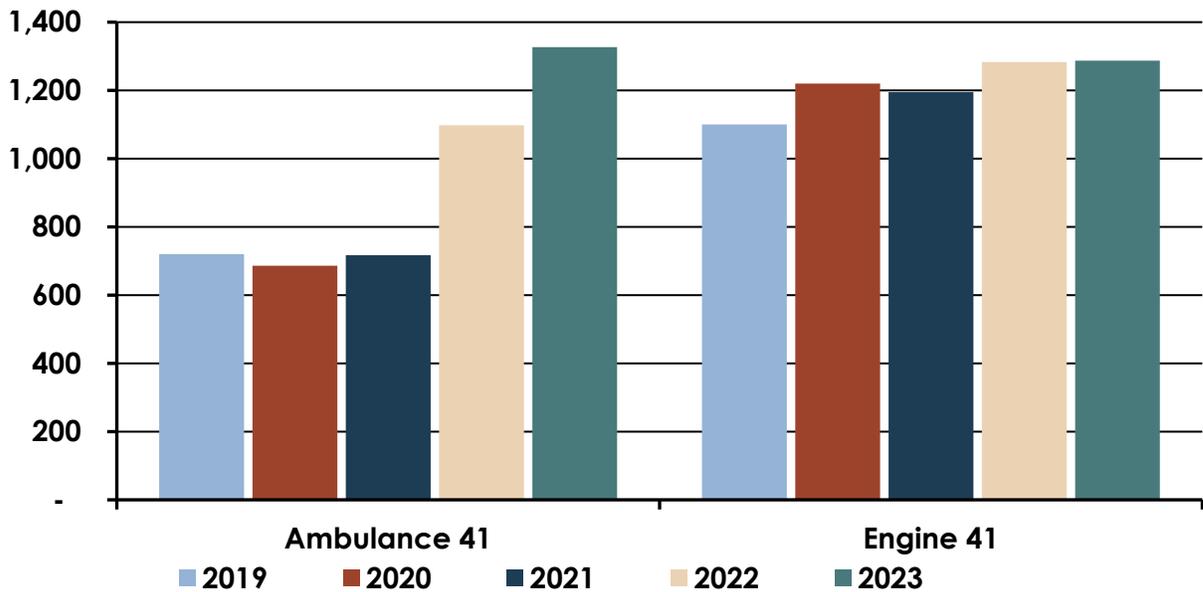
SMFD has two unique units responding to all incidents within the incident records. The engine responded to 87% of the incidents, while the ambulance responded to 64%. The following figure shows the number of responses by NFIRS category for each unit.

Figure 104: Engine & Ambulance Responses by Type (2019–2023)



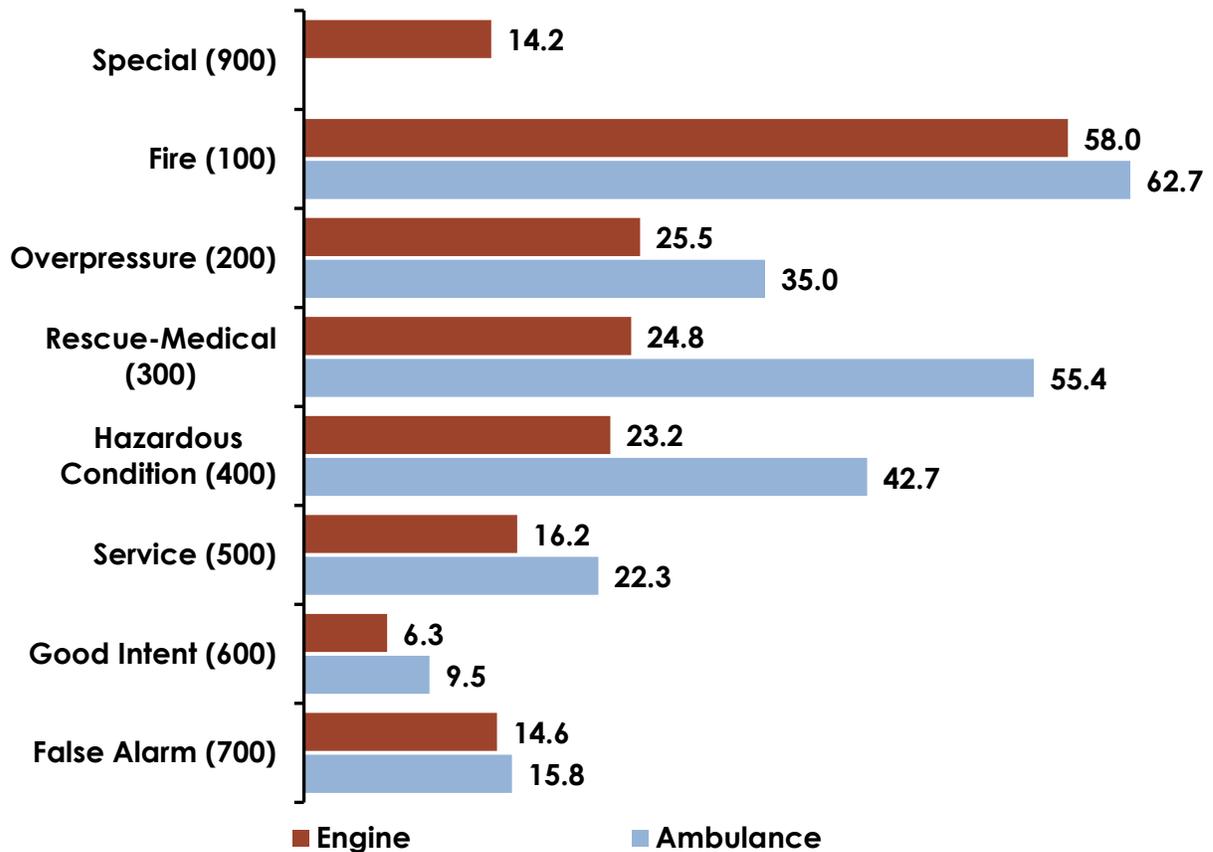
The annual incident volume for the engine is increasing gradually. However, an accurate trend analysis is complicated by the effect of the COVID-19 pandemic, and identifying a clear trend will require more time to account for the potential impact of the societal shutdown in 2020. The ambulance incident volume is increasing at a much faster rate, likely due to a sharp, although not numerically high, increase in 2022 and 2023 aid-given responses. The following figure shows the annual incident volume for each unit.

Figure 105: Annual Unit Incident Volume (2019–2023)



Each incident requires a unit to remain on scene to manage the situation. Understanding the general duration a specific crew will be committed to the incident can aid operational planning. SMFD's two units have different incident commit times, due to the ambulance's longer times on an incident due to the need to transport. The following figure shows the average minutes each apparatus type was committed to a given incident category for the entire study period.

Figure 106: Average Minutes Committed by Incident and Apparatus (2019–2023)



One final dimension of unit workload is the amount of time each unit is committed to incidents throughout the year. The unit hour utilization (UHU) calculation evaluates how much time a crew is committed to an incident versus the total time on duty during a specific time frame. The formula for this calculation is the total time committed to an incident divided by the sum of all time the unit is staffed.

$$UHU = \frac{\sum \text{Time Committed to a Scene}}{\sum \text{Time Unit is Staffed and In Service}}$$

Ideally, the primary unit at a station—typically the engine, the most flexible response unit—should have a UHU under 10%. Maintaining 10% UHU should indicate the unit has 90% availability for unscheduled events. Stations with multiple engine companies should aggregate to less than 10% UHU for all similar units. However, the appropriate UHU for ambulances is the subject of ongoing debate within the fire service.

Considering the ancillary work crews must complete and the need for personnel to rest and eat, a 24-hour shift unit should ideally have a UHU no higher than 45%. If a 24-hour ambulance approaches 30% UHU, it should be evaluated to ensure the crews have enough time for training, rest, and fitness to prevent burnout.

SMFD operates a moderately busy system, with the engine averaging 5.7% UHU and the ambulance averaging 8% UHU, with an increase in 2022 and 2023. Neither unit is approaching a cautionary UHU level. The following figure shows the UHU for both units.

Figure 107: Unit Incident Utilization (2019–2023)

Unit	Average	2023	2022	2021	2020
Ambulance 41	8.0%	9.7%	9.2%	6.6%	6.6%
Engine 41	4.6%	4.8%	5.1%	4.2%	4.4%

The data does not show the time committed to an incident. Crews may be out of service for maintenance, training, or other events that do not appear in this analysis.

Approximately half of a crew's day is spent in administrative, training, or recovery activities. For example, assuming crews are allowed eight hours of rest and recovery daily, two hours for meals, and two hours for station, equipment, and vehicle maintenance, this totals 12 hours. Additional time is usually allotted for physical fitness, training, and public education. However, these tasks can be scheduled flexibly to ensure the public always has access to their fire department.

Concurrency Analysis

Simultaneous incidents can impact an agency's ability to respond. While SMFD maintains multiple units at its station, there may be times when all crews are engaged, leaving the jurisdiction reliant on outside aid.

The first aspect of the concurrency evaluation is determining how often more than one incident occurs simultaneously within SMFD's primary jurisdiction. The following figure shows how frequently multiple incidents happen simultaneously within the City.

Figure 108: Concurrent City Incidents (2019–2023)

Incidents Operating	Occurrence Percentage
Single Incident	86.8%
Two Incidents	10.3%
Three or More Incidents	2.9%

It is uncommon for SMFD to manage simultaneous incidents within the City. More than three incidents occurring simultaneously would necessarily be handled by aid companies. However, focusing solely on jurisdictional incidents does not provide a complete picture for SMFD. The agency frequently responds as an automatic aid partner outside the City. The following figure shows the City and fire department's multiple incident commitments.

Figure 109: Concurrent Incidents System-Wide (2019–2023)

Incidents Operating	Occurrence Percentage
Single Incident	88.7%
Two Incidents	9.2%
Three Incidents	1.2%
Four or More Incidents	0.9%

The preceding figure leads to two conclusions. First, when SMFD is busy, the rest of the surrounding agencies will likely be busy. Second, the entire system—whether SMFD is involved in calls or within the City—rarely exceeds two concurrent incidents.

Another unit workload factor is the number of units assigned to a specific incident. Almost 98% of SMFD incidents are handled by either one or two companies. Additional units, when needed, come from aid agencies. The following figure shows the percentage of incidents where the specified number of response units were operating.

Figure 110: Multiple Units Working (2019–2023)

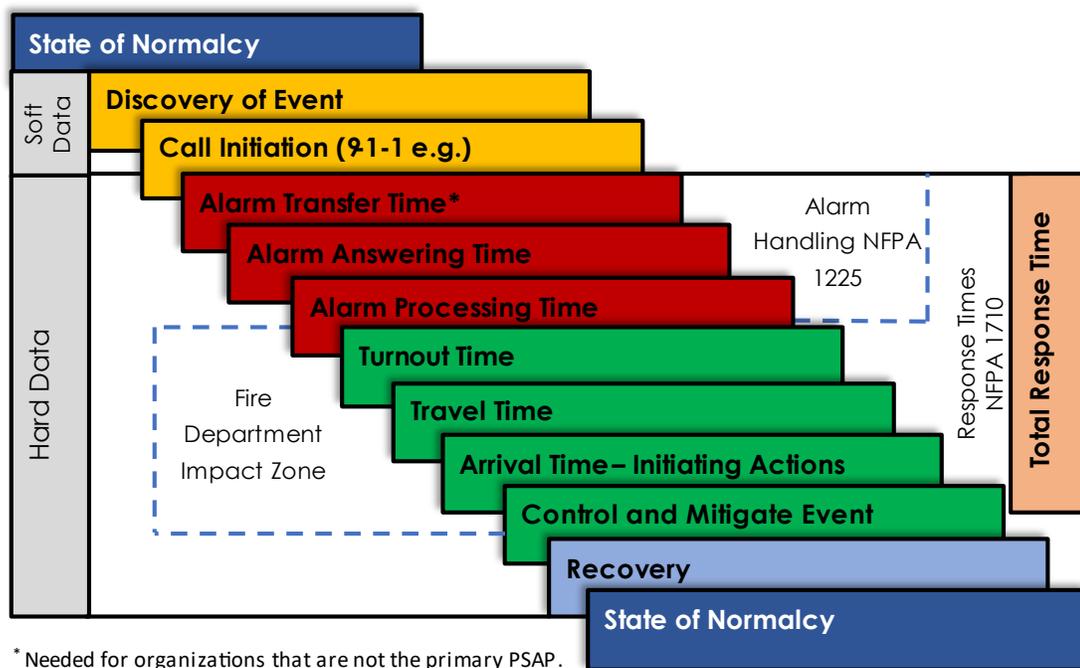
Incidents Operating	Occurrence Percentage
One Apparatus	45.2%
Two Apparatus	52.6%
Three Apparatus	1.1%
Four or More Apparatus	1.0%

Performance Review

When evaluating a system, having a set of objectives or standards against which to measure performance is helpful. While national and state standards may be recommended, in California it is up to the authority having jurisdiction to adopt specific standards. In this case, SMFD has indicated it has adopted the national performance requirements. Therefore, NFPA standards are used as a reference where appropriate. This includes the NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (NFPA 1710). It also includes portions of NFPA 1225 *Standard for Emergency Services Communications* (NFPA 1225).

Evaluating overall performance requires an understanding of the lifecycle of an incident. The process begins with a normal state and should end with a new normal state, with many measurable time segments in between. Some elements, such as call processing and turnout time, can be improved by tactical management techniques such as training and policy. However, other time segment performances, such as travel time, are typically managed by a strategic methodology such as station location. The following figure identifies each time segment in the incident lifecycle.

Figure 111: Incident Lifecycle



The incident data provided did not allow for analysis of all time segments in the above list. However, enough information was provided to evaluate call processing, turnout, travel, and total response time. The following figure shows each time segment, standards referenced, and the most influential organizational actions.

Figure 112: Incident Segment KPIs

Incident Segment	Primary Agency Influence	Standard	Benchmark
Normalcy	Prevention	Local Codes & Ordinances	Community Risk Assessment
Discovery	Public Education		TBD
Notification	Public Education		TBD
Call Answer ¹	Dispatch Staffing, Systems, Policy, & Training	NFPA 1225	15 Sec 90 th Percentile 20 Sec 95 th Percentile
Call Transfer			30 Sec 90 th Percentile
Call Processing			60 Sec 90 th Percentile (priority) ²
Turnout Time	Station Design, Policy & Training	NFPA 1710	60 Sec 90 th Percentile (EMS) 80 Sec 90 th Percentile (Other)
Travel Time (1 st Due)	Station Location, Systems, & Training		4 Min 90 th Percentile
Travel Time (2 nd Due)			6 Min 90 th Percentile
Travel Time (ERF)			8 Min 90 th Percentile (Low or Moderate Risk) 10 Min 10 Sec 90 th percentile (High Risk)
Action Initiation or Patient Contact	Station Location, Systems, Staffing, & Training		TBD
Control/Mitigation			TBD
Recovery	Prevention & Public Education	Updated Codes & Ordinances	Community Risk Assessment
New Normal	Prevention	Local Codes & Ordinances	Community Risk Assessment

¹ Applies to both PSAP and Secondary Answering (Agency) Dispatch Centers

² Non-Priority Incidents are exempt from NFPA 1225. Agencies are expected to set standards.

The time segment performance standards are evaluated as a percentile. This will allow SMFD to compare its performance against other agencies and the standard with a similar statistical technique.

Call Processing Analysis

There are several time metrics of a dispatch center. The metrics identified in NFPA 1225 and NFPA 1710 are ring time and call processing. Ring time measures when the phone in dispatch begins to ring until it is answered. NFPA 1225 requires the ring time to be less than 15 seconds, 90% of the time and less than 20 seconds, 95% of the time. Call processing indicates the time it takes from when a call for help is answered until the first unit is notified that there is an incident. Verdugo Fire Communications Center (VFCC) was not asked for the additional data that would capture ring time, typically captured in a separate system. Therefore, ring time was not explicitly evaluated for this report. However, VFCC reported a 10-second performance of 98.8% in the last fiscal year and an 11–15-second performance of 99.5%.⁴⁷ For the rest of the evaluation, sufficient data was available to evaluate call processing.

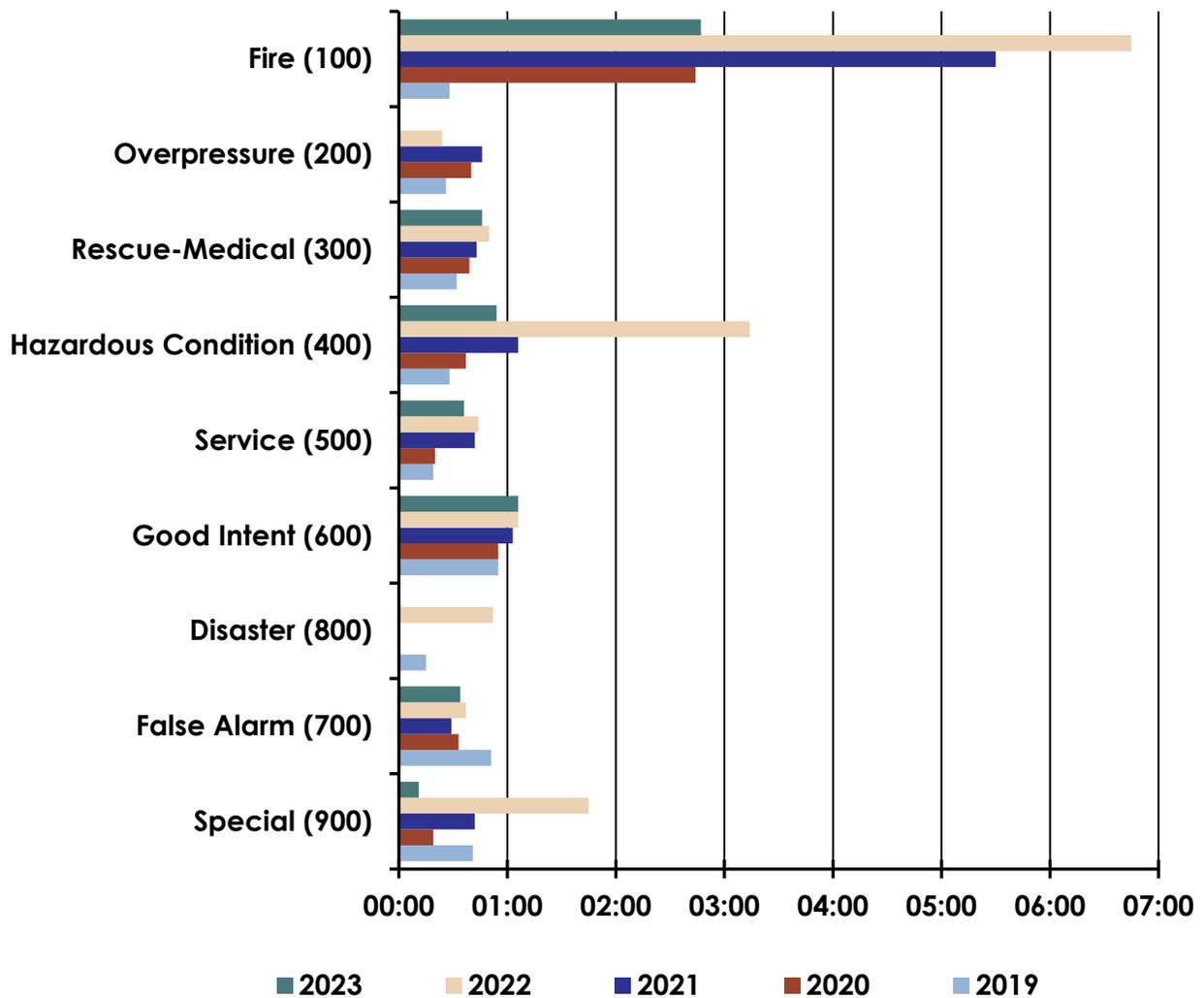
Call processing time should be measured from when the phone is answered until the first, preferably correct, unit has been notified an incident is in progress. However, there is typically a brief period—usually seconds—from when the phone is answered, and the incident is started in the computer-aided dispatch system. For this analysis, it is assumed this short period, while not captured, is inconsequential.

The NFPA 1710 standard specifies that a high-priority incident should be processed within 60 seconds, 90% of the time. NFPA further defines specific call types to be processed within 90 seconds, 90% of the time and 120 seconds, 99% of the time. These incident types include those requiring emergency medical questioning, hazardous materials incidents, and technical rescue incidents. This additional time accounts for factors such as language translation, calls from devices used by hard-of-hearing individuals, text messages, and calls requiring location determination.

The data provided was evaluated for integrity and reliability, revealing only 0.03% of the data were statistically unreliable. This left 6,250 incidents for evaluation. Overall, VFCC process calls at approximately 2 minutes, 23 seconds, 90% of the time. The following chart shows the call processing time at the 90th percentile based on the NFIRS incident grouping for 2019–2023.

⁴⁷ Verdugo Communications Center, Annual Report, FY2015.

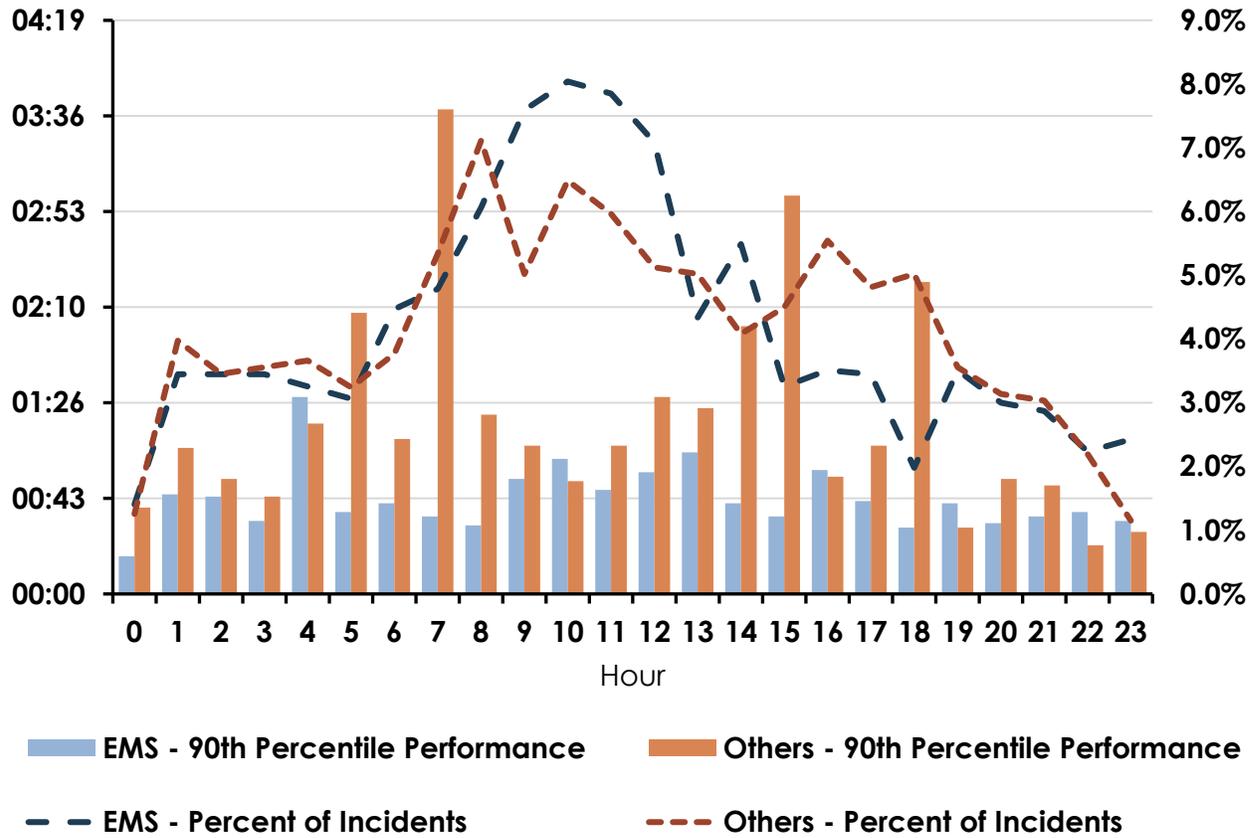
Figure 113: Call Processing by Year and NFIRS Category (2019–2023)



Overall call processing time is slightly higher than the recommended 60 seconds. However, this appears to be skewed by the delay in fire-type incidents. The 90th percentile for EMS incidents, the primary type of incident SMFD responds to, is in less than 1 minute.

Another aspect of call processing time is how incident workload affects dispatch center performance. VFC manages the workload well, and the call processing time is relatively consistent by the hour. The following figure shows the call processing times of medical incidents and all other incidents by the hour of the day, with the call load added as a reference.

Figure 114: Call Processing by Incident Group and Hour (2019–2023)

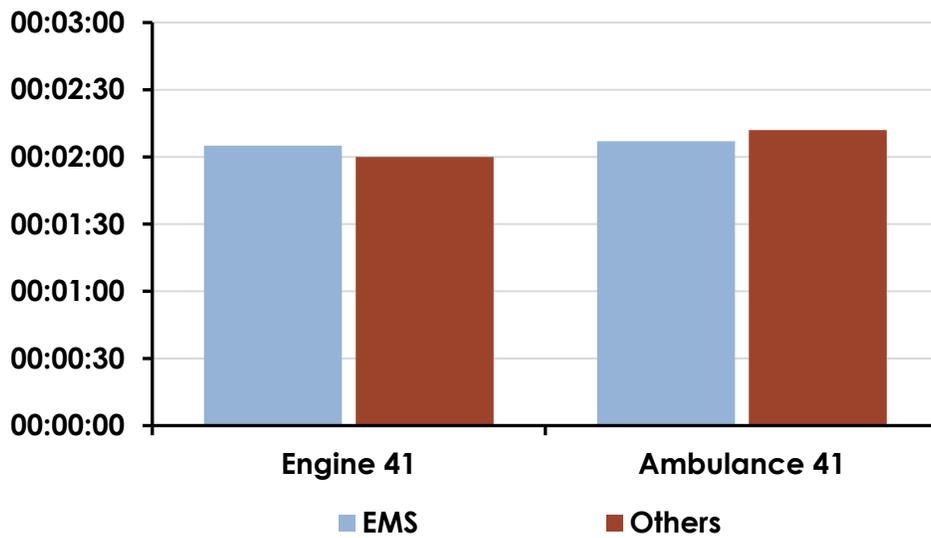


Turnout Time Analysis

Turnout time is the difference between when a unit is notified of an incident and when the unit responds. NFPA 1710 specifies the performance metric for this time segment is 60 seconds for medical incidents and 80 seconds for fire incidents. The additional 20 seconds for fire incidents is due to the need for crews to don more protective gear for the response. For this analysis, the incidents will be grouped by EMS and others.

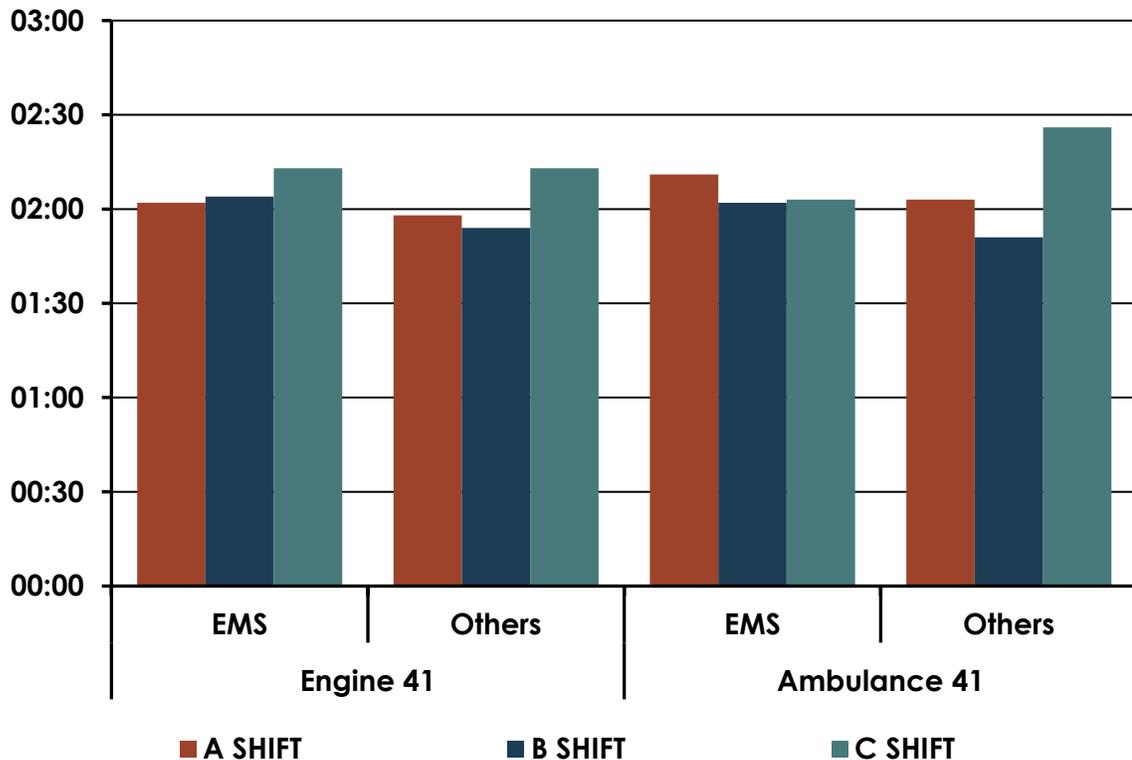
The data was analyzed for statistical reliability, and 7,326 unit records were measured. This accounts for over 95% of the recorded information, indicating a high-reliability percentage for this data point. Typically, only incidents where units responded with lights and sirens are evaluated. However, the data provided did not contain response methodology. Therefore, to capture expected performance in an emergency, only those incidents where the apparatus arrived within city limits were evaluated. SMFD-staffed apparatus have a turnout time of 2 minutes, 5 seconds at the 90th percentile. The following chart shows the turnout times by unit and general incident types.

Figure 115: Turnout Time by Apparatus (2019–2023)



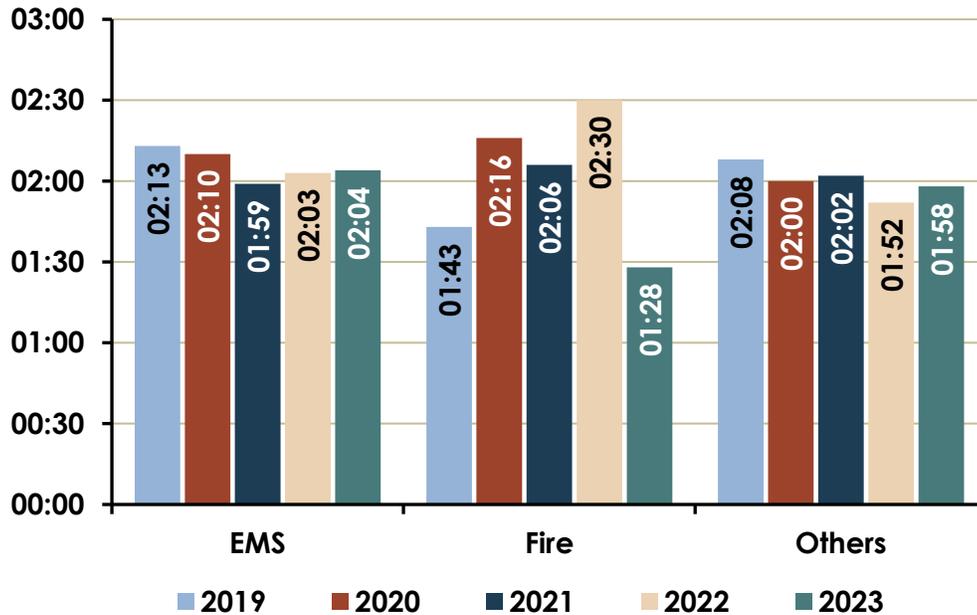
Each apparatus is staffed with three shifts, which may have different turnout methodologies. The following figure shows the turnout time in the 90th percentile for each staffed unit grouped by shift and general incident type.

Figure 116: Turnout Time by Unit and Shift (2019–2023)



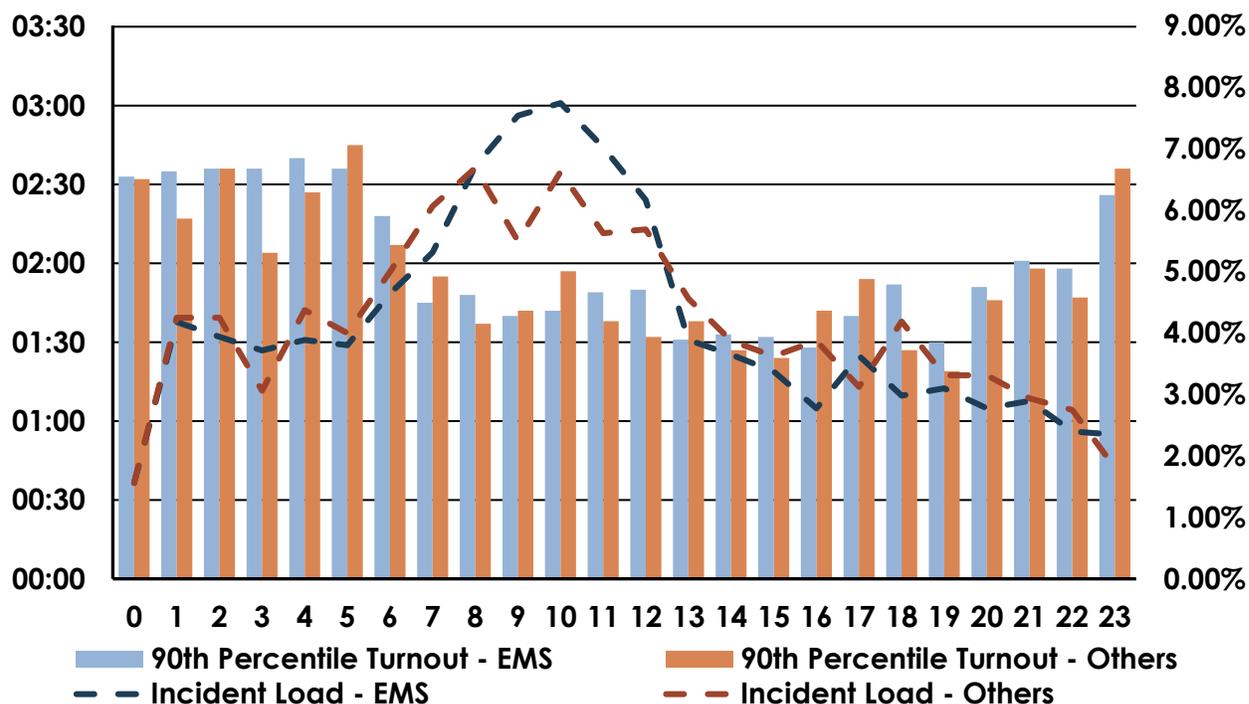
As the preceding figure illustrates, the grouping by shift is similar to the overall standard, indicating the crews are performing consistently. Annually, the crews also seem to maintain consistency. The following figure shows each year's 90th percentile turnout time performance in the data grouped by fire, EMS, and other incident types.

Figure 117: Annual Turnout Times by Incident Group (2019–2023)



One final aspect of the turnout time analysis is the variation in percentile by the hour of the day. Since SMFD staffs its units 24 hours a day, it is expected that crews may try and sleep at night. However, sleeping personnel can affect how quickly they can reach the apparatus and begin to respond. The following figure shows the turnout percentile by the hour of the day, with the workload by general incident type added for reference.

Figure 118: Turnout Time by Hour (2019–2023)



It is interesting to note the inverse pattern between turnout times and workload. This phenomenon is common in agencies, especially agencies with a lower call volume at night. This can be explained as a combination of crews resting and fewer incidents to analyze. A limited data set is generally much more susceptible to higher times and pronounced data swings.

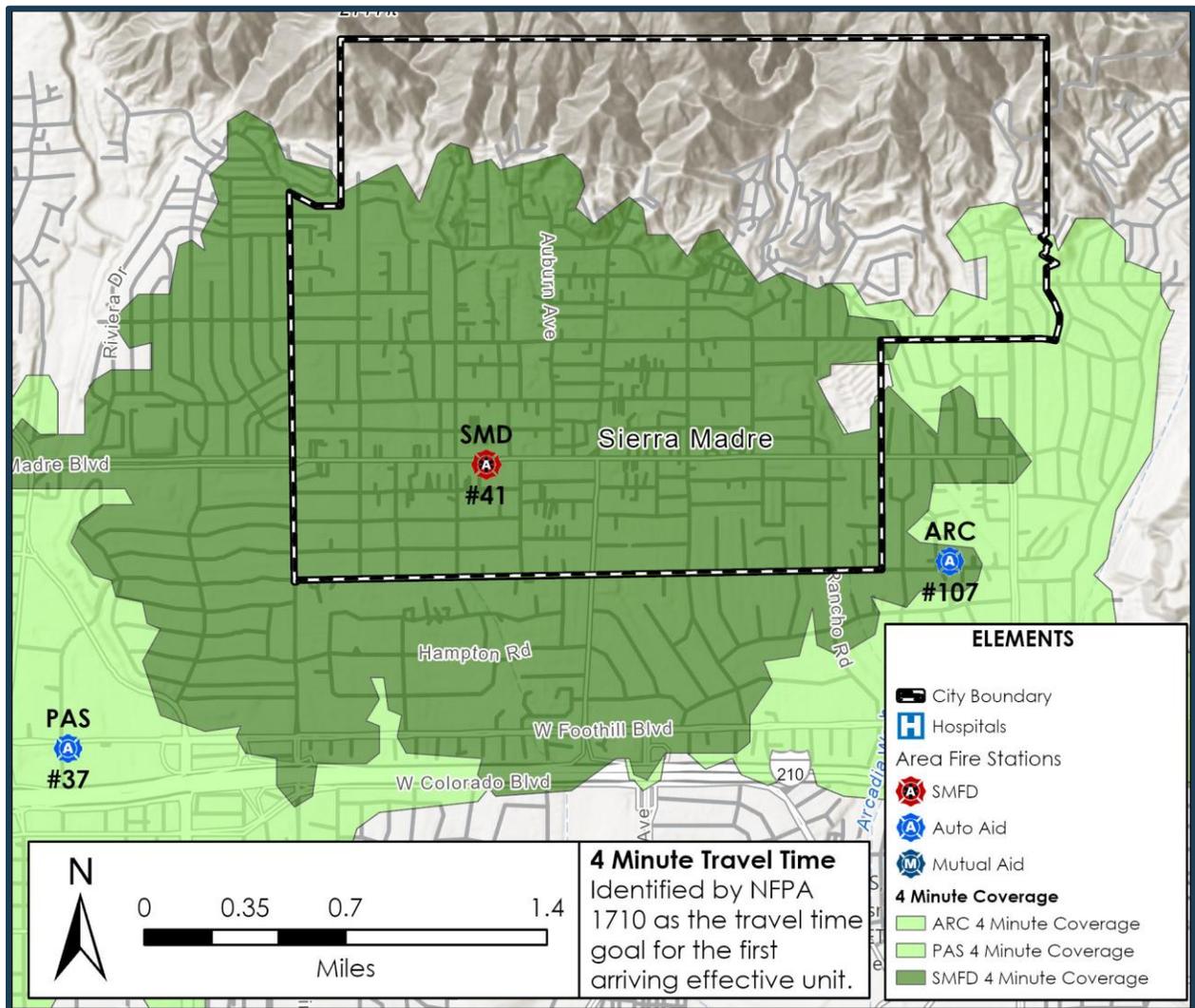
Travel Time Analysis

NFPA 1710 lists several travel time requirements for apparatus. The first defined travel time is for the first unit, either an engine or a truck that can operate as an engine for 4 minutes. The second-due engine's travel time requirement is 6 minutes, and the first-alarm should travel within 8 minutes for a moderate-risk structure fire.⁴⁸ NFPA historically defined ALS travel time as 8 minutes, but the new standard leaves that up to the authority having jurisdiction.

⁴⁸ National Fire Protection Association. *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments*. 2020) [Appendix D].

Travel time is the interval between when the apparatus checks en route and when it arrives on the scene. The City benefits from a very short theoretical travel time to almost anywhere in the city. This time closely follows the ISO 1.5-mile travel distance. The following chart shows the theoretical travel times from the SMFD and the two closest automatic aid stations.

Figure 119: Modeled 4-Minute Travel Time

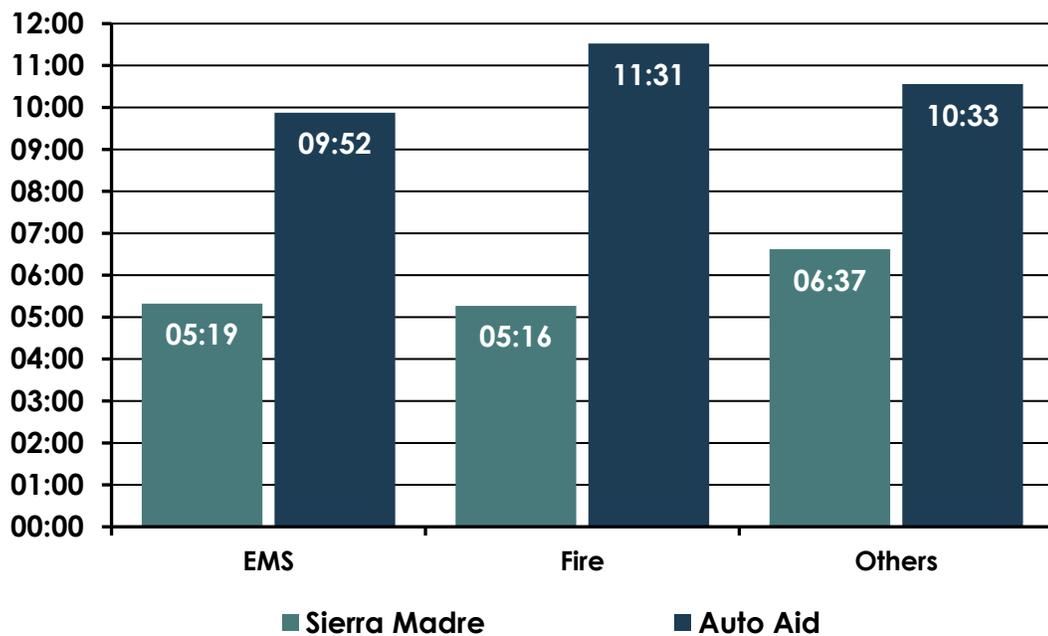


Theoretic models are beneficial when evaluating potential outcomes. However, analyzing actual performance may give a better understanding of what the agency can provide.

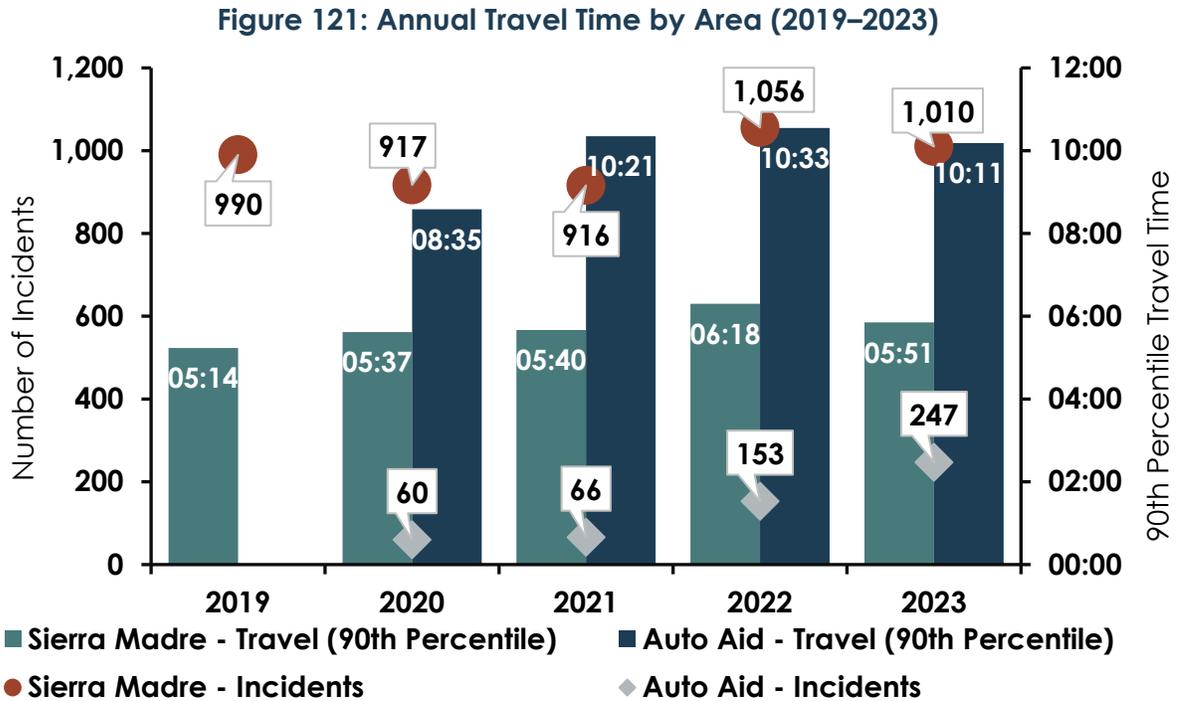
First Due Apparatus

The travel time data provided was 98.5% reliable. The first due performance for the City is 5 minutes, 44 seconds, including incidents where auto-aid units arrived first. SMFD's first due performance in aid areas is 10 minutes, 18 seconds. SMFD's performance outside the City is worth noting, as the incoming auto-aid units may have a similar response time. The following figure shows the first due travel time for emergent responses within the City and surrounding areas.

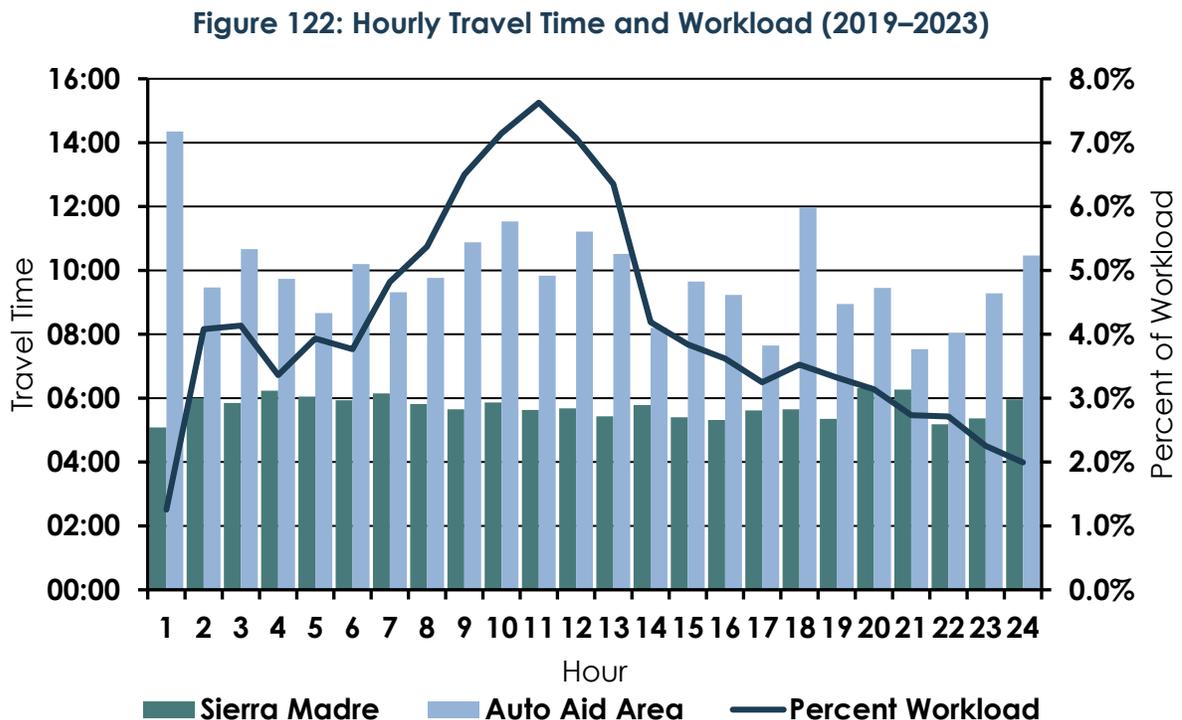
Figure 120: Travel Time by Incident Group and Area (2019–2023)



According to the included data, this response time has increased annually. In addition, the number of automated aid incidents has steadily increased from none in 2019 to 247 in 2023. The following figure shows the first due annual travel time performance within the City and in aid areas with the number of responses identified for reference.



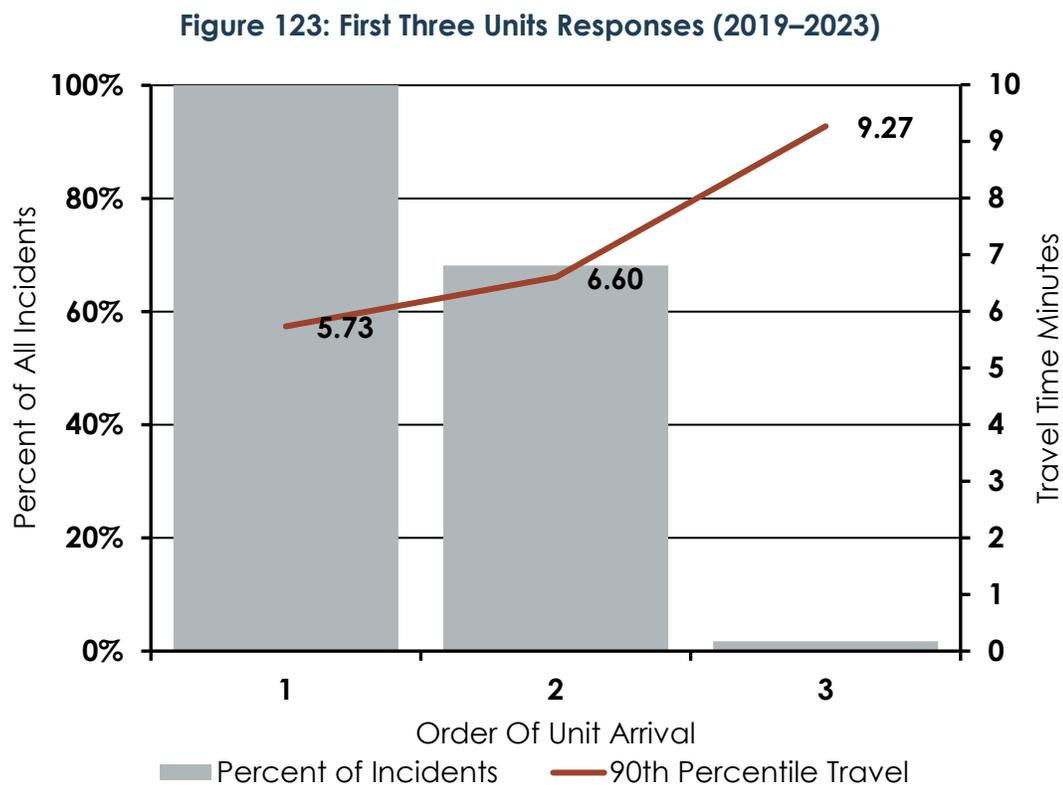
Time of day can enormously impact travel times due to crew readiness, traffic patterns, and incident volume, although SMFD's travel times throughout the day remain relatively consistent. The following figure shows the first due travel times by the hour, grouped by city or aid area, with the workload shown for reference.



Effective Response Force

The second aspect of the travel time analysis is how easily the effective response force (ERF) needed for a type of incident can be assembled. ERFs change depending on the complexity and resources required of any incident. They can range from one unit to multiple units with specialty equipment. Two commonly evaluated ERFs are for EMS incidents and moderate risk structure fires. For SMFD, the ERF for an EMS incident is an ambulance and an engine or truck. In contrast, the ERF for a moderate-risk structure fire includes three engines, one truck, a chief, and one ambulance.

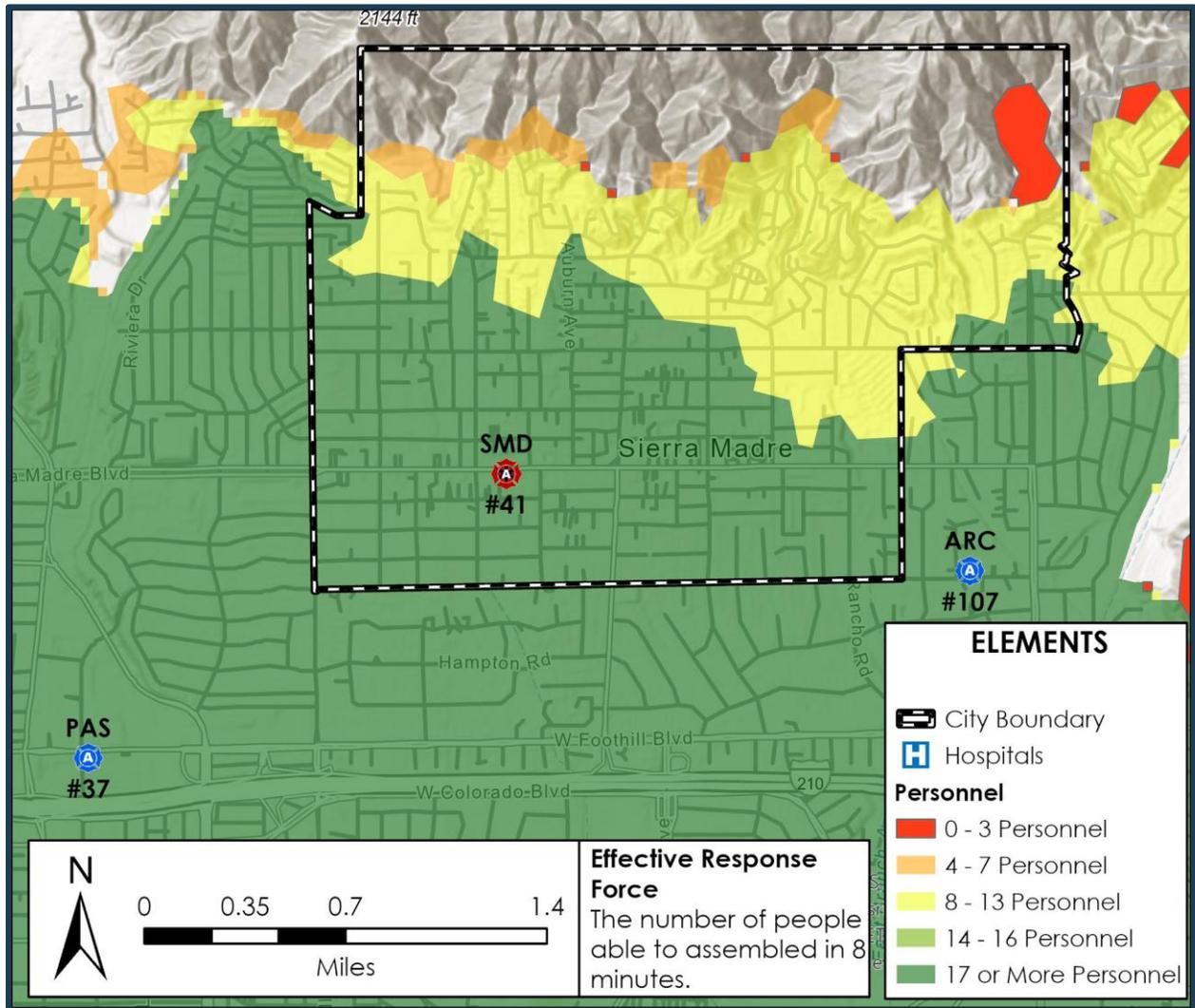
SMFD can maintain consistent ERF travel across all incident types due to the concentration of apparatus out of its one station. The following figure shows the travel time for emergent incidents of the first three arriving units.



There is minimal difference between the response times of the first two units, which is expected as they often respond together and from the same location. There is also little difference between the third unit's arrival and subsequent times, again, mostly due to the concentration of automatic aid companies.

The NFPA uses a moderate-risk structure fire to test whether the concentration of fire units is sufficient. In SMFD's case, 17 firefighters are required on the scene of a moderate-risk structure fire. For SMFD to assemble this number of personnel, city response units and a reliance on automatic aid are required. The following figure is the number of firefighters able to be assembled in 8 minutes, assuming all personnel are in quarters at stations 32, 37, 41, 105, 106, and 107.

Figure 124: Effective Response Force (Concentration)

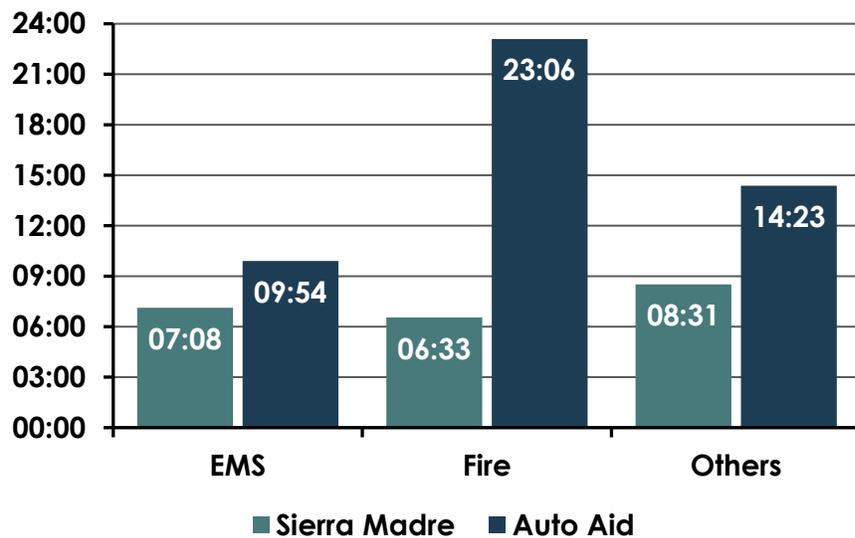


The previous figure indicates that much of the City has good overall coverage when automatic aid companies are available. The areas in yellow can expect enough people to effectively start working on a moderate-risk structure fire. Still, the entire response force may be slightly delayed.

Total Response Time Analysis

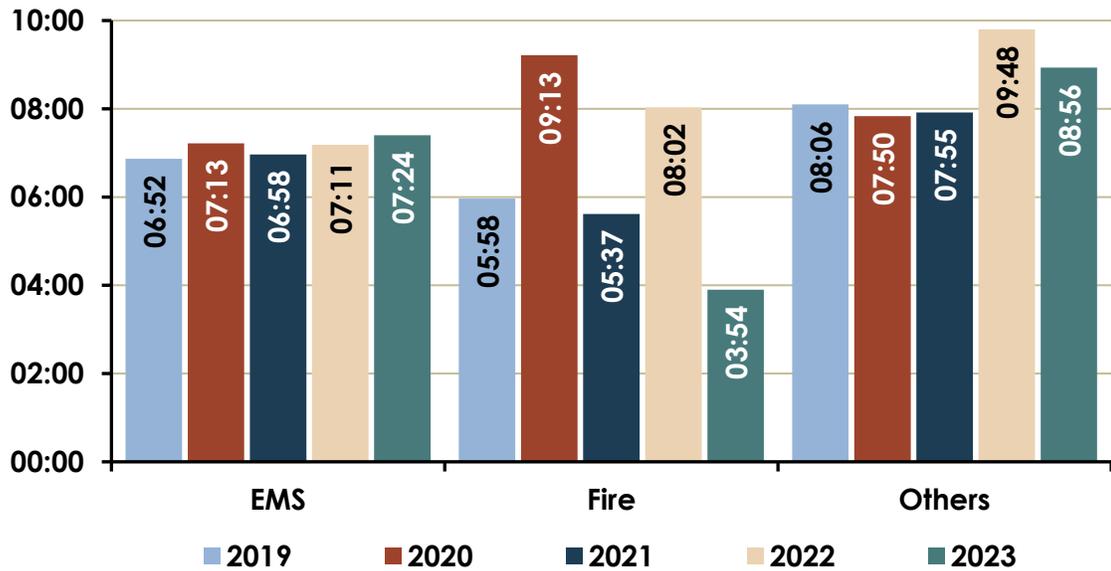
Each time segment is analyzed to understand where performance can be measured and improved. However, the primary performance measurement is total response time because the person in need perceives this as the Fire Department's performance. For example, SMFD's first due total-response time for a structure fire and EMS incident is 7 minutes 36 seconds in the City and 14 minutes, 18 seconds in aid areas, or faster 90% of the time. The following figure shows incident types, the first due percentile, and the City and aid areas.

Figure 125: Total Response Times by Incident Groups (2019–2023)



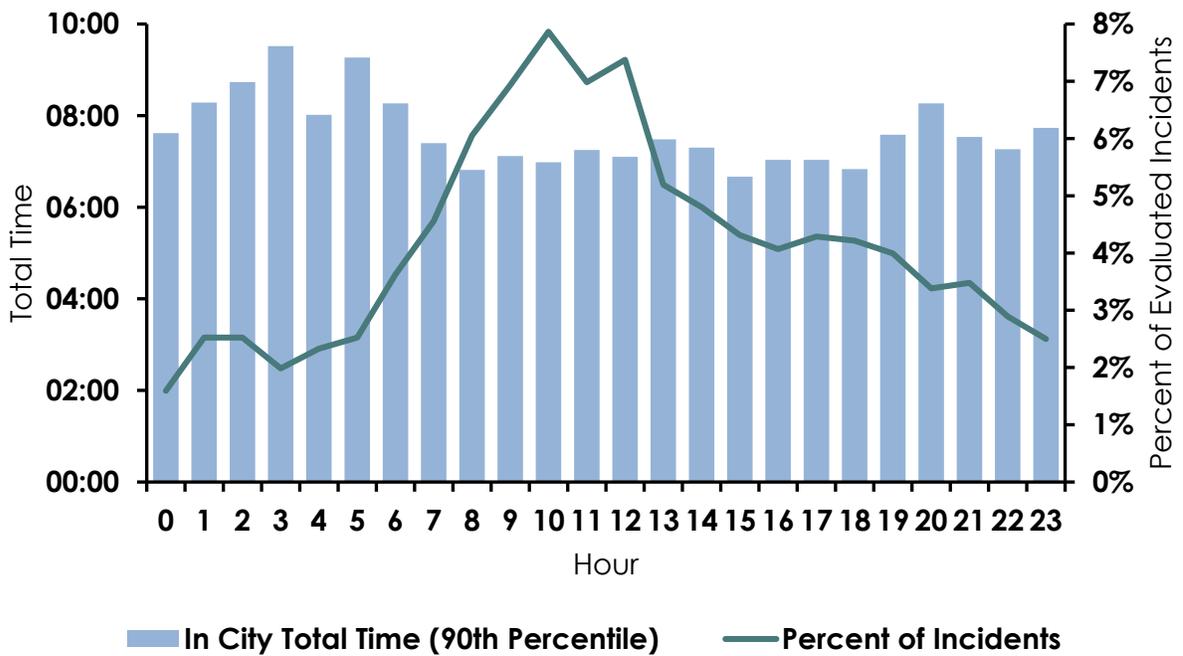
Annually, the responses to EMS and other incidents have remained steady. There is a more significant fluctuation in fire incidents, which is expected with a smaller data set. The following figure shows the incident group's total first due response time.

Figure 126: Annual Total Response Times by Incident Groups (2019–2023)



Hourly response in the city is generally consistent. However, the added turnout time in the early morning is apparent in the total response time. The following figure shows the total response time in the city by hour with the incident workload as a reference.

Figure 127: Hourly Total Response Times (2019–2023)



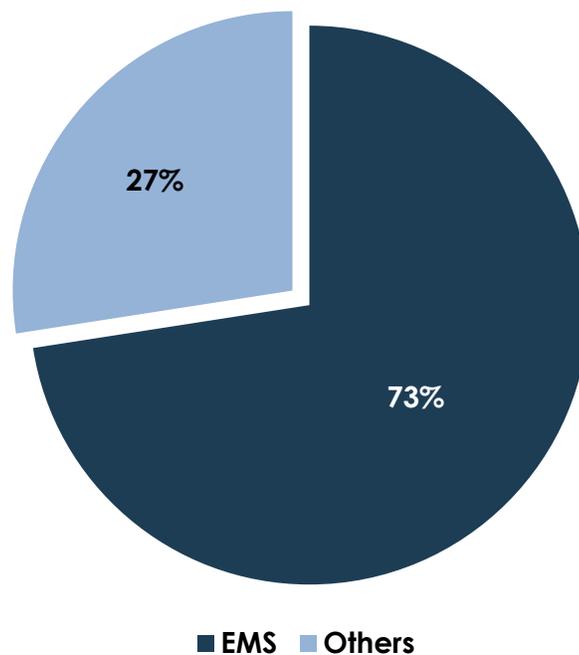
Emergency Medical Service System Performance

SMFD provides ALS and BLS transport services to the City. It also provides this service to the surrounding communities through an automatic aid agreement. Because SMFD provides medical transportation services, a more thorough investigation of the EMS response segment is warranted. SMFD operates one ambulance, although seven additional are available in Pasadena and Arcadia. However, the primary focus of this evaluation is SMFD's Ambulance 41.

EMS Service Demand

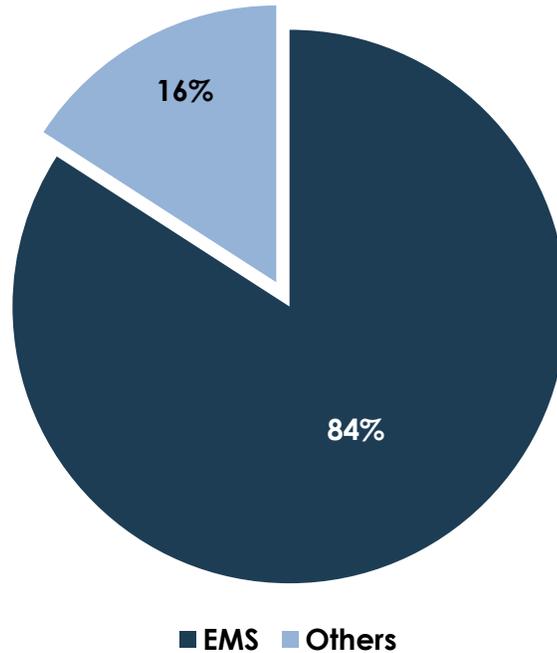
The majority of incidents with the SMFD system are EMS-related, accounting for 73% of SMFD unit responses throughout the entire system for the five years of data. This is slightly higher than the total number of overall EMS incidents because the engine and ambulance typically respond together to a medical incident. The following figures show the percentage of unit responses as either EMS or another type of incident.

Figure 128: Percentage of EMS Incident (2019–2023)



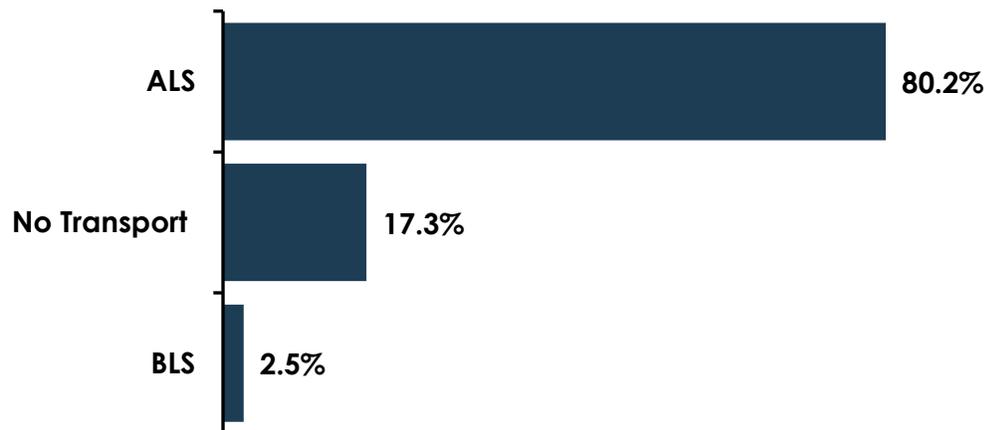
Not only are EMS incidents the primary response type in the system, but they also account for the largest proportion of time spent on incidents. This is typical in systems that provide transport services, as each trip to the hospital accounts for longer times associated with each incident. The following figure shows the percentage of time the SMFD units are engaged in EMS versus other incident types.

Figure 129: Percentage of Time on Incidents (2019–2023)



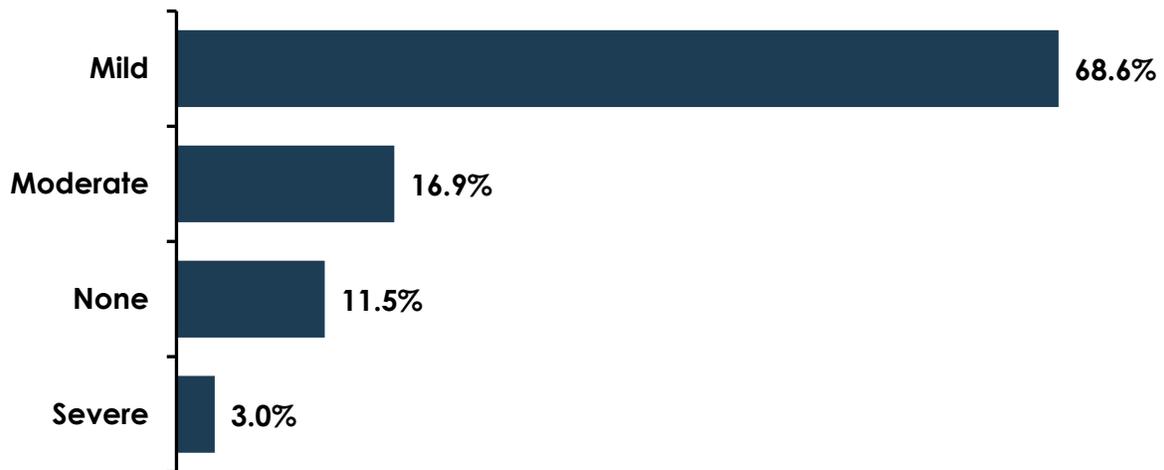
The incidents with a patient contact form in the ePCR system have one of three dispositions. The data indicates that 97.5% of the incidents with a patient result in a person being treated and transported. Additionally, most patients transported were attended by a paramedic and classified as ALS transport. The following figure shows the percentages of dispositions for each of the patient contact reports.

Figure 130: Patient Disposition Percentages (2019–2023)



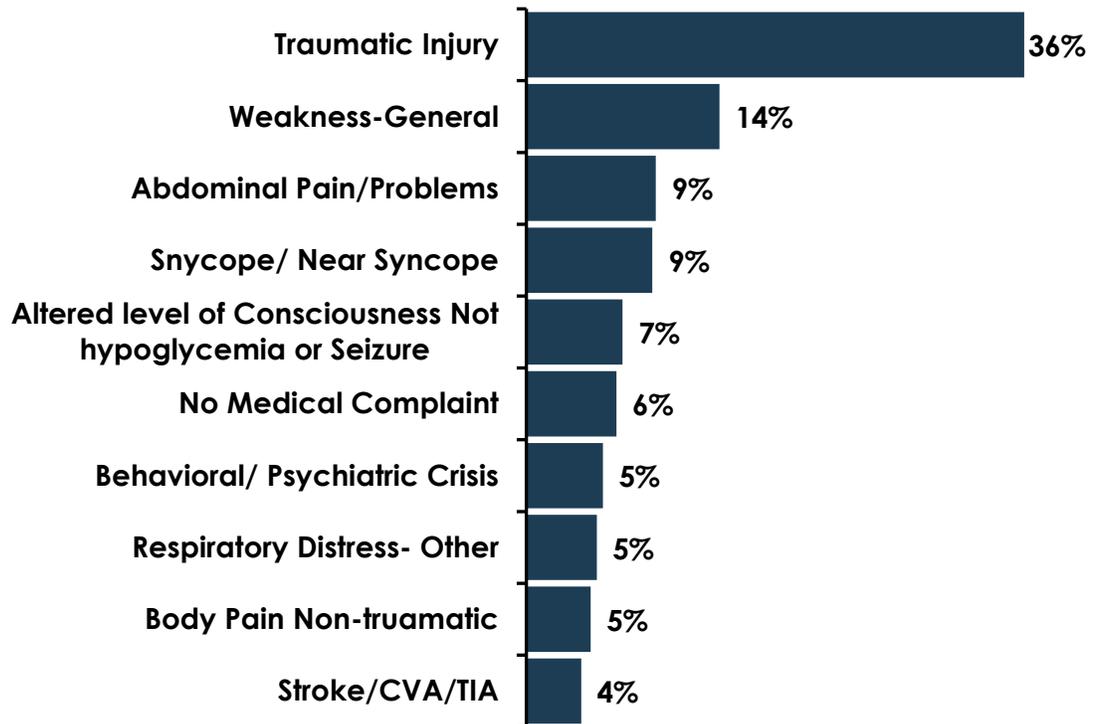
Not all transports have the same priority. The more severe the medical need, the more likely the need for a specialized facility and a faster response to definitive care. The following figure shows the percentage of transports by listed patient acuity.

Figure 131: Patient Acuity (2019–2023)



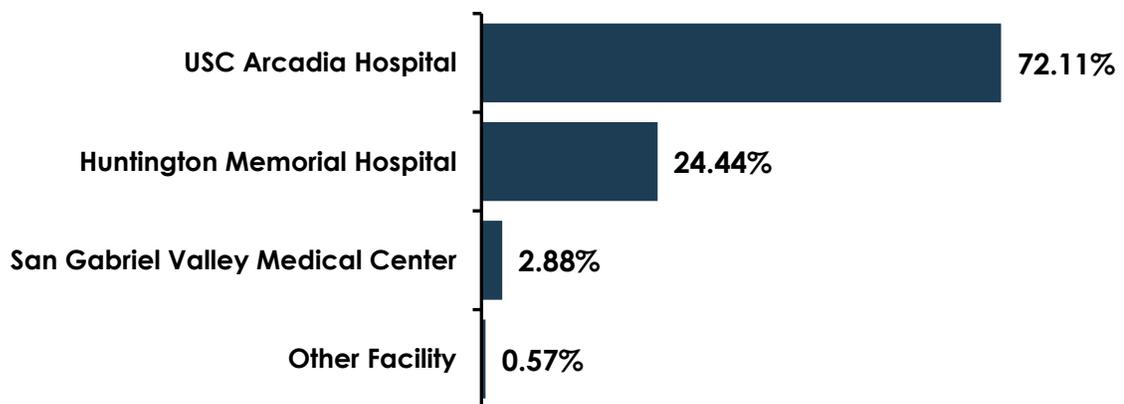
The system records 64 different provider impressions. However, over 90% of the incidents involve one of 23 different impressions, and over half have one of five provider impressions. The most common medical incident impression is a traumatic injury, while the least common is electrocution or exposure to hazardous material. The following figure shows the top ten provider impressions as a percentage of the total.

Figure 132: Top 10 Provider Impressions (2019–2023)



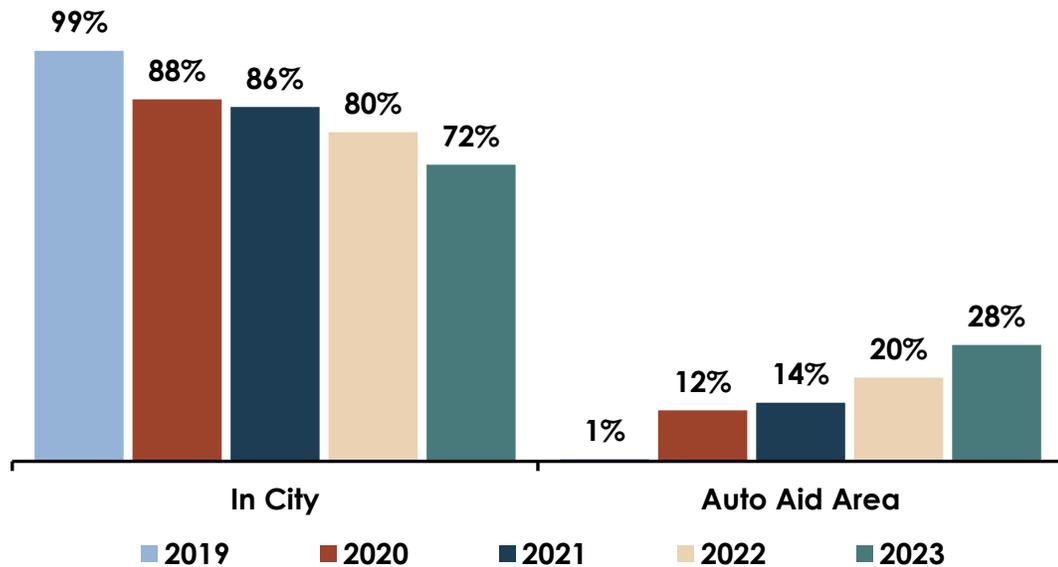
Of the patients transported to area hospitals, over 99% were single patients transported by ambulance, with multiple patients in an ambulance accounting for less than 1% of transports. Three area hospitals received most of SMFD's patients. Over 99% of all patients were received at USC Arcadia Hospital, Huntington Memorial Hospital, or San Gabriel Valley Medical Center. The majority were received at USC Arcadia Hospital. The following figure shows the percentage transported to the various regional receiving facilities.

Figure 133: Percentage of Destinations (2019–2023)



SMFD responded out of the City 28% of the time in 2023. This percentage has steadily increased annually since 2019. The following figure shows the percentage of patients by response area by year.

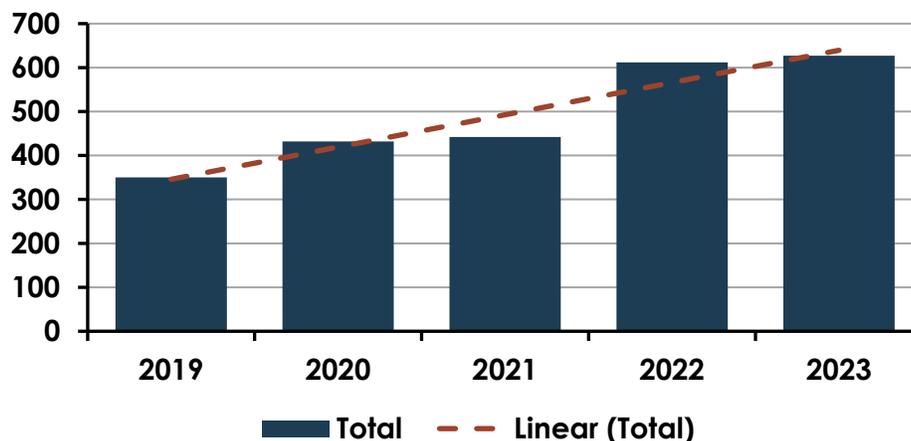
Figure 134: Annual Patients Transported from Location (2019–2023)



EMS Temporal Study

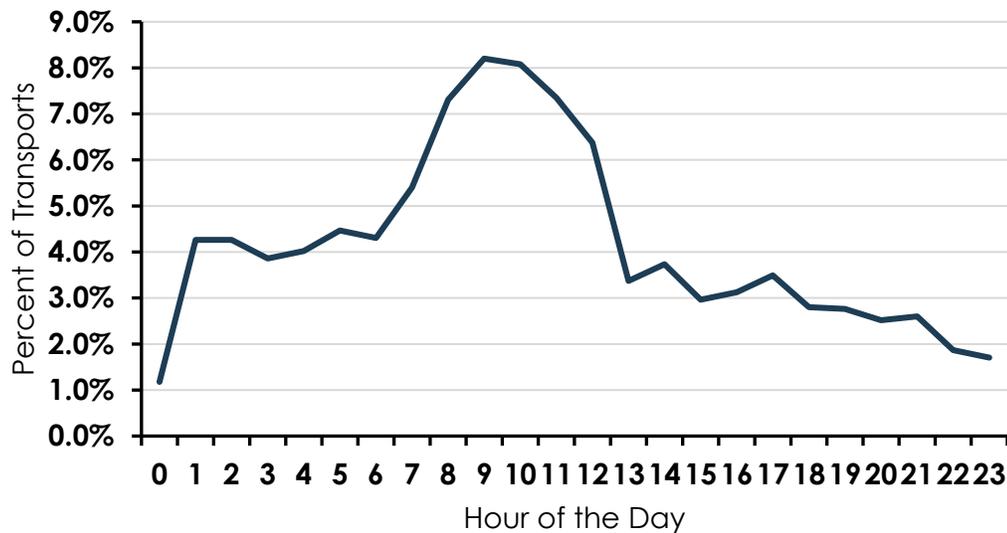
Much of the temporal study for EMS mirrors the overall temporal analysis conducted earlier in this section since EMS incidents account for most SMFD responses. However, patient transport has increased since 2019, which will likely continue. The following figure shows the annual patients transported since 2019.

Figure 135: Annual Patient Transports (2019–2023)



EMS incidents occur at a frequency similar to the overall response patterns throughout the day. However, there is a noticeable increase in demand for service between 8:00 a.m. and noon. In addition, there is a higher demand for patient transportation in the early morning hours, starting at 1:00 a.m. The following figure shows the percentage of patients transported by hour.

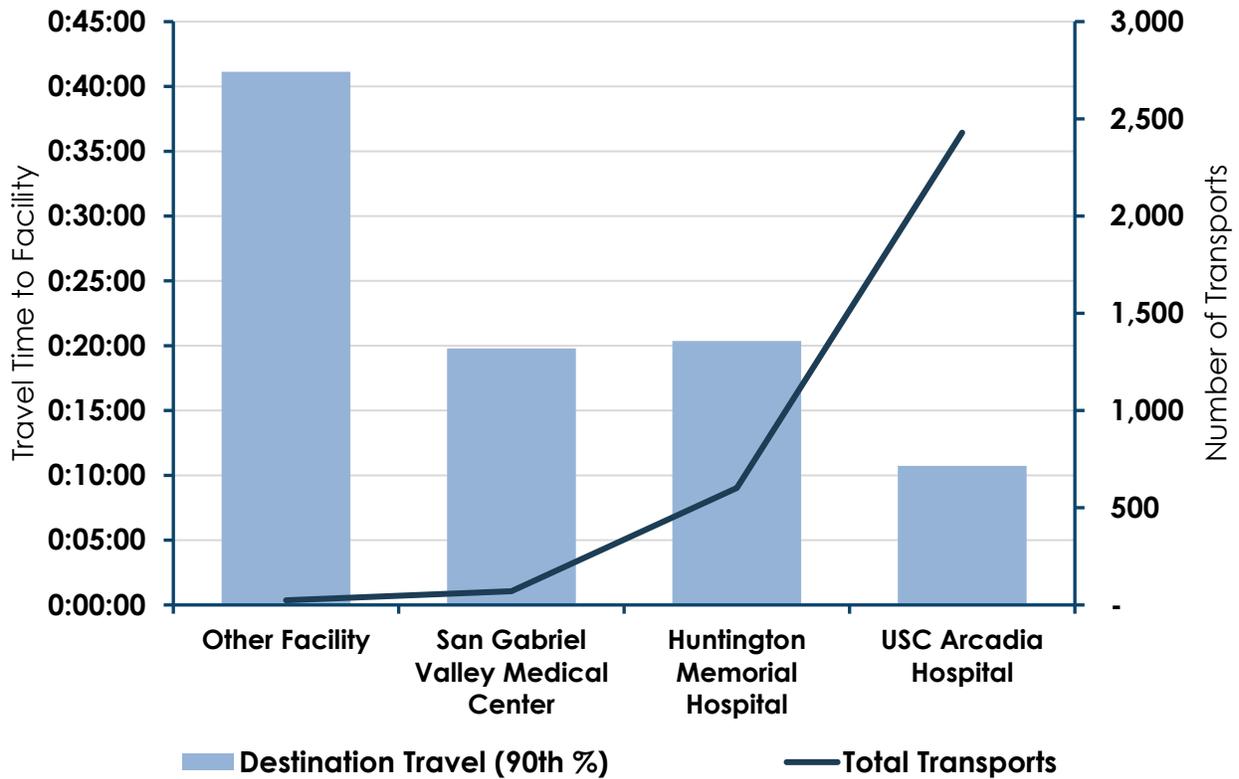
Figure 136: Hourly Transport Percentages (2019–2023)



EMS System and Unit Performance

Travel time to a local hospital can be a concern because SMFD does not have a hospital within the city boundaries. The 90th percentile travel time to the closest facility, USC Arcadia, is approximately 10 minutes. For the other two nearby facilities, the 90th percentile travel time is closer to 20 minutes. The following figure shows the 90th percentile travel time to each receiving facility with a reference line denoting the total number of transports to that facility.

Figure 137: Travel Time to Destination (2019–2023)

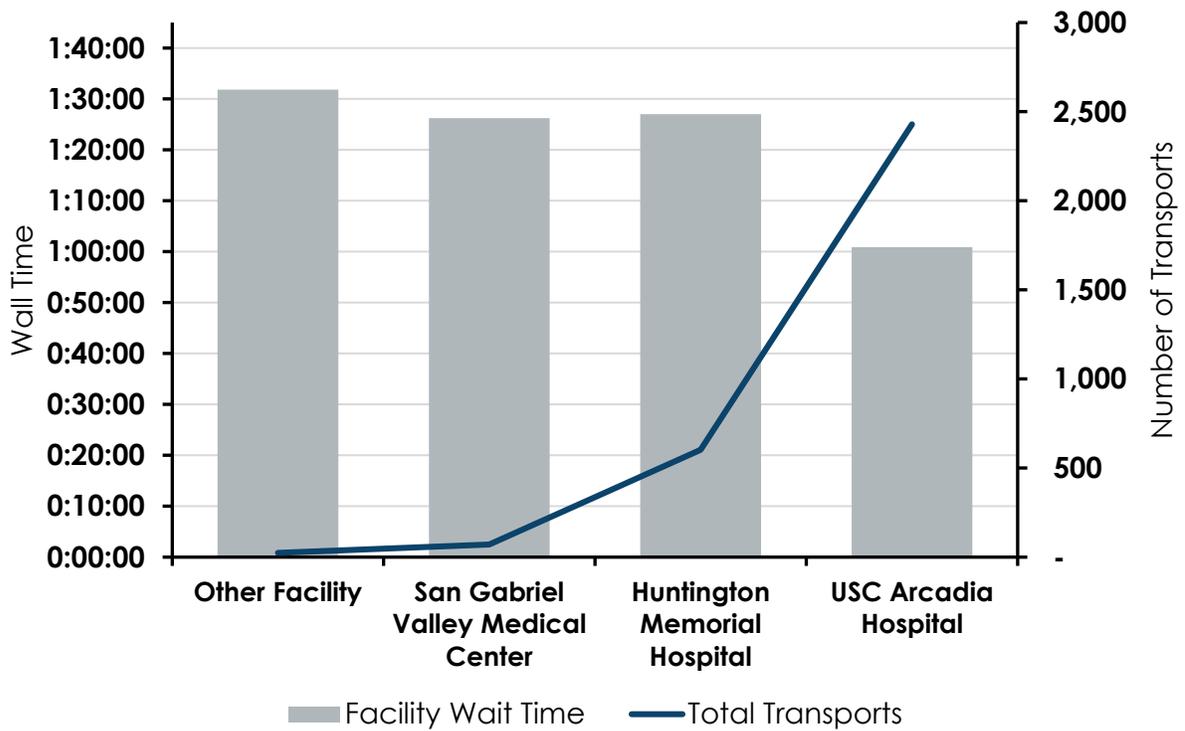


This time is included in the unit hour utilization component. Typically, the ambulance is in service for the system when it departs the hospital. However, it can take some time for the unit to return to the city.

Another factor in the total unit utilization is the duration an apparatus remains at the hospital before the receiving facility takes possession of the patient. This time is commonly called patient offload or wall time.

Although SMFD does not capture actual patient offload times in its data, it can be inferred as the difference between when the ambulance arrives at the hospital and when it becomes available again. SMFD faces significant facility wait times, often ranging between 1 and 1.5 hours. The following figure shows the median time a unit waits at a hospital, presumably for the staff to receive the patient and for the ambulance to get back into service.

Figure 138: Median Hospital Wait Time (2019–2023)



These times are excessive by any measure. The County of Los Angeles Department of Health Services adopted an ambulance patient offload time of 30 minutes or faster 90% of the time.⁴⁹ The 90th percentile for SMFD is 1 hour, 4 minutes.

⁴⁹ County of Los Angeles Department of Health Services (revised 7/1/2023), *Ambulance Patient Offload Time (APOT) Reference Number 505*.

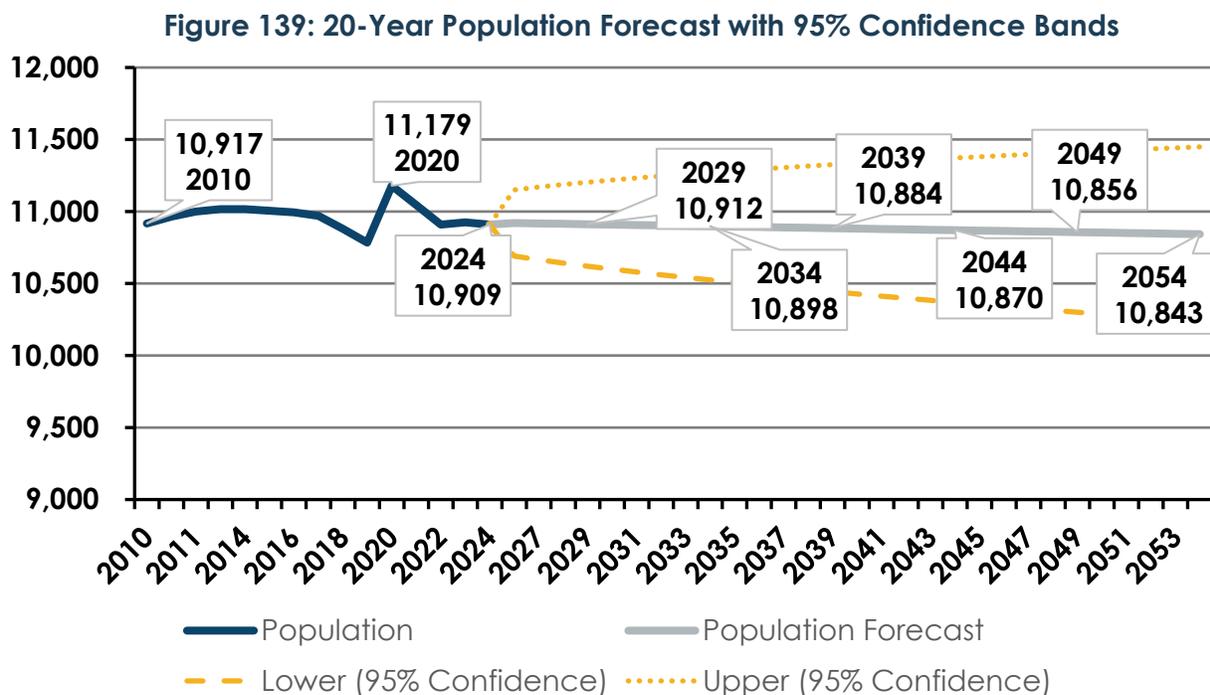
POPULATION GROWTH & SERVICE DEMAND PROJECTIONS

Service demand is generally driven by population. However, the relationship between general population, population density, population growth, and demographic distribution is poorly understood. Therefore, this analysis provides information for leadership to determine appropriate resources and distribution.

Population Growth

The population in the City has remained relatively fixed since 2010. As an incorporated city, the California Department of Finance (CDoF) and the US Census track and publish statistics and population information. This analysis uses data from the US Census Annual Community Survey (ACS) and CDoF.

Based on the US Census data, the population in the City grew to 11,179 people in the 2020 census. This is an increase of 262 people over the 2010 census, representing a modest 2% growth over ten years. Both the ACS and CDoF figures place the population near 11,000 in 2024, and this static trend is estimated to continue. The projected population for 2054 ranges between 10,200 and 11,500. The following figure shows the 30-year projection based on the previous 14 years of ACS and CDoF data.

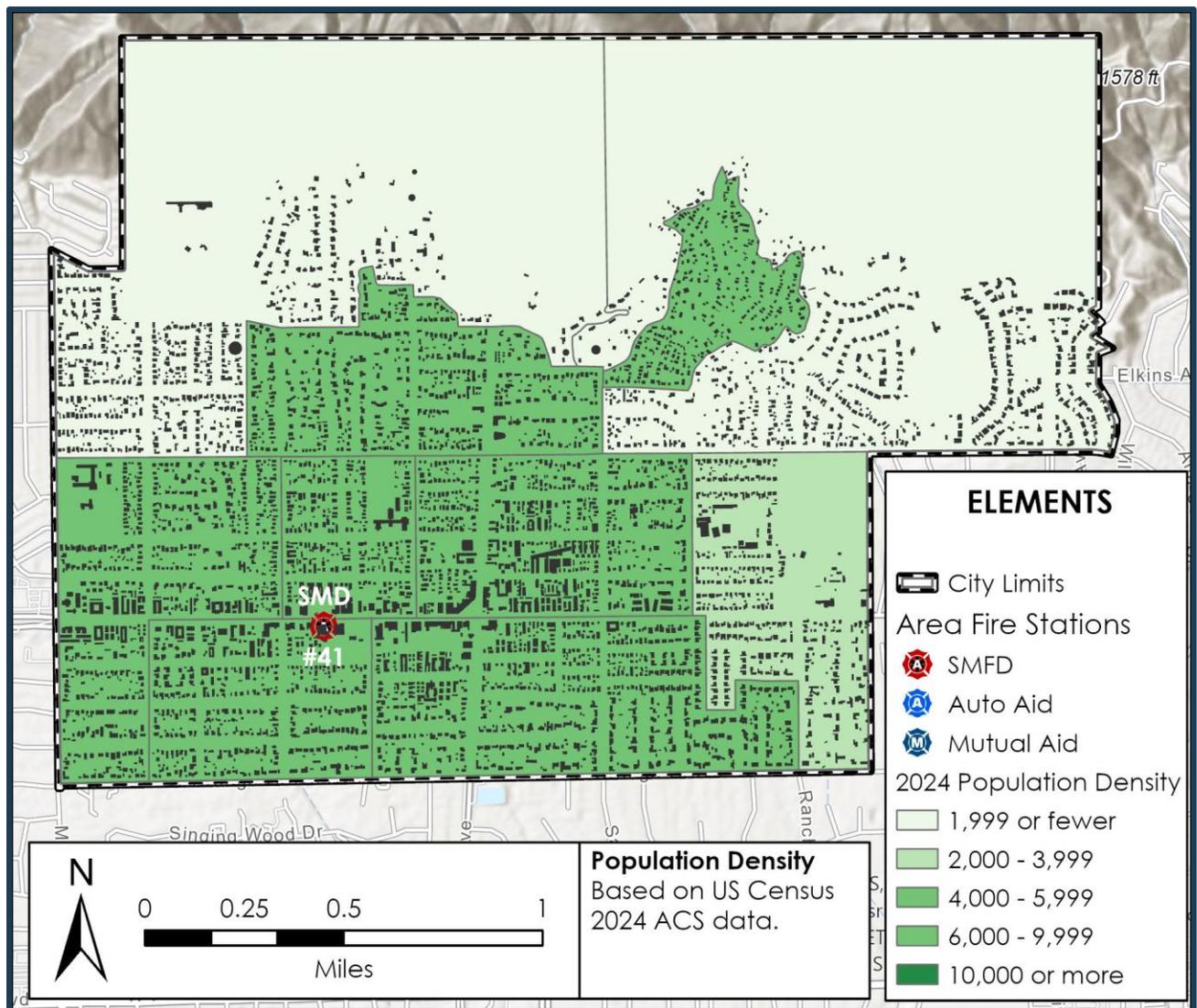


Population Distribution

The City is mostly developed, with much of its housing being single-family residential on small lots. The hillside area features some larger homes on larger lots, and a few multifamily units. Most businesses are located in the downtown area.

The current general population density is 3,100 people per square mile, with the highest density in the southwestern region. Since the city is almost fully developed, significant changes in population distribution are unlikely. The following figure shows the current population distribution based on census blocks.

Figure 140: 2024 ACS Population Distribution

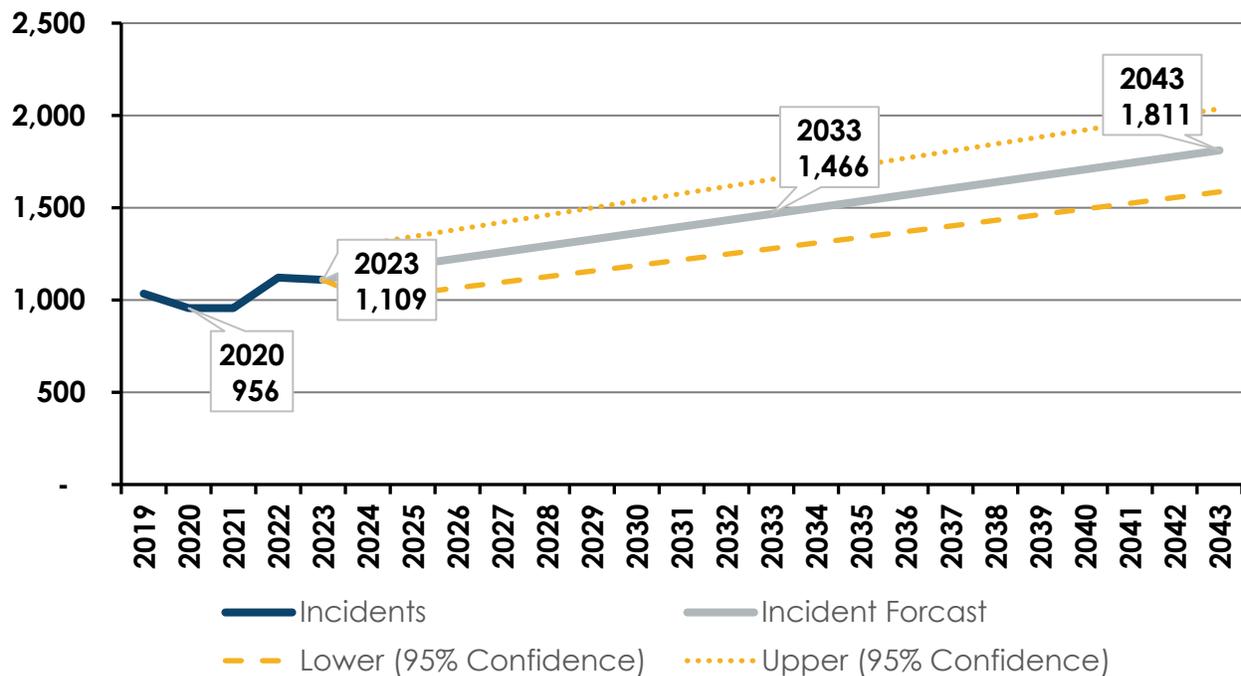


Service Demand

Standard linear and polynomial projection models were applied to the four years of data provided by SMFD. Each model was evaluated using the R² methodology for the best data fit. During the initial evaluation, the linear regression analysis provided the best fit. With only five years of data and the unknown impact of the COVID-19 pandemic, a clear picture of the incident demand projection is challenging.

Responses within the city remained relatively steady over the five years of data. However, with more participation by SMFD in the automatic aid areas, volume growth was evident. The following figure shows the incident responses remained generally consistent from 1,034 in 2019 to 1,109 in 2023 and can be reasonably expected to grow to between 1,500 and 2,000 incidents by 2043, with a 95% confidence level.

Figure 141: Service Demand Projection to 2032



ESTABLISHMENT OF PERFORMANCE OBJECTIVES

SMFD provides fire protection, first responder EMS, EMS transport, and other emergency services to the City. It also responds to the surrounding area through mutual and automatic aid agreements. SMFD has one engine and one ambulance, and it relies heavily on automatic aid agreements for incidents requiring more than these units. Therefore, enough apparatus must be dispatched to complete the critical tasks associated with each type of incident and corresponding risk.

During a fire, the critical tasks that must be performed can be broken down into two key components: life safety and fire-flow.

Life safety tasks are based on the number of building occupants and their location, status, and ability to take self-preservation action. Life safety-related tasks involve the search, rescue, and evacuation of victims.

The fire-flow component involves delivering sufficient water to extinguish the fire and creating an environment within the building that allows firefighters to enter.

The number and types of tasks requiring simultaneous action will dictate the minimum number of firefighters needed to combat various fires. Without adequate personnel to perform these actions, the commanding officer must prioritize the tasks and complete some in chronological order rather than concurrently. These tasks include:

- Command
- Scene safety
- Search and rescue
- Fire attack
- Water supply
- Pump operation
- Ventilation
- Backup/rapid intervention

Critical task analyses also apply to all agency program categories. To effectively control an emergency, numerous simultaneous tasks must be completed. SMFD's ability to quickly muster the needed numbers of trained personnel is critical to successful incident outcomes.

Risk levels for each response type have been identified throughout this document. They are generally classified into low, moderate, high, and maximum risks. These classifications apply across the five department programs of fire response, EMS, technical rescue, hazardous materials response, and wildland firefighting. Risk levels and classifications are found in the community risk section of this report.

SMFD completed a critical tasking overview as part of this study. Each hazard type was identified, and the expected number of personnel was determined based on critical tasking and operational procedures. The following summarizes the total personnel required by incident type and risk category.

Figure 142: Staffing Determinations Base on Risk

Incident Type	Maximum Risk	High Risk	Moderate Riske	Low Risk
Fire	46	31	17	3
Emergency Medical	73	27	7	2
Wildland/WUI	N/A	47	33	5
Technical Rescue	51	21	10	5
Hazardous Materials	49	28	17	5

Establishing resource levels needed for various emergencies is a uniquely local decision. Factors influencing incident staffing include the type of equipment operated, training levels of responders, operating procedures, geography, traffic, and the nature of buildings and other risks protected.

Critical Tasking

SMFD has developed the Critical Task Analysis in Figure 143 through Figure 147 using risk matrices for various incident types. Critical tasks are those activities that must be conducted promptly by firefighters early in emergency incidents. This intervention is essential to control the situation, stop loss, and perform the necessary tasks required for a medical emergency. SMFD is responsible for ensuring those responding companies can perform all described tasks promptly, efficiently, and safely. The following figures are SMFD's minimum number of personnel needed by incident type and risk severity by function.

Figure 143: Fire Response Critical Tasking

Function	Maximum Risk	High Risk	Moderate Risk	Low Risk
Command/Support	3	2	1	1
Safety	1	1		
Size up (360°)	1	1	1	
Driver/Engine or Pump Operator	9	6	3	1
Water Supply	*	*		
Standpipe/Sprinkler Control	*	*		
Fire Attack	7	5	2	1
Search & Rescue	4	2	2	
Ventilation/Utilities	8	4	3	
Backup Line	2	2	1	
Rapid Intervention Team	6	4	2	
EMS Unit - ALS	4	2	2	
Auxiliary Unit	1	2		
Total Effective Response Force	46	31	17	3

* Temporary Assignment

Figure 144: Emergency Medical Services Critical Tasking

Function	Maximum Risk	High Risk	Moderate Risk	Low Risk
Command	2	1	1	
Operations	1			
Triage Group	6	3		
Advanced Life Support Treatment	9	3	4	2
Extrication/Hazard Mitigation	9		2	
Transport Group	43	20		
Staging	3			
Total Effective Response Force	73	27	7	2

Figure 145: Wildland/WUI Fire Critical Tasking

Function	High Risk	Moderate Risk	Low Risk
Command	2	1	1
Safety	1	1	
Size up (360°)			1
Driver/Engine or Pump Operator			1
Fire Attack			2
Recon Group	3	3	
Lookout	1		
Driver/Engine or Pump Operator	6	4	
Flank Divisions	12	12	
Water Supply	4	3	
Holding	6		
Structure Protection	12	6	
Staging		3	
Total Effective Response Force	47	33	5

Figure 146: Technical Rescue Critical Tasking

Function	Maximum Risk	High Risk	Moderate Risk	Low Risk
Command/Support	2	2	1	1
Safety	1	1	1	
Size Up (360°)			1	
Extrication/Hazard Mitigation			5	2
Operations	1	1		
Rescue Teams	18	12		
Rescue Support Group	6	3		
Advanced Life Support Treatment	20	2	2	2
Staging	1			
Auxiliary Unit	2			
Total Effective Response Force	51	21	10	5

* Temporary Assignment

Figure 147: HazMat Critical Tasking

Function	Maximum Risk	High Risk	Moderate Risk	Low Risk
Command/Support	2	2	1	1
Safety	1	1	1	
Size Up (360°)				1
Pump Operation/Decon			2	
HazMat Group Supervisor				
Hazard Mitigation			13	3
Operations	1	1		
Entry Team Officer and Team	4	4		
Backup Entry Team	4	4		
HazMat Support Group	6	3		
Decon Group	6	3		
Medical Group	20	8		
ARFF	3			
Total Effective Response Force	49	28	17	5

* Temporary Assignment

Alarm Assignments

As a smaller department, SMFD encounters certain complexities organically built into the system. For example, the department relies on outside agencies for larger and more complex incidents. The following figure shows staffed apparatus and unit levels, including the three closest automatic aid departments.

Figure 148: Aid Units & Staffing Levels

Apparatus	Units	Staffing	Total Staff
Engine 41	1	3	3
Rescue Ambulance 41	1	2	3
Total SMFD Staff	2		5
Arcadia Engines	3	3	9
Arcadia Trucks	1	3	3
Arcadia Ambulances	2	2	4
Arcadia Battalion Chiefs	1	1	1
Total Arcadia Staff	7		17
Pasadena Engines	8	4	32
Pasadena Trucks	2	4	8
Pasadena Ambulances	5	2	10
Pasadena Battalion Chiefs	1	1	1
Total Pasadena Staff	16		51
Monrovia Engines	2	3	6
Monrovia Trucks	1	3	3
Monrovia Squad	2	2	4
Monrovia Battalion Chiefs	1	1	1
Total Monrovia Staff	6		14
Total Closest Available	31		87

The preceding figure identifies the difficulty of relying on a specific apparatus to fill any alarm assignment. SMFD-staffed units have enough on-duty personnel for low-risk alarm assignments. The robust automatic aid system provides SMFD access to enough resources to handle most of the moderate incidents they are likely to encounter. However, that is only part of the story. Having enough units available is essential but positioning them close enough to intervene effectively is just as important.

The intent is to build a dispatch model that most effectively fulfills the tasking requirement for the various levels of risk. It is essential for both the agency and dispatch center to ensure the necessary staffing levels are met with the initial dispatch. The following compares the agency's reported dispatch complement of units and personnel to the identified staffing requirements for the associated risk levels.

Figure 149: Fire Alarm Assignments by Risk

Dispatched Apparatus	SMFD Units	SMFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 3)					
Engine	1	3			3
Totals: Over/(Under) ERF	1	3	0	0	0
Moderate Risk (ERF staffing = 17)					
Engine	1	3	2	6	9
Ladder			2	7	7
Battalion Chief	1	2	1	1	3
EMS					0
Totals: Over/(Under) ERF	2	5	5	14	+2
High Risk (ERF staffing = 31)					
Engine	1	3	5	15	18
Truck/Rescue			3	10	10
Battalion Chief			3	3	3
EMS	1	2			2
Totals: Over/(Under) ERF	2	5	11	28	+2
Maximum Risk (ERF staffing = 46)					
Engine	1	3	8	24	27
Truck			4	12	12
Battalion Chief			4	4	4
EMS	1	2	1	2	4
Totals: Over/(Under) ERF	2	5	17	42	+1

Figure 150: Emergency Medical Assignments by Risk

Dispatched Apparatus	SMFD Units	SMFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 2)					
EMS Units	1	2			2
Fire Units					0
Totals: Over/(Under) ERF	1	2	0	0	0
Moderate Risk (ERF staffing = 7)					
EMS Units	1	2	1	2	4
Fire Units	1	3			3
Totals: Over/(Under) ERF	2	5	1	2	0
High Risk (ERF staffing = 27)					
EMS Units	1	2	8	16	18
Fire Units	1	3	2	6	9
Totals: Over/(Under) ERF	2	5	10	22	0
Maximum Risk (ERF staffing = 73)					
EMS Units	1	2	19	38	40
Fire Units	1	3	13	35	38
Totals: Over/(Under) ERF	2	5	32	73	+5

Figure 151: Wildland/WUI Assignments by Risk

Dispatched Apparatus	SMFD Units	SMFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 5)					
Fire Units	1	3			3
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	0	0	0
Moderate Risk (ERF staffing = 33)					
Fire Units	1	3	11	29	32
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	11	29	+1
High Risk (ERF staffing = 47)					
Fire Units	1	3	18	44	47
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	18	44	+2

Figure 152: Technical Rescue Assignments by Risk

Dispatched Apparatus	SMFD Units	SMFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 5)					
Fire Units	1	3			3
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	0	0	+0
Moderate Risk (ERF staffing = 10)					
Fire Units	1	3	4	12	15
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	4	12	+7
High Risk (ERF staffing = 21)					
Fire Units	1	3	3	7	10
EMS Units	1	2			2
Rescue Units			2	12	12
Totals: Over/(Under) ERF	2	5	5	19	+3
Maximum Risk (ERF staffing = 51)					
Fire Units	1	3	7	17	20
EMS Units	1	2	9	18	20
Rescue Units			2	12	12
Totals: Over/(Under) ERF	2	5	18	47	+1

Figure 153: Hazardous Materials Assignments by Risk

Dispatched Apparatus	SMFD Units	SMFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 5)					
Fire Units	1	3			3
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	0	0	+0
Moderate Risk (ERF staffing = 17)					
Fire Units	1	3	6	13	16
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	6	13	+1
High Risk (ERF staffing = 28)					
Fire Units	1	3	7	17	20
EMS Units	1	2	4	8	10
HazMat Units			2	8	8
Totals: Over/(Under) ERF	2	5	13	33	+10
Maximum Risk (ERF staffing = 49)					
Fire Units	1	3	10	27	30
EMS Units	1	2	9	18	20
HazMat Units			2	8	8
Totals: Over/(Under) ERF	2	5	21	53	+9

Response Time Performance Objectives

There are two primary goals for establishing an effective response force total based on critical staffing. The first is to align the incident need with available resources, creating an efficient methodology for responding to incidents. As is evident in the previous section, some areas require attention if SMFD is to improve deployment efficiency. The other goal is to assess whether the deployment methodology effectively meets the needs of various incident types.

The deployment analysis based on an effective response force requires two components: an effective response force, and performance objectives. The most common methodology for a fire department to evaluate itself is through time analysis. At a minimum, the arrival times of the first due unit and the ERF should be analyzed from the customer's perspective. This total time starts when the customer calls for service and includes meeting the benchmarks for first due and ERF arrival.

NFPA 1710 can be applied to SMFD; the department indicated this was its benchmark time. This standard is described earlier in the report and does not need to be repeated. In addition, the ambulance service contract may indicate a different level of response. However, the NFPA standard is likely to be more aggressive and will naturally meet any other standards. The following figure is a recreation of the response time stamps indicated by NFPA for career departments.⁵⁰

Figure 154: NFPA Response Time Compliance Requirements

Time Segment	Compliance Percentile	Benchmark	SMFD 5-Year Performance
PSAP Answer	90%	15 Seconds	Unknown
	95%	20 Seconds	
PSAP Transfer	90%	30 Seconds	Unknown
VFC Answer	90%	15 Seconds	Unknown
	95%	20 Seconds	
VFC Call Processing (priority calls)	90%	60 Seconds	2:23
Turnout Time (EMS)	90%	60 Seconds	2:07
Turnout Time (Other)		80 Seconds	2:18
Travel Time (First Due)	90%	4 Minutes	5:44
Travel Time (2 nd Due)		6 Minutes	6:36
Travel Time (ERF – L/M Risk)		8 Minutes	Not enough Data
Travel Time (ERF – High Risk)		10:10	

The preceding time segments may be helpful for SMFD to adopt. The most significant single improvement for SMFD will be in turnout time, which can be improved through policy enforcement, crew evaluation, and improved station layout and technology. While VFC is not directly within the fire department's management purview, they can influence it using data requests and contractual performance language. The PSAP times will typically originate from the Sierra Madre Police Department communications center. With the cooperation of city leadership, this can be a manageable time segment. Finally, travel time will be predominantly affected by the location of the fire station.

⁵⁰ National Fire Protection Association (NFPA) 1710 (2020) *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* & NFPA 1225 (2022) *Standard for Emergency Services Communication*.

Establishing time-centric response goals is the most common and typically easiest to produce. However, the City culture may be more accepting if SMFD evaluates different metrics, such as outcomes, customer satisfaction, or other less time-driven concepts. Therefore, it will be incumbent on SMFD to explore appropriate and attainable measures. While defined goals are necessary, it is common for departments to develop performance zones to match services with demographic densities.

Fire agencies throughout the United States establish risk zones based on risk and population density. Risk or “demand” zones provide a more accurate picture of service delivery performance. This may be especially relevant for fire departments as extensive and diverse as SMFD.

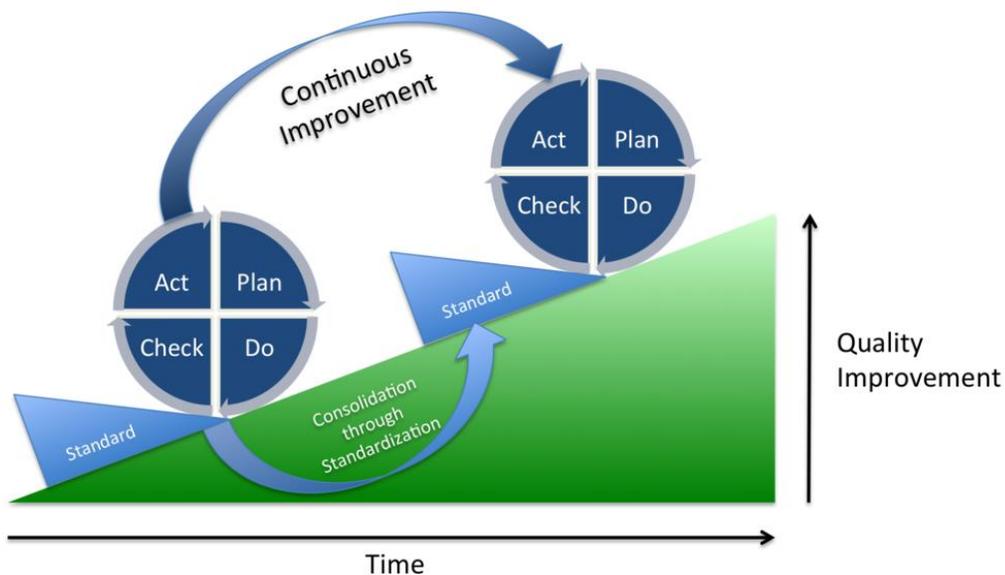
The preceding response discussion is presented as examples in the hope that it provides SMFD with the information necessary to establish response standards and targets. Setting response standards and performance goals should be viewed as a strategic planning tool for community loss control. For SMFD, it should help determine whether the current department performance is satisfactory and what steps may be necessary to improve that performance.

COMPLIANCE METHODOLOGY OVERVIEW

This Community Risk Assessment: Standards of Cover presents a detailed picture of SMFD's current performance. However, this is just a starting point for the agency to pursue improved performance. SMFD will benefit from an ongoing data analysis system to maximize the information presented. The approach should demonstrate performance in a meaningful and actionable way to leadership and create performance transparency for elected officials and residents.

Designing an analysis system is time-intensive, requiring capital and talent. Leaders must understand and engage in data analytics. SMFD will also need to identify and assign someone with a penchant for data analytics, statistics, databases, and mathematics, regardless of the technology used. The plan, do, check, and act framework presents an analytic system's design and implementation concept. This is called the Deming cycle of continuous improvement and is pictured in the following figure.

Figure 155: Deming Cycle⁵¹



⁵¹ www.getvetter.com/posts/129-define-continuous-improvement-8-experts-definitions.

Plan—Research & Codify

Creating a durable analytic system requires a definition and understanding of what the data should present, the impacts of the information, and what constitutes the data stream. Once the descriptions are understood, they must be adopted as policies and acceptable practices. The following areas are presented for SMFD to consider as they plan for performance improvement.

Adopt Overall Performance Objectives

The first step for SMFD is to decide what key performance metrics they will monitor and manage. SMFD's current performance reports focus primarily on call volume and finance, with very little evaluation of time metrics for performance enhancement or management. The performance evaluation information in this document is a good starting point for understanding and defining which objectives the agency wishes to evaluate.

SMFD and city leadership must agree on what performance metrics the department will manage. This document should provide some direction and the foundation for these discussions. The time components being managed should correlate to an overall service objective or area. Fortunately, SMFD stated they have adopted NFPA 1710 standards for performance goals. While this is a laudable goal, and they are close to meeting some of the first unit time standards, achieving full compliance with these standards will be challenging given the current resource distribution and reliance on automatic aid.

These standards provide a strong foundation for developing a performance evaluation system. For example, setting a benchmark of the first due unit in an urban area for medical calls at 6 minutes for total response time on a high-priority emergency medical call aligns with NFPA standards. Understanding the total time requirements establishes a base for call segment benchmarks. Recall that this report's 90th percentile total response time on all medical calls is 7 minutes, 36 seconds. Combining the requirement and historical performance for medical calls will mean the benchmark performance in the City is 6 minutes, with a baseline of 7 minutes, 8 seconds.

Establish Management Segments

As discussed earlier in the performance section, an emergency incident has several identifiable segments. By adopting time objectives based on these segments, an agency can understand how its actions affect an incident's total response time. While much of the analytics available for the fire service is based on time, this is not the only performance that can be measured. Each segment can identify areas where the performance objective may be other than time, such as quality or prevention. However, the most widely available and used metrics center around time.

Once the agency masters time analysis, it should expand into the less traditional performance evaluation methods. The following figure identifies the emergency incident segment, potential metrics, applicable NFPA standards, and other comments.

Figure 156: Incident Segments

Segment	Key Performance Metric	Standard	Comments
Normal State	Community demographics	N/A	This base state needs to be defined. Prevention mainly affects this.
Incident Initiation	Incident Counts		
Incident Detection			
Notification Action	PSAP Answer	NFPA 1225	Prevention and Education.
PSAP Notification			
PSAP Interrogation	PSAP Transfer & Agency Answer	NFPA 1225	CAD-to-CAD agreements.
Agency Notification			
Agency Interrogation	Call Processing	Total Response Time	NFPA 1221 & 1710
FD Notified			
FD Unit Dispatched	Turnout Time	NFPA 1710	These segments should be evaluated at a minimum. Each segment should have an adopted performance standard.
FD Unit Responding			
FD 1 st Unit Arrives	Travel Time		
FD ERF Dispatched	ERF Travel & Total Time	NFPA 1710	
FD ERF Arrives			
EMS To Destination	Destination Travel	N/A	Applicable to EMS transport agencies.
EMS At Destination			
EMS Clear Destination			
FD Units Clear Incident	From dispatch to clear, total time translates into unit utilization.	N/A	Used to evaluate unit workload and availability.
Normal State	The outcome of the incident response is the gold standard for service delivery analytics. However, this advanced study is outside the scope of this report and requires unconventional research and analytic methods.		

Expanding on the medical incident example, the time segments for the first arriving unit in a medical call will be call processing, turn out, travel, and total response times. However, due to dispatch performance, SMFD could benefit from adding the call answer and PSAP transfer time segments as management components in its formal performance evaluations. This decision will need to be made by City and SMFD leadership.

For medical incidents, NFPA recommends a total response time of six minutes for the first unit. By evaluating the travel time extent map earlier in this report, it can be estimated that a travel time of four minutes is possible. Therefore, the benchmark for travel time on medical incidents can reasonably be set to four minutes. The relationship between the PSAP, the city police dispatch, and VFCC must also be considered. NFPA recommends a call transfer time of 30 seconds and a call processing time for the secondary PSAP of one minute for high-priority calls.

Additionally, the agency may adopt NFPA turnout time standard of one minute for medical calls as a benchmark. This would mean a total response time benchmark of 6 minutes, 30 seconds. Based on the current EMS total response time and overall baseline performance of 7 minutes, 8 seconds or faster, 90% of the time, a benchmark of 6 minutes, 30 seconds seems plausible and attainable.

Performance Specifics

The next step is defining what meets the analysis's performance requirements. For example, should command officers in a command car have the authority to stop the response clock, or should it be limited to an apparatus designed and equipped to address the incident specifics? Can an ambulance stop the clock on a structure fire, or should it be an apparatus that can begin to address the fire hazard, such as fire attack and water supply? There is no single answer to these questions, and leadership must define these criteria to align with the community's performance expectations.

The apparatus variable may be defined by type or a description of capabilities. If the capabilities of an engine company are well known, then stating a first due apparatus as the engine company may suffice. However, if the engine companies differ in capabilities, a more detailed definition may be necessary. For example, a complete description might state, "the first arriving company capable of providing a minimum of three firefighters, officers, or engineers, and equipped with an AED and EMT-B firefighters." It will be up to the agency to clarify this component. However, CFAI expects clear definitions of the capabilities of the first arriving and effective response forces. For SMFD medical incidents, the leadership could designate the first engine or ambulance as the clock-stopping vehicle. This is what will be used in the example.

Another variable that should be defined is geographic limitations. For example, an agency may state the travel time for a building within one road mile from the station would be four minutes, while those more than two road miles require 10 minutes. A more common methodology is to evaluate population density. NFPA standards are used as the benchmark level in the EMS example being constructed.

SMFD may add or limit the number of qualifying statements for any incident type. However, the result remains the same: a performance chart based on incident type—possibly including severity—that would include goals, standards, differences, and references. The following figure shows a potential performance statement example based on the abovementioned EMS information.

Figure 157: Performance Chart Example

Key Metric	Baseline	Benchmark	Strategic Improvement	Reference
First-due engine or truck performance for medical incidents in urban areas.				
PSAP Transfer	Unk	0:30	City Dispatch Center	City Policy
Call Processing	0:50	0:40*	VFCC Center	Service Contract
Turn Out Time	2:04	1:00	Management initiatives	Meets NFPA 1710
Travel Time	5:19**	4:00	Routing and training	Meets NFPA 1710
Total Time	7:24	6:10	Turn out time focus	Exceeds NFPA

* Priority Incidents Only
 ** In City Only

The preceding figure is an example and does not necessarily meet or follow the overall performance review acceptable by SMFD and the City. However, it does illustrate the process. This process would be repeated for all the service areas SMFD intends to manage with data. For example, as in this risk assessment document, SMFD could continue to group fire, medical, and other incidents.

One concept to remember is that total response times are not an aggregate of call processing, turnout, and travel times. Because the evaluation in this case uses the 90th percentile, the baseline incident time segments do not stack vertically, and the total time is its own statistical analysis. In other words, adding call processing, turnout time, and travel time for all incidents will not necessarily equate to the 90th percentile total response time.

Develop Evaluation Methodology

With the performance charts defined for each incident segment and type, a methodology should be developed to analyze performance. During this stage, the agency should evaluate who will perform the analysis and what tools they need to complete their tasks. Reporting periods and management expectations from the reports should also be defined.

It is common for leaders to see a technical report, such as a statistical evaluation of performance, and take little action. The reason for these statistical evaluations is to help leaders decide what to change, add, or maintain to provide the best service to the community. Unfortunately, technical reports that are not well understood or report irrelevant information are often useless. Such reports are received, read, filed away, and forgotten without connecting operations to the statistics.

Statistics are not a magic solution. Statistics were developed to reference complex issues and make them easier to comprehend. However, inaccurate or misleading evaluations can cause damage and other problems. For an excellent example of mathematical systems being inappropriately applied and corrupted by leaders, see the book "The Fires" by Joe Flood. Statistical measures need to be valid, representative, and consistently applied.

At its heart, statistics in emergency services should be designed to add an understanding of historical performance, reported in a way that is consistent and comparable to other similar agencies. To make this work for SMFD, leadership must discuss and agree upon the statistical measures they will use. For example, they may use the mean or median measures for good reasons. However, the NFPA and CFAI have moved to a percentiles for fire department performance analysis, typically the 90th percentile. Therefore, while SMFD has the discretion to choose its statistical measures, it should consider continuing with the 90th percentile measures presented in this document.

When building an evaluation methodology, the final consideration is what data will be used in the analysis. There is significant debate within the fire service regarding what constitutes flawed data or outliers. Again, the decision on what to include and potentially exclude is up to the SMFD leadership. For credibility, these decisions should be well documented.

Errors in the records system are typically caused by people. For example, information in a record may be added incorrectly or left blank. These errors apply to time fields, code application, narration, and incident specifics an analyst uses to slice the data. Since these errors are usually created when the incident record is built, incorporating a robust quality assurance and training program is the most effective solution.

A quality assurance program involves reviewing each incident for errors and unacceptable performance. Once the incident report is complete, it is placed in a quality check queue. A reviewer who has knowledge of the call but not necessarily on the incident will then evaluate the report for accuracy. The following list is an example of a minimum quality assurance review.

- Well-written narratives that are legally defensible.
- All dispatched units added the correct information.
- Incident type matches the incident findings in the narrative or what the quality evaluator knows to be true about the incident.
- Incorrect date and time-stamped information is corrected through a verification process.
- Unexpected date and time-stamped information is captured and explained.

Once the records are accurate, there may still be some abnormal data that will skew the results. In this case, an agency may want to disregard these anomalies in its performance analytics. If the agency defines what records they will disallow, those records identified as unexpected can be removed from the analysis. This outlier policy should be well documented and not designed to undermine the agency's credibility. A custom or trigger field can identify the disqualified incident record as an exception and not be included in the analytic.

Caution should be exercised when removing any record that accurately shows performance. For example, it seems unlikely that any unit would be able to turn out in zero seconds, so often that zero data is removed. However, if a crew is contacted directly and initiates the response, the turnout time would be zero. Therefore, in this example, a zero response indicates the deployment of units for this incident was very effective. Another example is a long drive along a road under bad road conditions. While the time may be extensive, it represents the actual performance. Therefore, it should be evaluated accordingly as a problematic response. Considering and defining all the potential anomalies before any analytics are completed helps make the analysis more transparent and adds trust.

A secondary method to remove incorrect data is to identify statistical outliers. The methodology for detecting these outliers is based on the data shape and variability. For example, identifying statistical outliers by using 1.5 multiples of the standard deviation may identify those statistical outliers for data points evenly distributed along a typical distribution curve. Conversely, data points with a strong left or right tendency have a different shape. For left or right tendency data, it may be more appropriate to evaluate those data points that are 1.5 multiples of the inner quartile range as a statistical outlier. Either statistical methodology can incorrectly remove accurate anomalous information. However, these methods have a good chance of finding and eliminating incorrect data. Which approach is used becomes a compromise between absolute accuracy and time investment. SMFD may consider consulting with city or local college mathematics and statistics faculty or students to help determine appropriate approaches and methodologies.

Research and Adopt a Technology for Analysis

The initial analysis and development of goals, identification of capabilities and standards, and general service understanding are typically accomplished by one or a few employees. Evaluating the data in large sets, determining rules and answering other questions can be an enjoyable experience for the right temperament, leading to hours of discovery. However, after this initial research, the ongoing reporting and analysis can be tedious and repetitive. Therefore, it will be to the agency's advantage to start researching technological solutions early in the planning stage.

In the age of Microsoft Excel®, it is easy to believe a spreadsheet program is the ultimate tool for analysis. While Excel is a powerful tool, the agency should research and adopt other methods. Typically, this is a homegrown analytic with standard business analytic software or records management analytical systems. Other options are to look for a third-party fire-service-specific service or to hire external consultants to complete the analysis. Consulting reports can be reliable and are often conducted by professionals. However, these lengthy reports do not always help agencies manage their ongoing operations promptly.

SMFD should investigate other technological solutions available to them. Whatever system SMFD chooses, the solution should have three primary attributes. First, the system should be easy to master. Second, any analytic system should provide consistent results from data sets directly attached to the source. Finally, the system should be highly customizable for the current services SMFD currently provides, and what it might provide in the future.

One possibility is to use a third-party analytic vendor. This report will not name vendors for third-party analytics, as the field is highly competitive and changes constantly. Many vendors offer similar services but specialize in producing reports and analyses based on their expertise. Some of their products are truly exceptional and create complex calculations. The data they use is often directly tied to the CAD data and may miss some of the subtleties of the NFIRS system. However, if SMFD is able to adopt performance objectives from CAD data, the agency may be able to write and manage its performance objectives effectively. One warning is that the codes and mathematical assumptions are also gone if these vendors go out of business or close their operations. In addition, what they produce is not customarily owned by the fire agency. Another typical concern is the high initial and ongoing costs of these systems.

Another possibility is to use off-the-shelf analytic systems to create a reporting environment that is automated, researchable, verifiable, and valuable to management. Many vendors provide analytical software solutions, each with pros and cons. The current Gartner Magic Quadrant for business analytic software indicates that Microsoft's Power BI and Salesforce's Tableau remain the frontrunners in this field.⁵² However, many options exist depending on the agency's operating system environment, budget requirements, and other available systems. Additionally, ArcGIS software, an industry leader in geospatial analysis, is generally accessible to fire departments within a city. If the city owns a license, they usually provide a seat license to all departments. This might apply to the county as well. One concern for the homegrown approach is the need for technologically skilled personnel to create, maintain, and present these reports.

One final option would be to utilize the analytics intrinsic or available within the agency RMS. SMFD uses Advanced Problem Solving | Fire system for incident reporting. This relative newcomer to the fire RMS world is currently building out and improving its statistical reporting capabilities.

Adopt Policies, Procedures, and Systems for Analytics (Standardize)

Once all the above processes, definitions, and systems are evaluated and recommended, they must be officially adopted. This means capturing policies and procedures in writing. All analyses created will be conducted under the written rules to ensure consistency during the analysis period. These documents can be changed as the improvement process continues. However, the change process needs to be defined as well. In addition, changes should only be made if they can be reconciled with the previous analytics.

Do—Implement the Plan

Initial implementation of new plans can create dramatic organizational changes with minimal effort. This is typical because the changes primarily involve changes in policy and procedure, not for actual operations. However, as the continuous improvement cycle continues, implementing and evaluating change requires more effort and may have a less pronounced impact. Despite this, the most profound changes are usually encountered during these more difficult cycles.

⁵² www.gartner.com/en/research/magic-quadrant.

Implementing the planned analysis systems requires communication and training throughout the organization. Most fire service organizations have a training system in place that can be tasked to meet this requirement. However, without adoption by those who create the reports and those who supervise and quality-check the information, the system will not produce accurate results. Engaging these people early and communicating the expectations and outcomes will create the best results.

Communicating expectations to those affected is crucial, not only the requirements but also what their efforts are likely to produce. Explain the methodologies to be used and create an open environment to help. People who do not understand the overall strategy of statistical analysis for improvement may not feel comfortable admitting this. In addition, those whose actions are being evaluated may feel insecure and attack the process. This emotional reaction should be anticipated, and steps should be taken to alleviate it, including an open feedback forum.

Personnel may also require ongoing education and training to complete accurate and representative reports. Additionally, training on new business processes, systems, and technical infrastructure may be required. Efforts should be made to coach staff through the changes and to identify individuals who need training, as well as those individuals who may move into roles requiring proficiency in the new processes.

Check—Perform the Analytics

Now that the agency has defined the metrics and the collection system and adopted the analytic methodology, it should start focusing on reporting. Multiple levels and types of reports should be generated, each tailored to different audiences. Some reports may go to SMFD leadership, some to all department personnel, and still others to city leadership and council. The following is an example of the reports to be produced. It will be up to SMFD and the city leadership to approve the content, distribution, and timing.

- Quality assurance information and exceptions.
- Overall time segments analysis by incident type and severity.
- Unit time segment reports by shift, station, and apparatus.
- First due and ERF Travel time by geographic area.
- Trend analysis by geographic location, unit, and overall.

The content and timing of these reports will be dictated by the intent of the information. For example, a daily report might be designed to identify data that may be incorrect and requires evaluation and potential correction. A monthly statement for crews and leadership may indicate unit performance with trends to improve crew activity. A quarterly report could identify progress toward improvement goals and initiatives. Finally, annual reports would inform the public and the City leadership about the department's overall performance, improvements, gaps in service delivery, and potential needs.

Act—Improve Operations Based on the Analysis

The agency should undergo this evaluation to understand service delivery and evaluate ways to enhance performance. The first step is identifying areas that could be improved, whether a geographic location or a specific unit at a particular station. Next, leaders and staff should evaluate what initiatives can be attempted and the expected outcomes. Finally, after the proposal is implemented and a reasonable amount of time has passed, an analysis is reviewed against expectations. This comparative analysis allows management to see if the initiative has made the expected improvements.

These improvements may require a simple policy change, or the enhancements may be as financially prohibitive as new staffing or stations and take years to implement. Regardless of the improvement initiative, having solid analytic proof and definitive performance enhancement goals will improve the overall positioning and service of SMFD.

Continuous Improvement

This process must be frequently repeated, keeping the process and analytics relevant. The intervals will be determined based on findings, initiatives, and systems. Initially, the method may need to be evaluated monthly or quarterly to ensure the information is pertinent and valid. However, after the initial build, the entire process must undergo formal evaluation at a less frequent but more defined interval. Using some performance indicators defined in the CFAI 10th edition of their self-assessment manual may help create a formal review process. The following list shows a review process based on the CFAI documents.

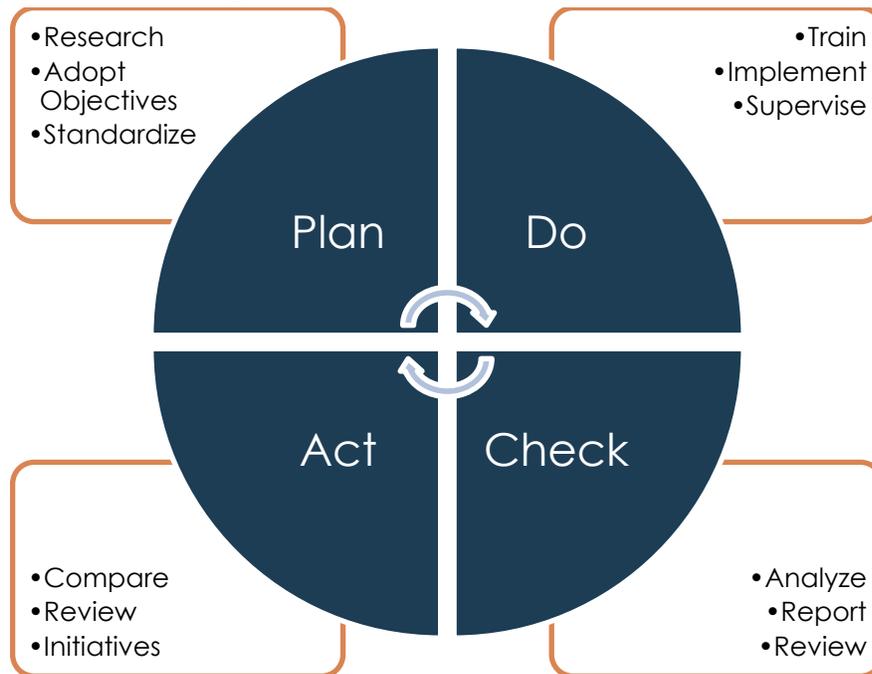
- Policies and procedures must be reviewed annually. This is an excellent time to ensure the analytic policies and practices are current with the small changes made within the year.
- Strategic plans should be produced every 3 years. The strategic plan should incorporate performance improvement initiatives. At this time, the types and levels of analysis may need to be redefined and adjusted.

- This Community Risk Assessment: Standards of Cover must be reviewed and updated every 5 years. The build-up to publishing this document is an excellent opportunity to determine whether the analytics still meet the agency's needs.

Because this process relies heavily on policy and documentation, there is a built-in standardization step each time the cycle starts again. The reason the Deming Cycle is often pictured going up a ramp is that without constant effort, the process can regress, and the organization will return to the beginning. Standardization, including the implementation and training of organization members, acts as a wheel chock. However, it may not be able to stop backward motion. Still, attention to the organization and standardization will help keep the ball rolling.

It does not matter what approach the organization takes to continually evaluate its operations and data. The critical concept is that the organization adopts a formal method that allows a deep understanding of improvement and guidance. The following figure is a review of the plan overview presented above.

Figure 158: Methodology Overview



SECTION IV: Findings & Recommendations

FINDINGS & OBSERVATIONS

This section is broken into two parts. The general observations summarize what the team felt was important information but did not necessarily require any action or prompt the team to develop a recommendation. Findings are topics that prompted the team to build a recommendation. Leadership must understand that adopting any recommendations included in this document is optional.

General Observations

- SMFD is an all-hazards response agency but only provides technical rescue and hazardous materials response at the basic awareness level.
- SMFD participates fully and relies heavily on the automatic aid of area city fire departments.
- SMFD does not provide annual medical examinations or wellness programs for its operations personnel.
- All front-line apparatus were rated as good or excellent. The reserve engine is in fair condition.
- The VFCC does not utilize priority dispatch or EMD/EMD protocols.
- In FY 2023/24, fire services represent 23.5% of the City of Sierra Madre's General Fund budget.
- The SMFD Fee Schedule is current. A citywide User Fee Study is underway.
- The FY 2023/24 budget includes SMFD goals to increase cost recovery opportunities by 25%, expand the paramedic subscription program by 50%, and research/obtain alternate funding sources equal to 5% of the department budget. These are all excellent goals aimed at enhancing long-term financial security.
- The long-term financial goals of increasing service fees will positively impact the city and department's financial position.
- The payor mix for EMS Services is 65% Medicare/Medicaid, 17% Private Insurance or memberships, and 19% direct billing to patients.
- Proposition 172 funds are dedicated to the police department, which negatively affects the appearance of the fire department budget.
- Overall, the City maintains a healthy General Fund Reserve balance.
- The VFCC CAD system does not interface with other area CAD systems. This may increase the time required to start and dispatch an incident.

- Heavy rains and topography may pose a threat to the community.
- Extended or periodic drought, topography, and wilderness interface pose an increased risk of wildfire for the community.
- The Sierra Madre population demographics risk factors are not significantly elevated in any category. However, the City has a slightly more significant proportion of its population over 65 compared to California.
- The City's land use is predominantly residential, with commercial areas primarily in the town center.
- Zoning does not allow for tall buildings within the City. However, according to ISO, at least six buildings were higher than two stories. These buildings pose a special risk for fire and rescue operations.
- The City lies along active fault zones and has a moderate to elevated risk of shaking during an earthquake.
- The areas of the City near the hills are at risk for landslides, mudslides, and debris flows.
- Wildfires, land or mudslides, and earthquakes are the most probable and damaging natural hazards.
- EMS incidents account for 66% of SMFD responses within the City and 73% system-wide.
- Incident responses remained relatively steady from 2019–2023, with a slight dip in 2020 and 2021.
- The incident volume has a slight seasonality, with late winter and early spring months showing a slight dip.
- Incident volume increases rapidly after six in the morning and remains relatively consistent until eleven at night.
- Most of the area within the City is within 1.5 miles of the SMFD station. The City's east side is within 1.5 miles of the Arcadia Fire Department station 107.
- Much of the City does not have a truck unit within 2.5 miles.
- Almost 87% of incidents within the city limits are single incidents, and 96% are one or two incidents concurrently.
- Most of the City is within a predicted 4-minute travel time from SMFD Station 41, and the data provided returns a travel time of 5 minutes, 44 seconds or faster, 90% of the time within the city limits.

- An effective response force of over 16 people can be rallied generally south of Grand View Avenue within 8 minutes of travel time, providing auto-aid responders are in station.
- Total response time for incidents within the City is 7 minutes, 36 seconds or faster, 90% of the time.
- Most of the transported patients are to USC Arcadia Hospital.
- Changes in the residents within city limits are expected to be limited. The projected population in 2054 is in the range of 10,200 and 11,500.
- Incident volume is expected to grow to between 1,500 and 2,000 by 2043. However, this may be significantly higher based on the automatic aid response area, especially with increases in ambulance responses outside the city limits.

Findings Leading to Recommendations

The following list of findings led to a recommendation. Each finding has the associated recommendations in parentheses.

- The Standard Operational Guidelines have not been consistently reviewed or evaluated recently (Recommendation A-1).
- The Citywide Financial Policies and Procedures are captured in the annual budget, an industry best practice to ensure they are reviewed yearly during budget preparation (Recommendation A-1).
- The training program is not well defined or managed across shifts. In addition, the mandatory training is primarily didactic with limited coordinated hands-on training (Recommendations A-2, B-1, & C-3).
- The wildfire risk for the areas nearest the hills is considered high to extreme (Recommendations A-3 & A-5).
- The SMFD devotes some resources to address the wildfire risk within the city. However, defensible space inspections are neither routine nor is compliance mandatory. Research indicates that defensible space and home hardening are the most effective mitigation strategies for protecting homes from wildfires (Recommendations A-3, A-5, & B-4).
- SMFD does not have adequate resources or personnel to complete all required functions of a Community Risk Reduction program, including data review, public education, life safety annual inspections, and wildland response planning (Recommendations A-3, A-4, & B-4).

- SMFD does not have a defined or managed community risk reduction program (Recommendations A-3, A-4, & B-4).
- There are several residential lots with main floor areas exceeding 4,000 square feet. These buildings pose an elevated risk and operational hazard during structure fire events (Recommendations A-3, A-4, A-10, & B-4).
- Several roads in the northern hillside area are single-access roads. These can pose an elevated risk to the community when the areas are exposed to hazards requiring evacuations or significant operational response (Recommendations A-3, A-4, A-10, & B-4).
- The SMFD has no defined schedule for inspecting all existing commercial occupancies (Recommendations A-6 & B-4).
- Service demand and system analysis for 2020 and 2021 may be driven by the COVID-19 pandemic and associated societal measures taken to prevent its spread. The research indicated a significant change in the utilization of emergency services. It is supposed that many people were reluctant to call for medical aid, leave their homes, or travel during the pandemic. As a result, incident volumes for these years may not be what agencies might expect in less restrictive times. For this reason, further evaluation is warranted as non-pandemic data becomes available (Recommendation A-7).
- Incident reporting does not appear to be completed consistently. Not all patient records have an associated RMS report, and 400 CAD records do not have an associated RMS or ePCR report (Recommendation A-8).
- The GIS data provided had missing and inaccurate property types, which impacted the accuracy of overall risk location evaluations. It may also inhibit the ability of the fire department to accurately identify target hazards (Recommendation A-9).
- Limited operational resources limit effective initial interventions to more significant incidents within the City and surrounding cities (Recommendation A-11).
- Neither of the SMFD units is approaching cautionary usage statistics. However, ambulance usage is steadily increasing, with the most significant growth outside city limits (Recommendation A-11).
- The City or SMFD has not adopted official performance goals or requirements enabling consistent performance management for the city or fire department leadership (Recommendation A-12).

- SMFD does not have an annual wellness program or require periodic medical examinations for its firefighters (Recommendation A-13).
- Succession planning and firefighter retention is a significant issue for SMFD. The lateral firefighter program appears successful but may impact firefighter longevity as lateral firefighters may be closer to retirement (Recommendations B-1 & B-3).
- The training program is an ancillary duty of an on-duty operations captain (Recommendation B-1).
- Administrative staffing levels are inadequate for proper oversight, planning, and managing all the required programs of the modern fire service (Recommendation B-2).
- Except for a casualty or high dollar loss, fire investigations are the responsibility of company officers who receive minimal fire investigation training. SMFD does have a few certified fire investigators, but they are not always available on all shifts (Recommendation B-4).
- The fire station may better serve the City by moving east toward Baldwin Ave. However, it is strategically located when considering the automatic aid agencies, and it provides a response system consistent with risk and demand (Recommendation C-1).
- The fire station is undersized and poorly designed for modern firefighting operations (Recommendation C-1).
- The fire station does not provide a secure workplace (Recommendation C-1).
- Like other city-owned properties, station maintenance is completed on an as-reported and priority-based system. There was no indication of a robust preventative maintenance system (Recommendation C-2).
- SMFD does not have a dedicated training facility with drill grounds (Recommendation C-3).
- AP Triton found no evidence of a funded or comprehensive capital improvement or station replacement plan (Recommendation D-1).
- The City's capital improvement list includes \$14 million in unfunded projects (Recommendation D-1).
- The entirety of the SMFD budget is captured as a general fund expenditure. The actual taxpayer financial burden is not as evident without capturing the offsetting revenues (Recommendations D-2 & D-3).

- Most SMFD revenues are accounted for in the citywide General Fund (10000) (Recommendation D-2).
- Most EMS expenses are allocated to the suppression expenditure line items (61000) rather than being broken out into EMS (64000) (Recommendation D-3).
- Given how expenditure allocations are currently reflected, SMFD cannot determine the actual cost per transport for EMS services. Therefore, they cannot evaluate whether or not their fees appropriately capture expenses (Recommendation D-3).
- The contractual allowances for EMS billing are below the actual net charges. Actual cost recovery is allowed (Recommendation D-3).
- Based on the citywide FY 2024/25 budget projections, additional revenues will likely be required to maintain current service levels (Recommendation D-4).
- According to city financial documents, in FY 25/26, the deficit is anticipated to be approximately \$585,000. This amount is expected to grow to over \$2.8 million by FY 28/29 (Recommendation D-4).

RECOMMENDATIONS

The recommendations presented here are based on industry best practices and the subject matter expert's experience. Each recommendation is related to findings made by the AP Triton team. Adopting these recommendations is optional for the City and department leadership, and they will need to determine completion and funding priorities. The recommendations are grouped by program and policy, staffing, equipment and resources, and financial and planning.

Group A: Program & Policy Recommendations

Recommendation A-1: Review Policies and Guidelines Annually.

Description: Clear and pertinent policies and guidelines ensure everyone in the organization operates consistently and effectively. These documents must be regularly evaluated using a specific process to maintain relevance. These evaluations should include presentations to ensure everyone is informed and understands any updates or changes. This practice ensures that all personnel are on the same page and can perform their duties efficiently and safely.

Outcomes: Consistently updated and relevant core employment, performance, financial, and standard operating policies. Clearly communicated and effective documentation.

Financial Implication: Staff time. Additional costs may apply if software solutions are purchased.

Recommendation A-2: Improve the Training Program to Include More Hands-On Evolutions and Defined Outcomes.

Description: The training program for SMFD is currently primarily didactic (lecture/video) oriented. The program has some generic requirements, but it is mainly up to each captain to define and create training for the crew. The training program should include a mix of lectures, mastery learning, and drills to be most effective. A genuinely effective training program will also include training opportunities from outside the department, such as inviting outside instructors into the City or sending firefighters out. This keeps the current on industry standards.

Outcomes: Well-trained and motivated firefighters.

Financial Implication: Staff time.

Recommendation A-3: Enhance Fire and Life Safety Programs and Develop a Departmental Community Risk Reduction (CRR) Plan.

Description: The current fire and life safety programs are primarily available by request, and the overall impact on the community is minimal. A comprehensive plan will include all hazards faced by the community, including wildfire. It will also include strategies to mitigate all community risks, such as clearing fuels and creating defensible space.

Outcomes: An enhanced fire and life safety program is designed to use data from SMFD and other sources to develop specific programs to reduce risks in the community. Developing a CRR Plan that examines all risks, not just fires, would improve safety and allow SMFD to become more of a community partner. Adding a CRR Coordinator to SMFD would enable the department to integrate the entire organization into the plan. Implementing CRR should involve the SMFD and other City departments.

Financial Implication: Staff time is required to implement a CRR Plan. The cost of hiring a CRR Coordinator is unknown since that salary does not exist within SMFD.

Recommendation A-4: Continue Educational Programs that Target Identified Community Risks.

Description: Current educational programs are based on traditional and generalized fire safety topics and are implemented by staff. While effective in conveying basic safety knowledge, these programs are less effective than programs targeting risks identified by incident data in specific populations and geographic regions. Educational outreach should be based on the CRRP and coordinated for department-wide delivery where applicable.

Outcomes: More effective and efficient delivery of educational outreach.

Financial Implication: Time required for the department to develop programs based on the CRR Plan.

Recommendation A-5: Consider Using Technology to Implement Community Wildfire Protection Plan Strategies.

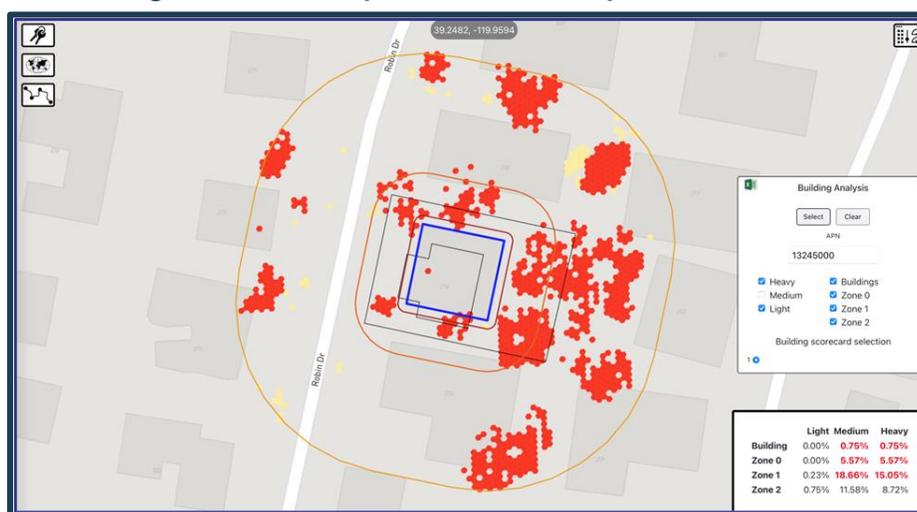
Description: SMFD staff is responsible for the wildland-urban interface and defensible space regulations. However, the required staffing and/or expertise is unavailable within the department and has not been identified for outside contract services. There are technological services available that may be helpful. For example, some companies provide Light Detection and Ranging (LIDAR)--based assessments of parcel-based fuels and offer an automated system allowing homeowners to upload photos depicting completed work before and after. The following figure shows an example of a LIDAR depiction of fuels for defensible space inspections.

Another potential solution is joining forces with nearby fire departments and fire-safe councils facing the same issue. Sharing resources by expanding project scopes to include work on adjacent land or creating a shared workforce and technology may be worth exploring.

Outcomes: More efficient service delivery using technology to create parcel maps, dashboards, and user portals for entering compliance data.

Financial Implication: Cost of system, outreach, and training, which can be offset by user fees.

Figure 159: Example of a LIDAR Depiction of Fuels



Recommendation A-6: Develop a Schedule to Inspect All Commercial Occupancies.

Description: There is no defined schedule to inspect all commercial occupancies in Sierra Madre other than what the California Office of State Fire Marshal requires. Without a schedule, occupancies may have fire code violations that pose a risk to their occupants. Current department staffing levels and the lack of 40-hour fire prevention staff make it almost impossible for the department to conduct periodic life safety fire inspections in non-state-mandated required businesses.

Outcomes: Establishing an inspection schedule based on risks will enhance the safety of the building's occupants and responding SMFD personnel, reducing community fire and life safety risks.

Financial Implication: The costs are staff time to identify all commercial properties in Sierra Madre.

Recommendation A-7: Review Incident Data Annually at a Minimum.

Description: The potentially distorted data during the COVID-19 pandemic years, trends, and predicted demand may be flawed. It is essential to understand the full effect of the pandemic on service delivery, and that will only be possible with continued analysis. Evaluating demand, service types, and other information annually until the pandemic-specific effects are fully accounted for and understood is critical. Until that effect is fully understood, the analytics created using the pandemic-era data have the potential to be misleading.

Outcomes: Understanding the pandemic era's effect on service delivery and performance analytics and creating appropriate adjustments. Additionally, understanding the impact of any service delivery changes will only be visible through periodic data review.

Financial Implication: Costs will vary depending on the approach adopted. At a minimum, staff time will be required. Additional costs may include training, increased staff levels, compensation, equipment, or fees paid to outside vendors.

Recommendation A-8: Increase Emphasis on the Quality Assurance of Fire Records Management Data Inputs.

Description: Accurate documentation of events by the fire department is essential, particularly for those requesting information, such as attorneys, insurance companies, and property owners. Reliable and accurate performance analysis cannot be achieved without stringent quality control measures. Triton recommends implementing a process to review and verify the completeness and accuracy of information. If any discrepancies are found, the document should be returned to the author for corrections.

Tracking unit performance is crucial for creating defensible reports in case of litigation. Establishing response time objectives that align with industry-standard percentiles ensures that the fire department meets the expected performance benchmarks and maintains accountability in its operations.

Outcomes: The risk of litigation for poorly written records will be reduced. An accurate and defensible analysis of performance can be completed regularly.

Financial Implication: Staff time to review individual documentation for errors and omissions. Staff time to meet with the dispatch center to resolve data errors.

Recommendation A-9: Improve the Accuracy and Usefulness of City Data for Operations and Prevention.

Description: During the study, it was found that some of the geographic information systems data provided by the dispatch center regarding zoning and occupancy were either not up to date or incorrect. An accurate data set will assist the fire department in making decisions about prevention, preparedness, and operations.

Outcomes: A standard and accurate base set of data shared by the City, county, and fire department for planning and operational consideration.

Financial Implication: Costs will only include staff time in evaluating and standardizing GIS and other standard datasets.

Recommendation A-10: Ensure Fire Prevention, Code Adoption, and Community Risk Reduction Programs Address Specific Hazards within the Sierra Madre Community.

Description: While not unique, certain hazards within the SMFD operations area are specific to the community. This includes risks associated with large square-foot homes and single-road access to multiple occupancies. These concerns are not unmanageable but require specialized approaches, active prevention, and government interventions. Adopting codes and ordinances that provide the best chance of success during an incident will likely create a positive outcome. Strategies such as improving road and access points, widening limited access roads, and ensuring adequate water supply for larger homes require partnership with the City's code enforcement bureau.

Outcomes: Infrastructure, policies, and laws that provide the best chance for a positive result in an emergency.

Financial Implication: Costs include staff time for research, presentation, education, and enforcement activities.

Recommendation A-11: Continue to Aggressively Participate and Utilize the Automatic and Mutual Aid Systems within the Immediate Area.

Description: The SMFD can respond and mitigate one, potentially two, simultaneous low-risk events. However, the lack of City firefighters, equipment, and specialized training and equipment makes the department heavily reliant on the surrounding auto and mutual aid agencies. The only way to ensure it is equitable and fair is to offer and respond as often as possible to the other agency's jurisdictions.

This commitment will require constant monitoring to ensure that outside agencies are not interfering with SMFD's ability to respond within its borders for most incidents. At the same time, it will require SMFD to ensure it is not taking advantage of other agency's support to maintain positive relationships.

Outcomes: Continued participation from and to SMFD for incidents, ensuring adequate resources are available for more severe incident types.

Financial Implication: None.

Recommendation A-12: Adopt a Response Time Objective for Each Element.

Description: SMFD did not communicate that they have an adopted response performance policy for each element of response time.

Outcomes: A policy should be developed after comparing NFPA 1710 and baseline results, which should be adopted by a committee within the fire department and communicated for approval to the AHJ.

Financial Implication: Staff time to develop response time objectives for each time segment in the response continuum.

Recommendation A-13: Implement an Annual Medical Examination and Wellness Program for All Fire Suppression Personnel.

Description: Currently, the department does not provide annual medical examinations for operations personnel. These examinations determine whether an employee has any physical problems that may prevent them from functioning during fire ground operations or other physical activities. Providing annual physicals for all personnel could assist the SMFD in identifying health-related illnesses/injuries that could impact a firefighter's career.

Outcomes: NFPA 1582, Standard of Comprehensive Occupational Medical Program for Fire Departments, was developed to provide guidance for medical examinations for firefighters. The standard includes information and advice for physicians and other health care providers responsible for fire department occupational medical programs.

The medical requirements are part of an evaluation to ensure that candidates and current members can perform their required duties and reduce the risk of occupational injuries and illnesses.

Financial Implication: Program costs may vary due to the comprehensive nature of the examination. Approximate costs range from \$700.00 to \$800.00 per employee. However, these costs may be negotiated with the provider depending on the number of personnel enrolled and neighboring/regional fire department provider partnerships.

Group B: Staffing

Recommendation B-1: Adopt Staffing Levels and Models That Provide Enough Mission Support and Succession Planning Opportunities.

Description: It is evident that SMFD does not have enough people in management and administrative positions to support its mission. This affects daily operations, strategic management, continuous improvement, training, and supervisory consistency. A well-designed management structure is a vehicle for succession planning for executive positions. SMFD relies on captains (supervisors) to complete chief (management) level work. Training, prevention, and administration programs are negatively affected without enough management capacity. In addition, the contractual Battalion Chief is reliable for incident command. Still, it does not provide adequate policy application if the Fire Chief is incapacitated or absent.

Outcomes: Create enough managerial positions to efficiently and effectively manage fire department business and concurrently develop a succession plan for executive positions.

Financial Implication: Annual costs per position would be somewhere between the compensation of a captain and the fire chief. In 2023, this approximately equals between \$181,000 and \$260,000 in total annual salary and benefits.

Recommendation B-2: Evaluate Staffing Levels Required for Administrative Support Services.

Description: SMFD should perform a time and motion study to evaluate the current needs related to administrative support of the fire department.

Outcomes: Today's fire service's regulatory and statutory requirements have become complex and demanding. Appropriate administrative support frees operational staff to concentrate on maintaining operational readiness and other vital functions.

Financial Implication: The estimated cost relates to the time staff and Human Resources personnel spend performing the studies and evaluating the results for subsequent personnel planning processes.

Recommendation B-3: Ensure an Adequate Mix of Entry and Lateral Firefighter Recruitment.

Description: The agency has adopted a policy that permits other agency firefighters to move to SMFD laterally. This is an excellent practice and can allow experienced and well-trained firefighters to immediately take on the firefighter role. However, these employees may not work in the SMFD system for as long as new entry-level firefighters since they have already completed some time towards retirement. This can inadvertently create a higher turnover rate and reduce the number of qualified individuals with significant time in the SMFD system to move into supervisory or managerial positions.

Outcomes: A healthy mix of experienced and newer firefighters who may spend more of their career with SMFD. This will also add to the depth of individuals qualified and experienced within the City for managerial and executive roles.

Financial Implication: New firefighters are less expensive annually but require more time to learn the trade. As a result, the financial implications are minimal.

Recommendation B-4: Fill the Community Risk Reduction Manager Role with a Qualified Candidate.

Description: SMFD chief staff does not have enough work capacity to adequately design and implement a comprehensive community risk reduction plan. This position may be part-time or full-time, but the position should be under the control and direction of the fire department and City for the most substantial impact. The industry often combines the CRR manager position with other fire prevention specialties, such as an educator, inspector, or investigator.

Outcomes: A well-defined, effective, and aggressively managed community risk reduction program.

Financial Implication: This will depend on how the position is developed and designed. As it is a management specialty, the low end should be on par with the company officers or a \$181,000 fully burdened annual rate in 2023. This can be used as a senior manager position and potentially a succession planning position, and it would then be on the captain and fire chief wage scale.

Group C: Facilities, Equipment, & Resources

Recommendation C-1: Determine How to Improve or Find an Alternate Site for the Fire Station and Administrative Staff.

Description: Fire Station 41 shares a building with the Sierra Madre police and fire departments. Initially designed for an all-volunteer fire department, the facility is now inadequate for the needs of an all-career modern firefighting team. It lacks gender-specific living quarters and bathrooms, and the upstairs area shows signs of water damage and other critical maintenance issues. The station does not have enough space to accommodate the demands of current firefighting activities, highlighting the urgent need for upgrades and renovations.

Outcomes: Systematically evaluate, repair, and potentially improve the facilities required for ongoing operations.

Financial Implication: This will be determined depending on the option chosen. Recent construction costs for fire stations in California have varied widely. Two recent two-story fire station constructions include Coastside Fire Protection District, which budgeted \$1,380 per square foot in 2023, and Sunnyvale, which ended up at \$2,058 per square foot in 2024.

Recommendation C-2: Establish a Fire Station Maintenance, Needed Repairs, and Life Safety Inspection Program.

Description: SMFD should establish an annual maintenance, repair, and life safety inspection program for its facilities. Systems that enhance the safety and health of employees are crucial for reducing the number and severity of injuries and health concerns. Essential systems require regular maintenance and evaluation, including HVAC, emergency power, fire sprinklers, plumbing, electrical, and smoke and carbon monoxide detectors. Implementing this program will ensure these systems function correctly and provide a safe working environment for all personnel.

Outcomes: Systematically evaluate, repair, and potentially improve the emergency and life safety systems at the SMFD fire station.

Financial Implication: Initial costs will include staff time developing, adopting, and completing a custom or currently available inspection system. Once created, the address should be added to the mandated annual inspection list. Ongoing costs will include maintenance requirements such as system repair and replacement of consumable goods.

Recommendation C-3: Establish a Training Area for Hands-On Training.

Description: Hands-on training is essential for firefighter initial and ongoing education. Training can become stagnant, unrealistic, and less valuable without adequate space and props. An effective training area is more beneficial when it is easily accessible and allows on-duty crews to use it without going out of service. The City should establish a training area and build appropriate space and props for firefighters and potentially police officers. SMFD may also look for close training facilities from other agencies to rent. One final option would be building training facilities for the new or remodeled fire station.

Outcomes: Establish a training facility.

Financial Implication: This will be determined depending on the option chosen.

Group D: Financial & Planning

Recommendation D-1: Formalize, Adopt, and Fund a Capital Replacement Plan.

Description: The Department does not have a formal capital asset replacement plan.

Outcomes: Fiscal constraints, including financial capacity and an inability to contemplate all capital expenditures that may arise in a budget cycle, introduce uncertainty and a failure to budget and plan for every contingency. GFOA recommends that governments establish capital planning policies that undertake a multi-year planning and budgeting process to accumulate funding for anticipated capital needs. The plan should be specific to SMFD and consider facilities, apparatus, and other major capital projects. Adopting a formal multi-year plan can provide the City and the department with a tool to correctly anticipate and financially prepare for capital needs.

Though maintenance and replacement of capital projects should be funded yearly through the budgeting process, establishing a capital asset replacement plan provides additional flexibility in a strong capital asset management program.

Financial Implication: As the City informally has the elements for a capital improvement/replacement plan, the main upfront cost to implement will be staff time.

Recommendation D-2: Consider Allocating Fire Department Revenue to a Fire Department Category within the General Fund.

Description: The report notes that SMFD revenue, such as EMS Subscription and EMS Service Fees, are captured in the citywide General Fund revenue (10000). These revenues are reflected in Object Category 47, Charges for Services. The recommendation is to create an Object Category for Fire Department Revenue, accounting for EMS revenue (64000) separately from other Fire service revenue (61000).

Outcomes: Enhanced ability to track actual revenues related to SMFD services. This is especially true for EMS services, where fees should reflect the service's cost.

Financial Implication: None.

Recommendation D-3: Consider Allocating EMS Personnel Expenses to General Ledger Account 64000.

Description: In FY 19/20, the EMS personnel expenses were charged to EMS (GL 64000). Since then, most personnel costs have been charged to Suppression (GL 61000). If SMFD staff assignments to the ambulance are variable by shift, consideration would be required to determine how to allocate at least an average cost per shift rather than an exact rate.

Outcomes: The ability to track expenditures related to EMS services. Having such data is critical in evaluating the service fees in relation to actual costs. Without such data, there is no way to determine the percentage of costs the fees per service call are recovering.

Financial Implication: None.

Recommendation D-4: Actively Seek Increased Revenue Sources for the Immediate Future Operational Costs and Upcoming Capital Improvement Needs.

Description: The department faces a potential financial shortfall starting in the 2025/2026 fiscal year and steadily worsening by fiscal year 2028/2029. After determining exactly how much the fire department produces (revenue) versus its expenditures, the City may need to look at other sources of revenue. This may include grant applications, increased fees, or increased taxes.

Outcomes: Fully funding City services.

Financial Implication: Based on the City budget, the next 5 years will have an approximately \$6.5 million negative impact.

SECTION V: Appendices

APPENDIX A: RISK CLASSIFICATIONS

The following are the risk classifications determined by incident type.

Fire

Low Risk

These incidents are considered low-risk and minor in scope and intensity. A single fire apparatus and crew is required to manage fires involving passenger vehicles, fences, trash or dumpsters, downed power lines, residential or commercial alarm investigations, or an odor investigation.

Moderate Risk

These incidents are the first-alarm responses needed to manage a moderate fire risk incident. These incidents include smoke in a building, small outside building fires, commercial vehicle fires, a single-family residence, a lightning strike to a building, an automatic fire alarm at a high-risk occupancy, or a hazardous materials pipeline fire.

High Risk

These incidents are a second alarm response needed to manage a high fire-risk incident. These incidents include smoke in a high-life hazard property (school, skilled nursing, etc.), single-family residences with injured or trapped victims, multifamily residential buildings, or a moderate-sized commercial/industrial occupancy.

Maximum Risk

A third alarm response is needed to manage a maximum fire risk incident. These incidents include a hospital, assisted living facility, fire in an apartment building, high-rise building fire, a large commercial or industrial occupancy, hazardous materials railcar, or storage occupancy. Incident assignments will include additional command staff, recalling off-duty personnel, and mutual aid assistance for other critical tasking needs.

EMS Risks

Low Risk

A single EMS unit can manage a low-risk EMS incident involving an assessment of a single patient with a critical injury or illness, non-life-threatening medical call, lift assist, or standby.

Moderate Risk

A two-unit response is required to control or mitigate a moderate-risk EMS incident. It involves assessing and treating one or two patients with critical injuries or illnesses, or a motor vehicle crash with 1–2 patients.

High Risk

A multiple-unit response is required to control or mitigate a high-risk EMS incident. It involves 3-8 patients with injuries ranging from minor to critical. Patient care will include triage, BLS, ALS treatment, and a coordinated transport of patients.

Maximum Risk

A multiple-unit response is required to control or mitigate a maximum-risk EMS incident. It involves more than nine patients with injuries ranging from minor to critical. Patient care will include triage, BLS, ALS treatment, and a coordinated transport of patients. If this is an active shooter incident, the response may require a casualty collection area unit to treat patients not in the hot zone.

Technical Rescue

Low Risk

A single fire unit can manage a low-risk technical rescue incident involving minor rescues, such as a child locked in a vehicle, elevator entrapment, or limited mechanical entrapment.

Moderate Risk

A two-unit response is required to control or mitigate a moderate technical rescue risk incident. Support is not usually required from a technical rescue team. This type of incident involves a motor vehicle crash that requires patient extrication, removal of a patient entangled in machinery or other equipment, or a person trapped by downed power lines.

High Risk

A multiple-unit response is required to control or mitigate a high-risk technical rescue incident. This type of incident may involve full-scale technical rescue operations ranging from structural collapse to swift water rescues. It may involve multiple motor vehicles that require extrication, commercial passenger carriers, or a vehicle impacting a building. Support is usually needed, requiring a technical rescue team. This incident may require multiple alarms.

Maximum Risk

A multiple-unit response is required to control or mitigate a maximum-risk technical rescue incident. Support is needed from a specialized technical rescue team, which may have multiple operation locations.

This type of incident will involve full-scale technical rescue operations such as victims endangered or trapped by structural collapse, swift water, or earth cave-ins. This incident will require multiple alarms and may expand beyond the identified critical tasking. Recall of off-duty personnel or assistance from auto or mutual aid may occur during a disaster or when additional alarms and command staff are needed.

Hazardous Materials

Low Risk

A single fire unit can manage a low-risk hazardous materials incident involving carbon monoxide alarms and other unknown HazMat investigations without symptomatic victims, less than 20 gallons of fuel, a natural gas meter incident, downed power lines, equipment, or electrical problems, or attempted burning. Automatic alarms that may originate from a hazardous material.

Moderate Risk

A two-unit response is required to control or mitigate a moderate risk hazardous materials incident. Direct support is not usually required from a hazardous materials team. This type of incident involves a carbon monoxide alarm with symptomatic patients, a fuel spill of 20–55 gallons, or a gas or petroleum products pipeline break not threatening any exposures.

High Risk

A multiple-unit response with a HazMat team is required to control or mitigate a high-risk hazardous materials incident. Support is needed for a Level 2 HazMat incident that involves establishing operational zones (hot/warm/cold) and assigning multiple support divisions and groups. This response includes a release with 3-8 victims, gas leaks in a structure, HazMat alarm releases with victims, flammable gas or liquid pipeline breaks with exposures, fuel spills greater than 55 gallons, fuel spills in underground drainage or sewer systems, transportation or industrial chemical releases, or radiological incidents. Additional assistance may be required to expand operations past the identified critical tasks.

Maximum Risk

A multiple-unit response is required to control or mitigate a maximum-risk hazardous materials incident. Support is needed from an on-duty HazMat team and their specialized equipment. This type of incident involves establishing operational zones (hot/warm/cold) and assigning multiple support divisions and groups. Examples include nine or more contaminated or exposed victims, a large storage tank failure, a HazMat railcar failure, or a weapon of mass destruction incident.

This incident will require multiple alarms and may expand beyond the identified critical tasking. Recall of off-duty personnel or assistance from auto or mutual aid may occur during a disaster or when additional alarms and command staff are needed.

Wildland Urban Interface

Low Risk

A single fire unit can manage a low-risk wildland firefighting incident involving a fire minor in scope, structures not threatened, and Red Flag conditions do not exist. These include low-risk wildland or grass fires, an outside smoke investigation, illegal or controlled burns, or small vegetation fires.

Moderate Risk

Multiple units are needed to manage a moderate-risk wildland firefighting incident involving a significant fire in brush, a brush pile at a chipping site, grass, or cultivated vegetation. Red Flag conditions do not exist, and structures may or may not be threatened.

High Risk

Multiple units or alarms are needed to manage a high-risk wildland firefighting incident. The level is associated with Red Flag warnings with structures that may or may not be threatened. This fire involves a significant wildfire in brush, grasses, and cultivated vegetation. And woodland areas. Additional alarm assignment, command staff, recall of off-duty personnel, and mutual aid assistance may require the operations to extend beyond the identified critical tasks.

APPENDIX B: STAKEHOLDER INTERVIEWS

Introduction to the Stakeholder Interviews

Triton interviewed various Sierra Madre Fire Department's internal and external stakeholders. These interviews aimed to better understand issues, concerns, and options regarding the emergency service delivery system, opportunities for shared services, and expectations from community members.

It is important to note that the information solicited and provided during this process was in the form of "people inputs" (stakeholders individually responding to our questions), some of which are perceptions reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the information for consistency and frequency of comments to identify specific patterns and/or trends. Multiple sources improved the credibility of the observations, and the information provided was significant enough to be included in this report.

Stakeholders were identified within the following groups: Elected Officials, Department Heads, Business Community Leaders, Citizens, Chief Officers, Labor Leaders, Volunteer Chief Officers, Firefighters, Rank & File, and Administrative Staff. The following answers to the questions are summarized. In addition, duplicate or similar answers are presented here, with the most frequent answers organized from top to bottom.

Elected Officials, City Management, & Department Heads

Triton interviewed fifteen people that fell into this category.

What strengths contribute to the success of the Fire Department? (What do they do well?)

- The chief is doing a good job.
- Engage with the community.
- Children love them.
- Very active community members are older (social media does not work for them).
- They know their customers (personally).
- Active in the community, tight-knit community.
- Educating the public is good, but it can always improve; it is good with wildfires.
- Proprietary interest by the citizens as a volunteer agency.

- Small town, collaboration, and face-to-face service with the community. Witnessed that personal touch. That approach seems to go a long way.
- More community events are needed; they need to get better at getting out there.
- Active on social media and partners well with the community.
- Participation in community events including preschool story time, CPR class, infant first aid, volunteer team group, and pumpkin smash.
- Maintain a small-town feel while being in a large county.
- The department does a lot with the community and attends many events.
- The fire department is an integral part of the community. They have good response, community engagement, and good workers.
- The willingness of fire staff to be at all the community events. Especially off-duty personnel coming in on their off days.
- Good rapport with the citizens and community.
- The amount of goodwill the department has earned.
- Community connections and support from its citizens.
- The chief is a good advocate for other departments within the city.
- Good culture with people who want to be here. Supportive council.
- Flexibility. Change well with demands.
- Good leadership. First rate chief. Good city manager. A good string of success with leadership.
- Strong leadership. Strategic thinker. Strength is maintaining a strategy.
- Leadership is one of the reasons the fire department is succeeding.
- The department has great leadership and has hired personnel who want to be in the community.
- Recent improvements in salary have hopefully improved retention and morale.
- Small town-personal engagement.
- They know and are known to the community.
- Volunteer outside the paid hours – easter egg hunts, Santa Claus, et cetera.
- Tradition of cultural support.
- Manner of response and interaction.

- Day to day, as well as calls.
- They show enthusiasm, which is infectious.
- Seemed to have kept that volunteer bedside manner, not just another number.
- Professional development-outward facing recognized by peer agencies, adequately trained, resources useful for the community and aid areas.
- Fulfilling the roles and getting better.
- Hometown touch from the personnel when servicing the community
- Good communication with the city staff
- Calls for service
- Response times are phenomenal.
- Automatic aid.
- good responses,
- The ability to access fire resources from outside the city and the opportunity it provides for the firefighters.
- Providing paramedic-level service and transport.
- I have used 911 over the years, and the fire department provides exceptional service.
- The department responds quickly and is very responsive.
- They have many paramedics, even when the rescue ambulance is out of the area.
- Diverse knowledge – from outside sources.
- Dual training as FF and FF-P.
- The employees are well trained and have quick response time. They are very compassionate to the citizens they encounter.
- The staff is highly trained, and this is thanks to the city's utility user tax.

What are some areas in which you think the department could make improvements?

- The department is very silo, and the department does not engage in other city employee events, meetings, or other opportunities. They need to interact and engage when opportunities are available.
- The department needs to understand that they must maintain good relationships and partnerships with the community.

- The department needs more public contact to spread the word. Smoothie with a dispatcher, coffee with a cop?
- The 5 guys are strangers. Strangers getting money is not likely.
- Need more outreach by the fire department. Need a relationship. Need to get out.
- Customer service, Brunacini.
- Get your face known.
- Public service needs to happen.
- Practicing what they preach.
- Communication with other departments and the community is important, and we all need to work together.
- Teamwork – participate with the other departments/collaboration.
- 1991 earthquake.
- Gender diverse, diverse ethnically.
- No experience.
- Underpaid and performing at a high level (no bruised fruit).
- Keep up with the rising cost of labor. Fiscal responsibility.
- Tight budget.
- The city is not fiscally competitive, relying on loyalty. This has worked in the past.
- Pay and benefits (can it be sustained). How to get there.
- Having an internal strategic plan for the department in the next three to five years beyond additional staffing, such as a CIP plan.
- Looking at more fire prevention and EMS oversight or leadership.
- Manage their own expectations and growth.
- BBQing in the back.
- Inspections – opportunity to meet the public and improve perception.
- Fire prevention and WUI and high severity fire area. What resources.
- Community outreach.
- Looking at ways to expand fire prevention that are within the cost recovery or fee budget.
- No prevention.

- Working with the community to reduce the risk in the WUI. Educating the public through fire prevention and mitigation opportunities.
- Over-reliant on loyalty for retention.
- Longevity of staff when pay isn't comparable to larger departments.
- Turnover in the department has hurt the department, and specific knowledge has left the organization.
- The city appears to be a training ground for many positions within the city. It still costs extra money to train new people continuously.
- Improvements to salary and benefits are needed to recruit and retain personnel.
- Improving long-term retention
- The department may do better at loyalty.
- Staffing, perhaps as a function of size.
- Manage growth to ensure the impacts are. Be realistic - additional personnel.
- No depth of service.
- Hiring personnel who will stay longer may not be the highest on the eligibility list.
- Losing one person feels more substantial to a smaller organization.
- They don't know the needs, such as personnel.
- Resources need to be used well.
- Facility infrastructure and budgetary constraints. Citywide effects.
- State-of-the-art equipment, but the fire station was never designed to be a full-service fire station.
- There is a need for additional equipment or updated equipment and facilities.
- Pandemic stress created a higher turnover rate.
- Captain to the chief is not a career path. They need the ability to train an incoming chief.
- No succession of hierarchy.
- Maybe more training, leadership training, etc...
- The union can be active but, at times, come off offensively.

What opportunities, in your view, are available to improve the service and capabilities of the fire department?

- Public service, and more public announcements or public communications on what they are doing and what the FD is about. Communication with the citizens about successes.
- My biggest worry is that the department will go away due to complacency.
- Senior Commission – work with them to address the seniors' concerns
- Being more valuable to the community in many areas.
- The department does a great job responding to emergency calls. Still, some areas could be explored to enhance community involvement or needs.
- There is an excellent opportunity for community outreach, specifically youth programs. Unfortunately, resources are limited to provide these types of programs.
- Outreach and education to the community about what they can do.
- Consistency in staffing.
- Captain to liaise with CAL FIRE.
- Likes the new cooperation and relationships with Pasadena and Arcadia.
- Leveraging what you have to get more services
- We need more funding and a more appropriate building. Add a community tour component to facilitate an updated facility.
- Funding availability is difficult.
- Retirement (20% 65+) Paramedic service.
- Revenue increase (BLS rig).
- Exploring every option.
- Improving cost recovery and ways to provide expanding services within revenue allocation.
- Adding revenue through their operations. Paramedic subscription program growth
- Prevention. Site inspection revenue.
- Not alone, financial status – state and federal resources (grants).
- Grant funding is unknown.
- The city hired lobbying and grant funding.
- Loss of the old guard and institutional knowledge.

- Fire prevention, especially in the wildland area.
- Provide specific community risk reduction education, not enforcement to the community.
- Providing inspection and safety to the WUI area. Number 1 concern from a target hazard perspective.
- Bridge the seniority gap and keep the firefighters long-term.
- Keep the firefighters here rather than training.
- Building the human capital.
- Different hats and shared duties.
- More programs and education in the WUI environment and responsibilities.
- They provide good service.
- Special services for seniors.
- Increasing personnel strategically to meet the department's needs and provide additional services.
- Succession planning seems to be ok.
- Strong support from the administration, supportive of first responders. FD should continue to take advantage of that.
- To bump over the change to become sustainable. (Staffing – Management).
- Invest in education schools and fire service. Reward those who take classes and want to learn.
- Improving wildfire WUI skills.

What do you see as the top three critical issues faced by the fire department today?

- Funding (public safety tax in Nov.)
- Sales tax limited.
- Parcel tax.
- Budget and funding
- Perception of the budget and funding. Making public safety the priority and then funding other items if funds allow.
- Budget constraints.

- Funding – the department moved from a volunteer agency in 2019, and it has been a hard fight to keep it funded.
- The cost of personnel and maintaining the level of service.
- Ballet measures for fire and police.
- Funding for firefighters (Make it more attractive).
- The city has a structural deficit and does not have enough funding to fund all of the good programs.
- Capital needs and the funding available for these purchases
- The city is predicting deficits over the next five years. Revenue is not growing as fast as expenses.
- Need more revenue – Critical.
- Communicating with the citizens (the department currently does this well).
- Internal communication – within the city and other city public departments
- Garnering trust.
- Bolster relationship with firefighters and the community.
- Making sure the department is up-to-date and has the right equipment to do its jobs safely and effectively.
- Money – expanded facility (bank of America building for PD).
- Long-term funding.
- Zero to 100, maybe at a breaking point, the growth.
- Water supply (system), Sierra Madre water supply. (What is the plan
- Managing expectations and growth.
- Time and resources to plan and manage versus just doing things.
- Equipment – capital improvement planning, better canyon vehicles.
- Wildland Urban Interface.
- If the fire line goes south, how can they complete the required inspections and interface with the community?
- Recruitment and retention.
- Retention.
- Retention of staff.

- Retainment.
- Retention of existing employees is the most critical issue.
- Worry about competing for talent and retaining talent and infrastructure.
- Turnover.
- Retaining good employees
- Retention of existing employees
- Appropriate salary and benefits for the current marketplace
- Growth in staff size (4 instead of 3). The firehouse is cramped.
- Recruitment (fully staffed for the first time ever)
- Better mechanism to relieve absentees.
- Staffing, especially on the administrative side.
- New generation work ethic
- Staffing – retention and potential expansion.
- Staffing challenges and filling vacancies more rapidly
- Growth opportunities for employees
- Facility.
- Needs improvements to equipment and facilities.
- The facility itself (dated building) and funds.
- The fire department facility does not meet their current needs.
- Capital improvement plan.
- Succession.
- Ensure the department is well trained and provide adequate training for new employees. Making sure the department has well-trained EMS personnel. Also, leadership training is part of succession planning. Developing the future leaders of the organization.
- Wildland fire threats and response.

If you could change one thing in the fire department, what would it be?

- Better building.
- Building upgrading (money).
- Provide a better fire station for the crews to live in.

- One of the main issues is the need for an updated fire station to meet its current size and future needs.
- New firehouse.
- Give them a bigger firehouse (an upgrade gift).
- E-mail communications – needs to be more consistent. Non-emergency e-mail system. Response by e-mail.
- Learn community skills
- Work on the relationship with the citizens.
- More gender diverse.
- Looking for grants or additional funding outside the city's general fund or utility user tax.
- Educate the city staff about what the fire department is about and the realities of the service.
- Fire employees need to assist, engage, and work with other city departments and employees. They need to be part of the overall city team and have more involvement with the city and, specifically, city employee events.
- Management, politics, and the department need to collaborate better about the department's sustainability needs.
- Managing expectations: understanding current limits and what is reasonable.
- They need to show their value to the city and other employees.
- Make everyone happy and make a professional level.
- Revisit the regional solution to some of the agency's forces.
- Showing the other opportunities, benefits, and safety of the position instead of comparing only salary.
- Improve stability in funding and personnel. Lots of unknowns for the future.
- Retaining good employees. The fire chief is the one keeping it all together.
- Training for getting into houses, all members of the department.

How would you describe the level of services provided by the fire department?

- The department reaches out to and engages with the community, which results in the support it receives from the community.
- 5 out of 5.

- Excellent service and only gets better. Response times are better than average. Leadership and level of service. Programs and policies are great for the community.
- Amazing. The community loves a hero. They have the support.
- A+ (fast/responsive/professional) out in public, they carry themselves with class. They participate in events and are part of the community.
- The service they provide is great.
- The fire department provides excellent customer service and well-qualified fire personnel. Top-notch level of service and really no complaints.
- Excellent.
- The community is lucky to have them, but they need to show their value since we don't have many fires in the city.
- Excellent.
- The community trusts them.
- Good, show up in a reasonable time, but then they disappear.
- Outstanding 9 because anything could be better. They do a great job and really serve the community well.
- Very good, especially with the limited staffing
- 9 – Private conversation (power lines)
- 8 out of 10 because they are doing the best they can with their provided funding. They provide great service but cannot handle larger emergencies or wildland fires.
- 8 only because there is always room for improvement, and the department does have needs. They do an excellent job, and they care about the city and the people they serve.

Labor Leaders, Rank and File, Chief Officers, and Administration

Triton interviewed thirteen people that fell into this category.

What strengths contribute to the success of the fire department? (What do you do well?)

- Professionalism (uniform in public would be a nice addition). Customer service is excellent.
- Empathy and good response time.
- Good decisions.

- Trained for the operations.
- Customer service is high, and the staff rolls out the red carpet for our customers.
- Empathetic.
- Staff Professionalism.
- Customer service by going above and beyond for the residents we serve.
- The department is progressive and willing to be first regarding new equipment and technology.
- Retention is better.
- High quality of service concerning the fire department.
- Good mix of people, good cooperation, work well together
- Support from the neighboring departments
- Good working relationships and respect from neighboring departments.
- The fire does a lot more than respond to calls. They do a lot of community involvement and help residents with more than just emergency responses.
- Community service is their number one priority.
- The department works closely with other city departments and local businesses.
- The size of the city enables the department to interact more with the public.
- Doing additional responsibilities beyond standard firefighting duties, and we wear multiple hats.
- Performing additional duties outside their job description without additional compensation.
- The department goes above and beyond for community events and the service provided.
- The department does a lot with the community and provides service above what is expected. Personnel really try to help where they can.
- Great support from the community, city council, city management, and labor.
- Doing more with less.
- Good equipment.
- Good mix of experience.
- Most of the experience came from other agencies.

- Universal opinion on what needs to get fixed. Staffing is the strength but new.
- Everyone knows everyone else.
- Personalities mesh well.
- The department is staffed with outstanding personnel and has buy-in to the organization's mission and vision.
- The department is more like a family, with good communication throughout the ranks. One big team, and everyone is willing to help each other out.
- The size so you get the message right from the fire chief.
- The department's membership is doing more than expected.
- The groundwork for public perception was laid. More empathetic.
- The leadership of the department
- Morale is improving, especially now it is fully staffed.
- The department has really good paramedics, and the engine is a paramedic assessment engine.
- Really talented and well-trained paramedics. The majority of the department is at the paramedic level.
- Improved payment improved retention.
- The first lateral exam was good but needed some ironing out.
- Innovative hiring practices. No probationary period.

What are some areas in which you think the department could make improvements?

- Improvements and upgrades to the living conditions of the firefighters.
- Improvements in office space. The department needs its own private administrative space or locations to ensure that some items are protected or not seen until they have been vetted.
- The department needs more storage, specifically a space to control and secure items.
- No designated training area. Lack of training environment reduces motivation.
- All areas of infrastructure need improvement.
- Infrastructure.

- Improvements to the fire station since it was never built for the size of the career department.
- Improvements to the fire station and ongoing maintenance. Station improvements are significant now that the department has a multiple-gender workforce.
- The fire station does not have enough storage or overall space. Improvements need to be made to accommodate the size of the department.
- The fire station is not built for 24-hour occupation.
- Public works building repair.
- Advanced training equipment and manikins for EMS training.
- The department is young and requires training along with experience.
- Interagency training with Pasadena and Arcadia is available, but a regional list might be helpful.
- Expanding training opportunities and the ability to do more hands-on training.
- Bring in the Regional Training Group (RTG) to set fundamentals within the fire department and the region.
- Uniformity of training (expectations). Administratively and operationally.
- Advanced training or certification for paramedics.
- There is a lack of incentive pay for the additional duties performed.
- The employee cost for Cal PERS healthcare.
- Benefits and salaries. Meeting area pay has been positive, but more is needed. Need some consistency in benefits and salary.
- On hot days, limit the hiking trails.
- Administratively, the department needs to be cleaned up, for example, in policies and SOGs.
- More standard operating guidelines are needed for more significant incidents, especially when multiple departments respond.
- Improving recruitment and retention in the current marketplace.
- Fourth on the engine. (To improve the absentee)
- Retention and recruitment.
- Need the people.
- Need for additional support staff or chief officers.

- Mobile terminal times might be an issue – the turnout times should be better.
- Better maintenance and cooperation between fleet, facilities, and other city departments.
- Rapid deployment – needs support from the city management with education to understand the FD needs and services.
- Newness, the city doesn't know what a fire department needs.
- Limited (shoestring) budget.

What opportunities, in your view, are available to improve the service and capabilities of the fire department?

- Access up the canyon (random areas).
- Upgrade the fire prevention program (tracking).
- Brush clearance needs to evolve.
- Inspections need to be updated.
- Community risk reduction and education to the public. Need a place to do community training and education.
- Improvements to fire prevention and the ability to serve our customers better.
- Training and other programs can be defined. Solid foundation, then work within the area.
- Providing opportunities for department-wide training.
- Making every person capable of working in the rank above them.
- Offered training courses.
- Uniformity of training.
- Able to go to other agencies' training. The door is open to do the training. Drilling with other agencies. Formal and informal.
- Wasted man-hours (chasing their tails). Reinventing the wheel.
- Look at what we have now and expand.
- Define the box and move from there.
- The ability to respond out of the county is inconsistent. Sometimes, we can respond; other times, we cannot because of staffing.
- Making the medic fire engine (4).
- Building a training facility with a classroom.

- Split station. The phone is not going over the speakers.
- Terrible recordkeeping software
- The ability to automatically renew the paramedic subscription service.
- Improvements to payroll and FLSA overtime payment tracking.
- Increasing support staff and the need for an additional chief officer.
- Improving the ability for customers to pay fees online so they don't have to come to the city hall complex.
- Money solves all the problems. Recruitment, better pay, and benefits attract more experienced firefighters.
- First time in 4 years, it's fully staffed.
- They get garage door excuses!?
- Advertising and explaining the paramedic service plan.
- Making sure the community still values and appreciates the fire department.

What do you see as the top three critical issues faced by the fire department today?

- Brush – needs prevention program.
- Fire Prevention needs improvement and expansion as WUI inspections come into play.
- WUI interface hazard and the mitigation needs.
- Staffing along with recruitment and retention issues.
- The fire engine is not a full paramedic engine. Additional staffing to have four personnel and two paramedics on the fire engine.
- Staffing.
- The station was not built for 24-7 occupancy. No drill yard. No training ground
- Infrastructure: The fire station is inadequate.
- Security to the Fire and PD lobby. Maybe secure doors and a video camera.
- Living conditions and not meeting industry standards.
- Facility (firefighter maintained – older building). It's not big enough to house additional staff.
- Training (training facility) – outside instruction. Not only maintaining NFPA Standards.
- Training.

- Not providing training and task books for the rank above.
- Funding or competing with other departments for critical dollars. The city is just now seeing the actual costs of operating a career fire department.
- Funding for adequate protection for the community.
- Money.
- Pay and benefits.
- Benefit package
- Static motion on improvement initiatives, including policies, SOGs, and periodic reviews. The department needs to become proactive instead of reactive.
- Funding is needed for the items above, not just the basic services.
- Regulations and responsibilities for enforcement with no additional funding.
- All the extra work that is required from each rank without appropriate compensation.
- Infrastructure (public works is slow – no feedback on work orders)
- Educating people about the fire department (operation and needs)
- Increase in administrative and shift staffing, especially with personnel on light duty. The department has a lot of overtime, and there may be overstaffing each shift to cover for time off and injuries.
- Abuse of the 911 system that now requires ambulance to wait longer at the hospital. Patient offload times and non-emergency calls.

If you could change one thing in the fire department, what would it be?

- Upgrading or building a new fire station. It does not meet the needs of the career department.
- New firehouse.
- Improvements to the fire station and meeting industry best practices.
- The ability for personnel to act up and perform these duties comfortably.
- Training improvements, including a training plan and location/facilities, will enable the entire shift to train together.
- Funding. Increasing budget.
- Money.

- Better communications with other departments. Simple things include a shared calendar and information on what is happening with each city department. The departments are very silo.
- No answer (going in the right direction).
- Benefit enhancements.
- Incentive pay and acting.

On a scale of 1-10, how would you rate the level of emergency services provided by the fire department? Please provide a 1 sentence reason for that score.

- 9. There is always room for improvement. Everyone cares about the department and its personnel. Our members have a lot of off-duty involvement. They really care about the department.
- 8-9: We have holes in our game (no prevention, no battalion chief, no layers between the cap and the chief). Administrative staff shortages.
- 8 – professionalism, training, knowledge, with room for improvement
- 8 effective with the department's limited resources available.
- 8 -Paramedics are professionals and have good attitudes. Customer service. Always room for improvement in other parts of the overall service delivery.
- 8 doing really well with the resources that are provided.
- 7: Young department. Room for improvement.
- 7 - because of the station and the need for quality improvement.
- 7 the department does more with less. The fire department's needs are not always communicated or aligned with city leadership.
- 7; the department is improving with what they have, but more resources are needed for continuous improvement.

Business, Community Groups, Community Members, and Volunteers

Triton interviewed eight people that fell into this category.

Can you please describe your expectations of the Fire Department?

- Be involved with the community.
- The fire department needs to be part of the community and always be friendly.
- Being part of the community
- Very engaged in city events and community outreach.

- Having the firefighters be part of the community.
- Respond in a timely manner and ensure they respond.
- Rapid response, professionalism, suppression, and prevention.
- Respond in a timely manner with well-trained staff and appropriate equipment.
- The demeanor must be professional.
- Rapid response, well-trained, and compassionate.
- Be responsive to emergencies and protect the city from any threats under their jurisdiction.
- Be able to handle whatever they called for.
- Having a well-trained and sufficient amount of firefighters.
- Public education on ways to mitigate the wildland fire threat. Maybe a video of what a protected home looks like compared to an unprotected home. Using science-based data to make good decisions and expectations.
- Provide CPR and community-based risk reduction programs and education.
- The fire chief has done a great job ensuring the firefighters are seen in the community.
- Having the firehouse open to the public.
- Helpful
- Be responsive to the needs of the citizens.
- Responsive, friendly, and good experience when they interact with the citizens.

Which of these expectations are not being met to your satisfaction?

- Neighborhood watch and get-togethers.
- More exposure to the fire department.
- National night out.
- More public exposure
- Urban interface prevention and mitigation.
- Inspections on existing occupancies
- Connecting and figuring out why the information doesn't connect
- More training and education for the public. Need to keep the citizens informed.
- Community events are good. Events like the pancake breakfast have disappeared,

- Connect with the commissions to organize some community events (similar to volunteer days).
- The department is meeting the community's expectations. I have never called them, so this is just what I assume.
- The department is still in a transitional phase. Still, it has done an excellent job of being part of the community, even if the firefighters don't live here.
- They have been met.
- Expectations are being met, and maybe more into wildfire prevention and education for the community.
- My expectations are met. However, maybe educate more on what to do with emergency vehicles responding. More public education.

What do you think the Fire Department is doing particularly well?

- Calls, response times, team members (one of the best fire department teams), team selection.
- The participant related a story and expressed that the crews were great with familiar faces who were empathetic and cared for the patient with dignity, showing a great bedside manner.
- Good response times, professional, and the paramedics are well trained.
- The fire department is "Jonny on the Spot."
- The department provides a good service, and we feel safe.
- Observed in dealing with homeless compassionately.
- Great with working out of the box (relayed a positive contact with the fire department story).
- They did well during the pandemic.
- The department engages well with the community and is involved in most city events.
- Fire Department open house, friendly, and school visits. Overall, the interaction of firefighters with the community is the best.
- The fire department has been really effective in its community engagement. I always see kids in the park wearing plastic red fire helmets.

- The open house and community participation are especially important since the firefighters are new to the community. The transition is occurring at a really good pace.
- Knowing the community.
- Paramedics are great.
- Paramedic services.
- Brush clearance and senior program (2016).
- The paramedic subscription program is great.
- The paramedic program works well, and everyone likes the fire department.
- They have a great relationship with the assisted living occupancies.
- The department has good relations with surrounding cities and the ability to get more resources if needed.
- Being friendly and collaborative.

Are there services that you think the department should be providing that they are not providing now?

- None
- I am not familiar with all of the department's services, but they always seem to go above and beyond.
- Not aware of any. The department provides a great service and is accessible to the community.
- None. Very efficient
- Lucky to have paramedics. Haven't tried anything else.
- Fire prevention services are very limited. In the past, the department had a fire marshal with more hours. It would have been much easier to provide service to the applicants if the fire department provided this service again.
- WUI fire prevention and mitigation and abatement of fire hazards. I am not sure how robust this is currently.
- Staffing levels of 4
- Long-term forecasting, community-based medical calls, advanced care opportunities (Nurse practitioner), and innovative approaches for the aging community are also needed.
- Battalion chief, is that something that the community needs.

- Notifications by social media are not valid. Many people do not have computers or use social media. It is preferred if they send notifications by paper or mail. The department used to put flyers in the water bill, but now that is expensive. Once or twice a year, they should go out to different city sections to hold a public safety event. More neighborhoods watch meetings.
- Community outreach was poor but is improving.
- Zone 0 education for the homeowners and what vegetation is being presented.
- Providing more guidance early on for vacant land development or new development. Explain what is required and why.
- More exposure.

Are there services the department is providing that you think should be discontinued or done differently?

- Use the small community feel and unify city services, including the fire department.
- More community interface. You can never do enough.
- Is the community engagement piece too much?
- Pedestrian and bicycle safety education
- Changing so that not all community involvement is geared toward kids, but more education is needed to prevent wildfires and reduce insurance costs.
- None come to mind
- No, I think they do an excellent job with what they have.
- None that I can think of. Community activities are important for community trust.
- None except maybe something with school kids after hours.
- Prevention could be improved.
- Full-time prevention.
- Interdepartmental (citywide) cooperation and coordination.
- Some folks complain that when there is a medical emergency, why the engine.

When you dial 9-1-1 to report an emergency, how long should it take for help to arrive?

- Very quickly, within minutes, since I live near the fire station.
- 2 Minutes. It may be slower if you count Verdigo.
- No more than 5 minutes

- The fire department exceeds its response times. When you have an emergency, it seems like forever for people to arrive, but around 5 minutes.
- Minutes flat, 5 minutes, 10 minutes outside. Communication, from 911 on.
- 5-6 minutes. Communicate the process.
- 6 minutes because it no longer needs to try.

Do you believe that expectations should change depending on where in the community you are located?

- All the same. Canyon might be slower.
- No, because of the size of the city. It is only 3 square miles.
- That is the upper limit.
- I live in a house behind another house. The volunteers knew where my home was; now I know the paid firefighters do, too.
- No, the expectation is rapid response. Rounded number that people can use. They should expect less, but they won't.
- No – it should be the same.
- It is a small town, and the fire department can reach all points relatively quickly.
- The fire department is doing a good job, considering their limited resources.

Do you believe the Fire Department's first arriving response units are staffed and equipped to take appropriate actions given the emergency?

- Now they do (since the paramedicine and career).
- Yes, they are staffed appropriately for the emergency.
- As far as I know, they do.
- They did when we called 911. They seem well prepared, supplied, and trained well.
- Community guy, yes.
- I believe so. They appear to when I see them respond. The vehicles look new and well-equipped.
- The department is well equipped and staffed to handle everyday emergencies, but not large ones.
- Auto and mutual aid really help.
- The department may be understaffed; I believe they have the right equipment, but 3 people may not be sufficient.

- Understaffed, they need a 4-person engine, more complicated medical calls need more hands.
- Understaffed, ancillary support for the department, 2 million a year.
- Prevention needs to be improved - improved public relations.

APPENDIX C: COMMUNITY SURVEY RESULTS

AP Triton and the Sierra Madre Fire Department (SMFD) conducted a comprehensive community survey over a period of two weeks to gather valuable insights and feedback from residents, business owners, employees, and frequent visitors within the service area. The survey aimed to understand the community's perception, expectations, and experiences with the fire department's services. The survey received a diverse range of responses, totaling 254 respondents. This survey has a confidence factor of 95% with a margin of error $\pm 6\%$.

Topics Covered

The survey covered a range of topics crucial for assessing and enhancing the fire department's operations and community engagement. Key topics included:

- **Community Relationship:** Understanding the relationship of respondents with the fire department's service area.
- **Satisfaction Levels:** Measuring satisfaction with various fire department services.
- **Service Improvement:** Identifying areas for improvement in fire department services.
- **Communication Preferences:** Collecting information on preferred communication channels for updates and emergencies.
- **Community Involvement:** Understanding the level of community involvement and willingness to participate in fire department activities.

Description of Question Types

The survey comprised various question types to ensure comprehensive feedback:

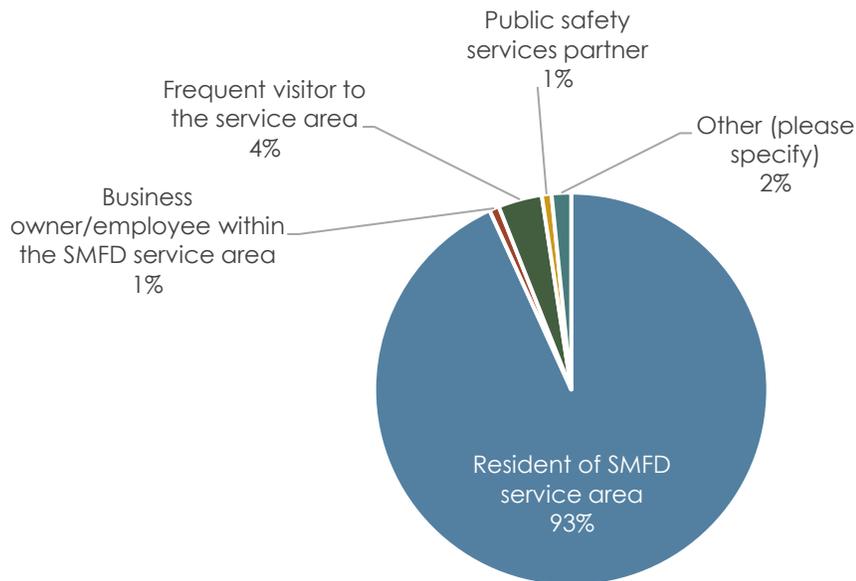
- **Multiple Choice Questions:** These questions allowed respondents to select one or more options that best described their views or experiences.
- **Rating Scale Questions:** Respondents rated their satisfaction or agreement on a scale, providing quantifiable insights into their perceptions.
- **Open-Ended Questions:** These questions gave respondents the opportunity to provide detailed feedback and suggestions in their own words.

The structured approach of the survey ensured that the fire department could gather both quantitative and qualitative data, enabling a thorough analysis of community needs and expectations.

Survey Results

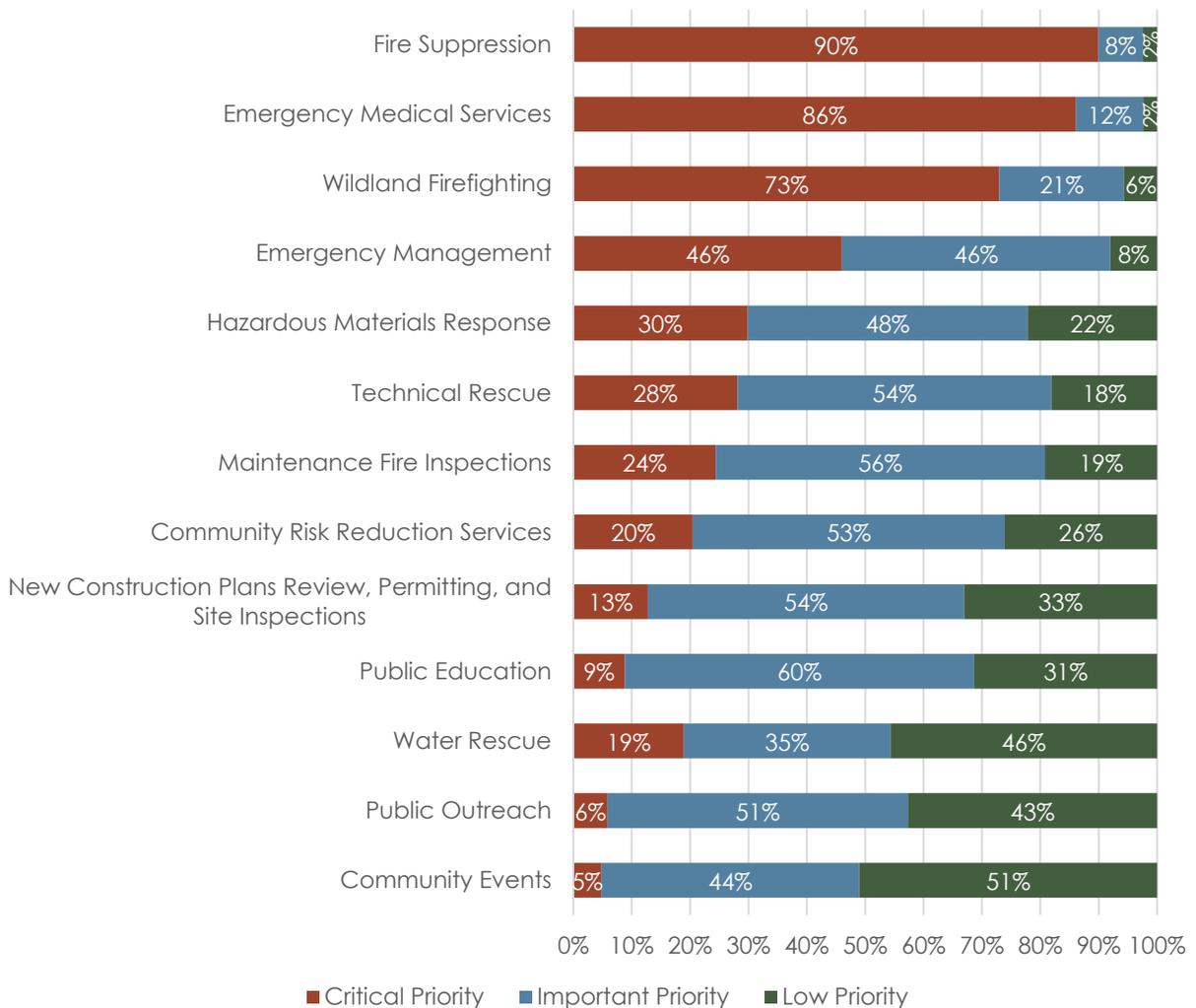
Q1. Which of the following best describes your relationship with SMFD?

Out of the 250 respondents, an overwhelming 93% identified themselves as residents of the SMFD service area. A smaller percentage, 4%, were frequent visitors to the service area, while 1% were business owners or employees within the service area. Additionally, 1% identified as public safety services partners. The remaining 2% of respondents chose the "Other" category, specifying roles such as former firefighter, retired fire chief, and retired volunteer SMFD firefighter/resident.



Q2. Please rate the following services provided by SMFD using a scale of critical priority, important priority, or a low priority. If you would like to see a service added, please list it in the comment field.

The survey results regarding the prioritization of services provided by the SMFD reveal a clear hierarchy of what the community considers most critical. **Fire suppression** emerged as the top priority, with 90% of respondents rating it as a critical service. Similarly, **Emergency Medical Services** were also highly prioritized, with 86% identifying them as critical. Wildland firefighting was seen as crucial by 73% of respondents, reflecting the community's concern about wildfire risks.



Other services, such as **Emergency Management** and **Hazardous Materials Response**, were considered critical by 46% and 30% of respondents, respectively, indicating a significant emphasis on preparedness and hazardous situation management.

In contrast, services like **Public Outreach** and **Community Events** were rated as lower priorities, with a majority of respondents assigning them as either important or low priority. This suggests that while community engagement is valued, it is less of a concern compared to direct emergency response and preparedness activities.

Summary of Services to Add/Additional Comments:

The "Other" responses provided additional insights into the community's concerns and suggestions for the Sierra Madre Fire Department's services. Some respondents suggested enforcing regulations on homeowners who fail to remove hazardous dead trees and bushes from their properties, highlighting the importance of mitigating wildfire risks. Another recommendation was to close and lock Mount Wilson during the summer to prevent wildfire occurrences.

There were questions and concerns about specific services, such as "Water Rescue," with respondents pointing out the absence of lakes or rivers in the area, making it a low priority. Similarly, some expressed confusion about what "Technical Rescue" entails, indicating a need for clearer communication about the department's capabilities.

Several comments focused on the role and responsibilities of Emergency Management, with one respondent asserting that it should be a support function managed by the City Manager's office rather than an operational responsibility of the fire department.

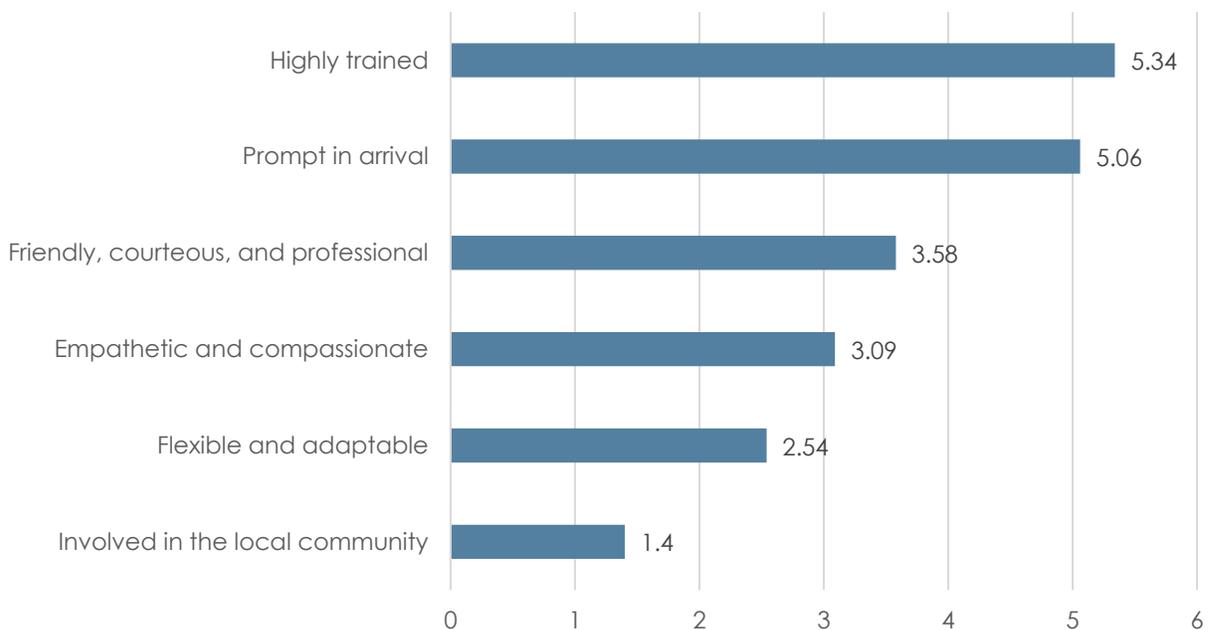
Other suggestions included improving communication with residents by supplementing social media efforts with letters for feedback, surveys, and notices, as well as outsourcing some administrative functions to reduce costs. Additionally, a few respondents expressed skepticism about the necessity of certain services, perceiving them as a means to justify growth in City employment, which could potentially burden taxpayers.

These responses reflect a mix of support for certain fire department services and a desire for more transparency and efficiency in other areas.

Q3. Please rank the following first responder qualities in the order of importance (6 was the highest possible score).

The survey results regarding the importance of various first responder qualities show a clear preference among respondents. The most critical quality identified was **highly trained**, with 58% of respondents ranking it as the most important and a total score of 5.34. Following closely was **prompt in arrival**, which was also highly valued, receiving a score of 5.06, with 31% of respondents ranking it as the top priority and 52% placing it second.

Other qualities, such as being **friendly, courteous, and professional** (3.58), **empathetic and compassionate** (3.09), and **flexible and adaptable** (2.54), were seen as important but ranked lower overall compared to training and response time. The least prioritized quality was being **involved in the local community**, which received the lowest score of 1.4, indicating that while community involvement is valued, it is not as critical as the other operational qualities.



Q4. If you would like to see a first responder quality added, please list it here.

The responses to the prompt asking for additional first responder qualities to be added reflect a variety of community priorities and concerns. Some key themes include the desire for first responders to have **multitasking and cross-training abilities**, to be **better listeners**, and to **communicate clearly and effectively**, particularly in plain English, with a preference for **bilingual skills** where possible.

Other responses emphasized the importance of **mental health training, fair compensation, and intelligence** in first responders. There were also calls for first responders to be **familiar with the City's culture and residents**, as well as to **consider each situation's uniqueness** when making decisions.

Some comments touched on operational aspects, such as ensuring compliance with **NFPA 1710 staffing requirements** and recognizing the City's financial limitations by not expecting compensation levels equivalent to larger departments like LAFD.

A few respondents expressed concerns about local governance, with one highlighting the need for the fire department to be independent of the City Council's influence, particularly regarding decisions that could impact fire safety, such as building regulations. Additionally, there was a specific request for first responders to **consider residents' pets** as equally important to rescue as humans during emergencies.

Overall, these suggestions provide insight into the community's expectations for their first responders, combining operational effectiveness with empathy and cultural awareness.

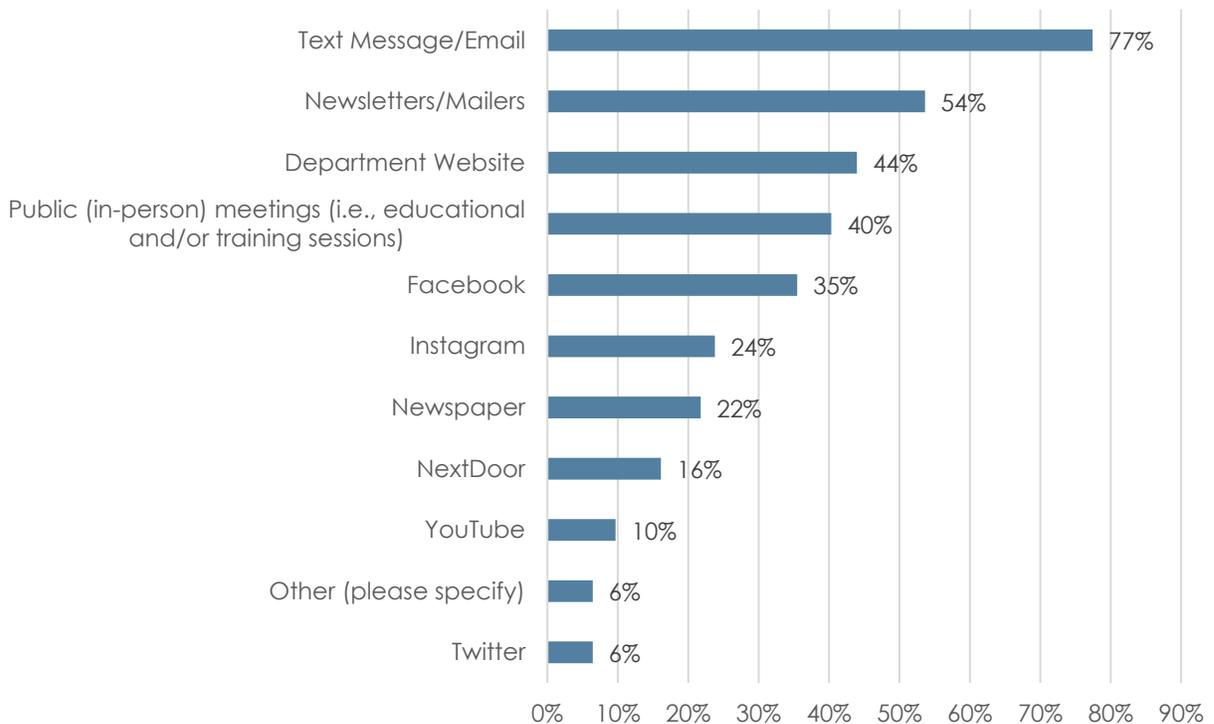
Q5. What methods would you prefer that the fire department utilize to deliver emergency preparedness, fire safety, and wildfire information to you?

The survey results indicate a clear preference among respondents for receiving emergency preparedness, fire safety, and wildfire information via **Text Message/Email**, with 77% of respondents selecting this option. This suggests that direct and immediate communication methods are highly valued by the community.

Newsletters/Mailers were the second most preferred method, chosen by 54% of respondents, indicating a strong interest in receiving printed materials or regular updates through traditional mail. Following closely, 44% of respondents favored the **Department Website** as a reliable source of information.

Public (in-person) meetings, such as educational and training sessions, were preferred by 40% of respondents, highlighting the importance of face-to-face engagement for some community members. **Facebook** was also a popular choice, selected by 35% of respondents, reflecting the ongoing relevance of social media for community communication.

Other digital platforms like **Instagram** (24%), **NextDoor** (16%), and **YouTube** (10%) were less favored but still notable, suggesting that a multi-platform approach could be beneficial. Traditional media, such as the **Newspaper**, was preferred by 22% of respondents, while **Twitter** and the "Other" category each garnered 6% of the responses, indicating a limited but specific interest in these channels.



Overall, the results suggest a need for a diverse communication strategy that prioritizes direct digital communication while also incorporating traditional and in-person methods to ensure comprehensive outreach to the community.

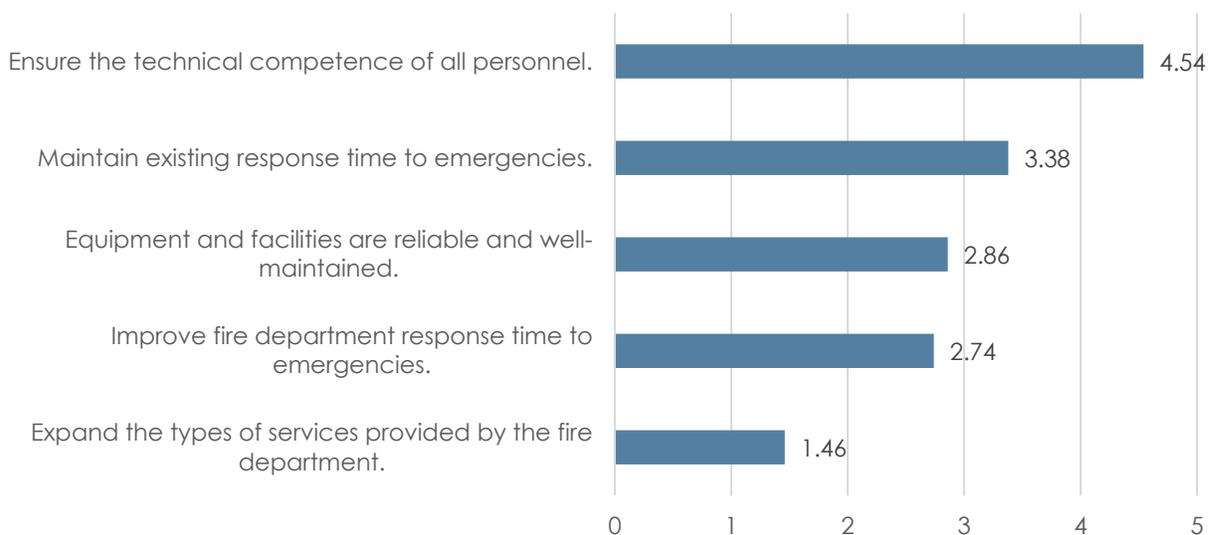
Q6. Please compare each of the following elements to the others and rank the following planning considerations in the order of importance (5 was the highest possible score).

The survey results regarding the ranking of planning considerations for the Sierra Madre Fire Department reveal the community's priorities. The top priority, with a score of 4.54, is to **ensure the technical competence of all personnel**. This overwhelming preference highlights the importance the community places on having highly skilled and knowledgeable fire department staff.

Following this, maintaining or improving response times to emergencies was also important, with **maintaining existing response times** scoring 3.38 and **improving response times** scoring 2.74. This suggests that while the current response times are satisfactory to many, there is still a significant interest in further improvements.

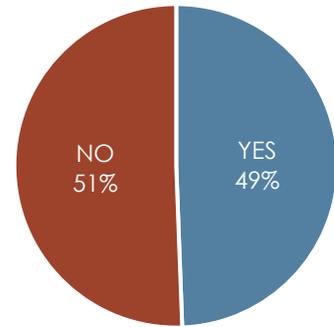
Equipment and facilities being reliable and well-maintained received a score of 2.86, indicating a moderate level of importance. This suggests that while reliable equipment is necessary, it is slightly less critical compared to the response times and personnel competence.

Lastly, **expanding the types of services provided by the fire department** was ranked as the least important consideration, with a score of 1.46. This indicates that the community is more focused on enhancing the quality of existing services rather than adding new ones.



Q7. Have you received any services from the fire department?

The survey results show that 49% of respondents (125 individuals) indicated that they have received services from the department, while 51% (128 individuals) have not.

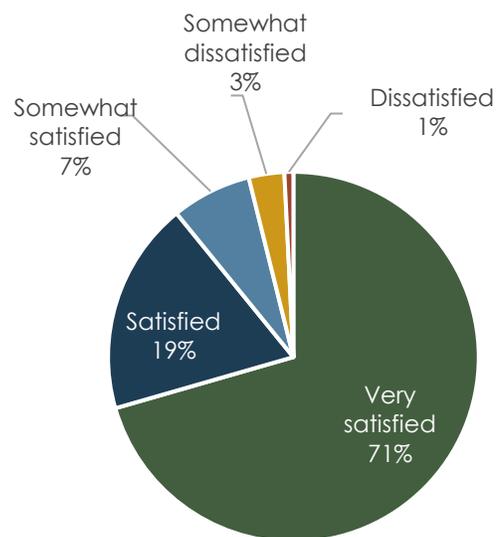


Q8. If you responded YES to the previous question, were you satisfied with the service?

The survey results regarding satisfaction with the Sierra Madre Fire Department's services indicate a high level of approval among those who have received services. Seventy-one percent (71%) of respondents (91 individuals) reported being very satisfied with the services they received, and an additional 19% (24 individuals) were satisfied.

A small percentage of respondents expressed less satisfaction, with 7% (9 individuals) being somewhat satisfied, 3% (4 individuals) being somewhat dissatisfied, and only 1% (1 individual) reporting that they were dissatisfied.

These results suggest that the majority of the community members who have interacted with the fire department are pleased with the service they received, reflecting positively on the department's performance.

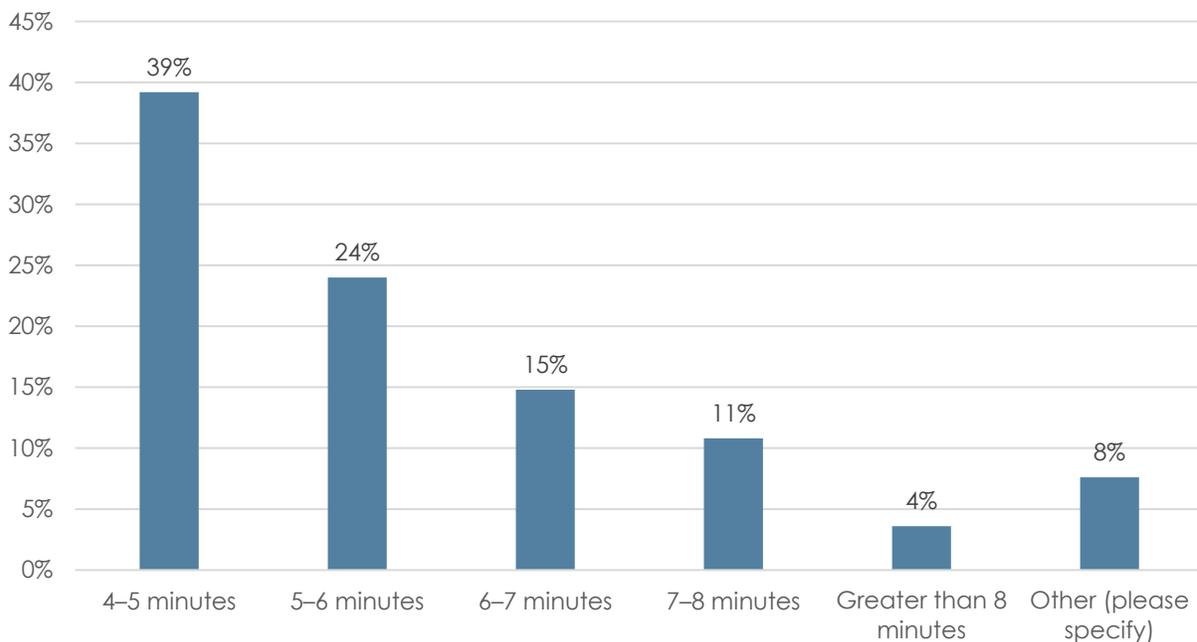


Q9. How long do you think it should take for emergency resources to arrive after you call 911? Please take into consideration call processing times, travel times, time of day, concurrent incidents, etc., in your response.

The survey results regarding the expected response time for emergency resources after calling 911 show that the majority of respondents have high expectations for prompt service. Thirty-nine percent (39%) of respondents believe that emergency resources should arrive within 4–5 minutes of calling 911. Following this, 24% of respondents think that a 5–6-minute response time is acceptable.

A smaller portion of the community is willing to allow slightly longer response times, with 15% considering 6–7 minutes to be reasonable, and 11% accepting 7–8 minutes. Only 4% of respondents are comfortable with a response time of greater than 8 minutes.

The "Other" category, which comprises 8% of responses, likely includes specific conditions or scenarios that respondents believe could justify variations in response times.



Other responses:

The "Other" responses provide additional context and specific expectations regarding emergency response times. Several respondents highlighted the variability depending on the situation, with some specifying times such as 3–4 minutes, 2–3 minutes, or 1–4 minutes. Others suggested longer times like 10 minutes, but noted that it would depend on the circumstances.

Some respondents emphasized that the response should be as soon as possible, especially for severe emergencies such as medical issues, where immediate assistance is crucial. A few comments mentioned that the severity of the emergency should dictate the urgency, with more critical situations requiring faster response times, while less critical ones could tolerate a longer wait.

One respondent shared a personal experience of living on the same block as the fire station, implying a very quick response time. Another highlighted that in medical emergencies, a 4–5-minute response time is ideal, whereas less urgent situations could justify a longer wait.

Overall, these responses suggest that while many community members have high expectations for rapid emergency response, they also recognize that the appropriate response time may vary depending on the type and severity of the emergency.

Q10. What types of fire and safety education programs would you like to see offered in the community?

The survey responses reveal a wide array of community interests in fire and safety education programs. Some of the most frequently mentioned topics include:

- **CPR and First Aid Training:** Many respondents emphasized the importance of offering CPR, first aid, and AED training, including free public classes and practice sessions.
- **Fire Prevention and Mitigation:** Several respondents expressed a desire for programs focused on fire prevention techniques, including brush clearance, defensible space creation, and home fire safety. There were also calls for information on wildfire prevention, landscape safety, and reducing fire hazards in neighborhoods.
- **Emergency Preparedness:** Emergency preparedness programs were highly requested, with suggestions for training on evacuation strategies, disaster plans, and how to prepare for specific emergencies like earthquakes and wildfires.
- **Wildfire Safety and Response:** Respondents highlighted the need for education on wildfire defense, home hardening, and how to leave safely during a wildfire. There was also interest in community-wide disaster plans and collective neighborhood preparedness.

- **Community Engagement and Education:** There were suggestions for reaching out to various groups, such as children, seniors, and those with limited mobility, to educate them on fire safety. Some respondents also recommended using community events, workshops, and in-person meetings to increase awareness.
- **Public Information and Communication:** There were calls for more public outreach, including video presentations, newsletters, and online resources. Some respondents emphasized the need for clear and accessible information on how to mitigate fire risks and maintain property safety.
- **Specialized Programs:** Respondents suggested offering specialized programs, such as active shooter drills in schools, fire safety for the elderly, and safety tips for those living independently.
- **Wild Animal Safety:** A few respondents mentioned the importance of educating the community about wild animal safety, particularly in relation to bears and other local wildlife.

These responses reflect a broad interest in enhancing fire and safety education within the community, with a strong focus on practical skills, preparedness, and community involvement.

Q11. What are some ways the SMFD could better engage with the community?

Based on the responses, here are the ways the SMFD could better engage with the community, ordered by the most mentioned suggestions:

- **Continue Current Engagement and Activities:** Many respondents feel that the SMFD is already doing a great job with community engagement and should continue hosting events, open house tours, and participating in local activities like the Wistaria Festival, 4th of July parade, and pancake breakfasts.
- **Increase Visibility at Community Events:** Respondents suggested having a bigger presence at community events, such as concerts in the park, attending school events, and being more visible at public gatherings.
- **More Open Houses and Facility Tours:** There was a strong interest in having more open house events at the fire station, including facility tours and opportunities for the community to meet and greet the firefighters.
- **Participate in More Educational and Youth Events:** Several responses recommended more educational events, particularly those focused on fire safety, and more engagement with youth through school visits and special programs.

- **Regular Communication and Updates:** Some respondents suggested regular communication through newsletters, email updates, and an active website to keep the community informed about fire department activities and emergency responses.
- **Neighborhood Visits and Direct Engagement:** There was a call for more neighborhood visits, particularly to address local issues and engage with residents directly, especially those who might not use digital communication platforms.
- **Enhanced Social Media Presence:** Some responses recommended a more active and consistent presence on social media to keep the community engaged and informed.
- **Increased Community Clinics and Educational Resources:** Respondents mentioned the need for more clinics and educational resources on fire safety topics, beyond the usual events like pancake breakfasts.
- **Host Fundraising Events:** Suggestions included organizing fundraising events such as races or BBQ/chili cook-offs to raise awareness and funds for the fire department.
- **Home Property Inspections and Fire Safety Recommendations:** A few respondents suggested offering home property inspections and personalized fire safety recommendations to help residents better prepare their homes.
- **Increased Youth Engagement:** There were specific calls for more youth-focused events and programs, such as a Junior Fire Marshal week or school assemblies.
- **General Support and Positive Feedback:** Many responses expressed satisfaction with the current efforts of the SMFD, stating that they believe the department is doing an excellent job and should continue its current approach.

These suggestions reflect a strong desire for continued and enhanced engagement between the SMFD and the community, with a particular emphasis on visibility, education, and communication.

Q12. Please list the expectations you have of your fire department.

Here are the summarized expectations that the community has of the SMFD, ordered by the most common themes:

- **Quick and Timely Response:** The most frequently mentioned expectation is that the SMFD responds promptly to emergencies, with many specifying a desire for response times within 4 minutes or less.

- **Highly Trained and Competent Personnel:** Respondents expect the fire department to have well-trained, knowledgeable, and professional personnel capable of handling a wide range of emergencies, including medical calls and fire suppression.
- **Fire Suppression and Emergency Services:** Many respondents emphasized the importance of the department's role in quickly extinguishing fires and providing effective emergency medical services.
- **Professionalism and Courtesy:** There is a strong expectation that SMFD personnel should be professional, courteous, and empathetic in their interactions with the community, treating both residents and each other with respect.
- **Community Engagement and Education:** Respondents expect the fire department to be engaged with the community, providing education on fire prevention, emergency preparedness, and participating in local events.
- **Safety and Prevention:** Many community members highlighted the importance of the department's role in fire prevention, including inspections of businesses, homes, and new construction to ensure compliance with fire safety standards.
- **Continuous Training and Improvement:** There is an expectation that SMFD personnel should undergo continuous training to stay updated on the latest techniques and technologies in fire fighting and emergency medical response.
- **Adequate Staffing and Equipment:** Respondents mentioned the need for the department to be adequately staffed and equipped to handle emergencies efficiently, with some specifying the importance of maintaining up-to-date equipment.
- **Local Control and Community Focus:** Several respondents expressed a desire for the fire department to remain locally controlled, emphasizing the importance of maintaining a department that is closely connected to the community's needs.
- **Affordability and Efficiency:** Some responses reflected concerns about the cost of services and the expectation that the department operates efficiently without imposing excessive financial burdens on the community.

These expectations illustrate the community's desire for a highly responsive, skilled, and community-focused fire department that prioritizes both emergency response and proactive safety measures.

Q13. What expectations are not being met?

Here is a summary of the expectations that respondents feel are not being met by the SMFD, ordered by the most commonly mentioned issues:

- **Communication and Community Engagement:** Several respondents mentioned a need for better communication, both in terms of informing residents about fire risks and engaging with the community on fire prevention measures. There is also a call for more public communication and interaction with the community, particularly in enforcing fire safety and vegetation management.
- **Fire Prevention and Vegetation Management:** Many respondents are concerned about inadequate fire prevention efforts, particularly regarding the inspection and enforcement of brush clearance and vegetation management on private properties and city-owned land. Some also feel that there needs to be a more proactive stance in opposing developments in high-risk fire zones.
- **Response Time and Emergency Services:** There were specific concerns about the SMFD's response to emergencies, with one respondent mentioning an incident where the fire department left a scene too early, leading to a fire re-igniting. Additionally, there were mentions of the ambulance service not being fully funded and a general concern about response times in medical emergencies.
- **Compensation and Retention:** Some respondents expressed concerns about the compensation packages for fire department personnel, suggesting that pay should be closer to market rates to aid in retaining well-trained staff. There is also concern about the potential turnover of personnel.
- **Costs and Financial Management:** A few responses indicated concerns about the escalating costs associated with the fire department, with some residents feeling that the department's expenses are becoming unsustainable for a small community.
- **Professionalism and Training:** Some respondents feel that there is a need for improved professionalism and training, citing instances where they felt the fire department's interactions were not handled effectively. There were also mentions of needing better on-scene leadership during complex emergencies.
- **Infrastructure and Equipment:** A few responses highlighted concerns about the adequacy of the department's infrastructure, including the need for more fire trucks and ensuring that the department is well-equipped to handle emergencies.

- **Wild Animal Control and Public Safety:** There were mentions of the need for better control and education around wild animals, particularly bears, as well as concerns about the fire department's role in public safety related to new construction in high-risk areas.
- **No Issues:** A significant number of respondents stated that they had no unmet expectations and were satisfied with the current performance of the fire department.

These responses reflect a mix of satisfaction with the SMFD's current services and specific areas where some community members feel improvements could be made, particularly in communication, fire prevention, and ensuring adequate resources and training.

Q14. What is your fire department doing well?

Here is a summary of what respondents feel the SMFD is doing well, ordered by the most common positive feedback:

- **Response Times:** The most frequently praised aspect is the quick and efficient response times of the SMFD during emergencies. Respondents consistently mentioned that the department arrives promptly and handles emergencies professionally.
- **Community Engagement and Visibility:** Many respondents appreciate the department's visibility and active engagement with the community, particularly through events, open houses, and public education efforts. The department's involvement in local events, such as the 4th of July parade, and their presence in the community were highlighted as strong points.
- **Professionalism and Courtesy:** The professionalism, friendliness, and courteousness of the SMFD staff were highly regarded. Respondents mentioned positive interactions with firefighters during emergencies and public events, noting the department's compassionate and helpful demeanor.
- **Fire Suppression and Emergency Services:** Respondents expressed satisfaction with the department's ability to handle fire suppression and emergency medical services effectively. The department's competence in managing wildfires, brush clearance, and medical emergencies was noted.

- **Public Education and Outreach:** The department's efforts in educating the community about fire safety, emergency preparedness, and other related topics received praise. Respondents appreciated the department's proactive approach to community education and the availability of resources for residents.
- **Maintaining Equipment and Facilities:** The department's equipment and facilities were noted as being well-maintained and instilling confidence in their ability to handle emergencies. Respondents mentioned the department's visible readiness and the adequacy of their equipment.
- **Paramedic Services:** The department's paramedic services were specifically mentioned as being excellent, with several respondents highlighting the efficiency and organization of the senior paramedic program.
- **Overall Satisfaction:** Many respondents expressed general satisfaction with the department, stating that they believe the SMFD is doing a great job overall. The department's leadership and the dedication of its personnel were particularly appreciated.

These responses indicate that the community has a high level of confidence in the Sierra Madre Fire Department, particularly in terms of their responsiveness, professionalism, and community engagement.

Q15. Please list any concerns you have regarding your fire department.

Here is a summary of the concerns expressed by the respondents regarding the SMFD, ordered by the most common themes:

- **Staffing and Retention:** A significant number of respondents expressed concerns about the ability of the department to retain personnel due to turnover, pay, and benefits. There is also worry about the sufficiency of staff to meet the increasing demands, including handling major incidents and maintaining high service levels.
- **Funding and Sustainability:** Many respondents are concerned about the sustainability of funding for the department. This includes concerns about the financial burden on the community, potential tax increases, and whether the department has enough resources to maintain its operations and respond effectively to emergencies.

- **Equipment and Resources:** Concerns were raised about the adequacy of equipment, with some respondents noting the importance of having the best equipment available, while others questioned the necessity of rolling out expensive equipment for minor incidents. There were also suggestions to replace large fire engines with more maneuverable ones that can navigate narrow streets more easily.
- **Wildfire Preparedness:** Several respondents are worried about the department's capacity to deal with large wildfires, particularly in the canyon areas and the impact of new developments in high-risk zones. There is also concern about the department's role in inspecting properties for fire risks and ensuring adequate brush clearance.
- **Maintaining Local Control:** A number of respondents expressed a desire to keep the fire department under local control rather than contracting out to the county. They believe that local control ensures better response times and community engagement.
- **Communication and Public Engagement:** Some respondents feel that communication from the department could be improved, particularly regarding fire safety inspections, building codes, and brush clearance. There is also a concern that the department is becoming politically influenced, and a desire to keep it apolitical.
- **Training and Leadership:** Concerns were noted regarding the adequacy of training for staff, particularly in leadership roles during major incidents. Respondents want assurance that the department is keeping up with the latest training and best practices.
- **Volunteer and Reserve Programs:** Several respondents mentioned the elimination of the volunteer firefighter program as a mistake and suggested it be reinstated to bolster the department's roster.
- **Miscellaneous:** There were various other concerns, including the department's influence by developers, potential duplication of services, the impact of large developments like the Monastery project, and the desire for better inspection and enforcement of fire safety measures.

These concerns reflect a community that is generally supportive of the SMFD but is also mindful of the challenges facing the department, particularly regarding staffing, funding, and the ability to maintain high service levels in the face of growing demands.

Q16. We appreciate the time and effort you have invested in completing this survey. If you have any additional comments or opinions, please note them below. If you would like someone to contact you directly, please list your contact information. Thank you again!

Here is a summary of the additional comments provided by respondents, ordered by the most common themes:

- **Support and Appreciation:** Many respondents expressed their gratitude and appreciation for the SMFD, acknowledging the hard work and dedication of the department. They noted that they are generally happy with the services provided and are thankful for the department's presence in the community.
- **Funding and Taxes:** Several comments addressed concerns about funding, with a few respondents explicitly stating that they do not support tax increases to fund the fire department. Some suggested that the department should remain small and sustainable without the need for new bonds or taxes.
- **Concern About Recent Developments:** A few respondents voiced concerns about the potential impact of the recently approved Meadows Project on the department's resources. They felt misled by earlier assurances that the department was adequately funded to handle the increased demand from new developments, and this has led to questions about the integrity of the department's leadership.
- **Desire for Local Control and Sustainability:** Respondents emphasized the importance of maintaining local control of the fire department and ensuring its long-term sustainability. They expressed concerns about the financial burden on the community and the importance of balancing the department's needs with other community services.
- **Volunteer and Community Involvement:** Some respondents mentioned the importance of involving volunteers in the fire department, either through re-establishing a volunteer program or involving them in non-response roles such as public outreach and inspections.
- **Request for Continued Excellence:** Respondents encouraged the department to continue its high-quality training and maintain its excellent service record, particularly in wildfire prevention and emergency response.
- **Specific Suggestions:** Some respondents made specific suggestions, such as restoring the secondary fire station in the canyon due to rising fire risks and climate change, and ensuring that evacuation decisions are made locally.

- **Concerns About the Transition to a Full-Time Department:** There were concerns about the transition from a volunteer to a fully paid department, with some respondents feeling that it has led to increased costs and possibly overlooked the contributions of long-standing members.

This feedback reflects a community that is generally supportive of the SMFD but also mindful of the challenges related to funding, sustainability, and maintaining a strong local presence.

Top Five Key Trends

- **Strong Community Support:** The community generally holds the SMFD in high regard, with a majority expressing satisfaction with their services, especially in terms of quick response times, professionalism, and community engagement.
- **Emphasis on Core Emergency Services:** There is a clear preference for prioritizing fire suppression, emergency medical services, and wildfire prevention over other services like public outreach and community events. The community values the technical competence and readiness of the fire department.
- **Concern About Funding and Sustainability:** There is a significant concern among respondents about the financial sustainability of the fire department. Many are wary of tax increases and believe the department should remain small and efficient without burdening the community with excessive costs.
- **Desire for Local Control and Transparency:** Respondents emphasized the importance of keeping the fire department under local control to ensure responsiveness and community engagement. There is also a call for greater transparency, especially in the context of new developments like the Meadows Project.
- **Interest in Fire Prevention and Community Education:** While direct emergency response is a priority, there is also a strong interest in fire prevention education, brush clearance enforcement, and community involvement in safety practices. The community wants more proactive measures to prevent fires and ensure safety.

Top Five Recommendations

- **Enhance Fire Prevention and Community Education Programs:** Develop and expand fire prevention and safety education programs, particularly focusing on brush clearance, home fire safety, and wildfire defense. Engage the community through public events, workshops, and direct communication to increase awareness and preparedness.
- **Maintain and Improve Core Emergency Services:** Continue prioritizing fire suppression, emergency medical services, and wildfire response. Ensure that the department remains well-equipped, adequately staffed, and that personnel receive ongoing training to maintain high levels of technical competence.
- **Increase Transparency and Communication:** Improve communication with the community regarding fire department operations, funding needs, and the impact of new developments. Consider regular updates through newsletters, public meetings, and a more active online presence to keep residents informed and engaged.
- **Focus on Sustainable Funding Solutions:** Explore alternative funding mechanisms that do not overly burden the community, such as grants, partnerships, or strategic cost-saving measures. Ensure that any proposals for additional funding are transparent and justified with clear benefits to the community.
- **Reinstate or Enhance Volunteer and Reserve Programs:** Consider re-establishing a volunteer firefighter program or creating roles for community volunteers in non-response areas such as public outreach, inspections, and education. This could help bolster the department's capabilities while fostering a sense of community involvement and reducing costs.

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ATTACHMENT

RESOLUTION NO. 24-62

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE, CALIFORNIA, ADOPTING THE SIERRA MADRE FIRE DEPARTMENT MASTER PLAN

RECITALS

WHEREAS, the City of Sierra Madre recognizes the critical importance of public safety, emergency preparedness, and the protection of life and property for its residents; and

WHEREAS, the Sierra Madre Fire Department plays a pivotal role in ensuring the well-being and safety of the community through emergency response, fire prevention, and public education; and

WHEREAS, the City of Sierra Madre has engaged AP Triton LLC to develop a comprehensive Fire Department Master Plan, ensuring the inclusion of both visionary strategies and expert insights; and

WHEREAS, the Fire Department Master Plan has undergone thorough evaluation, including contributions from city officials, fire department personnel, public feedback, and input from industry experts in fire service planning; and

WHEREAS, the Master Plan outlines crucial components such as the modernization of emergency services, infrastructure improvements, risk reduction strategies, workforce development, and fostering collaborations with regional agencies; and

WHEREAS, the Sierra Madre City Council has reviewed the Master Plan and acknowledges its capacity to address the changing needs of the community while enhancing the effectiveness and efficiency of the Fire Department; and

WHEREAS, the Sierra Madre Fire Department deems it necessary to formally adopt the Fire Department Master Plan as a strategic document to guide the department's future development and services.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES HEREBY RESOLVE AS FOLLOWS: that the Sierra Madre City Council hereby adopts the Fire Department Master Plan, as developed by AP Triton LLC, as the official long-term blueprint for improving fire prevention, emergency response, public safety education, and operational efficiency within the Sierra Madre Fire Department.

PASSED, APPROVED AND ADOPTED on this 22nd day of October, 2024.

Kelly Kriebs, Mayor

I HEREBY CERTIFY the foregoing Resolution was duly adopted by the City Council of the City of Sierra Madre, California, at a regular meeting held on the 22nd day of October, 2024, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINED:

Laura Aguilar, City Clerk



City of Sierra Madre Agenda Report

Kelly Kriebs, Mayor
Robert Parkhurst, Mayor Pro Tem
Edward Garcia, Council Member
Gene Goss, Council Member
Kristine Lowe, Council Member

Michael Amerio, City Treasurer

TO: Mayor Kriebs and Members of the City Council

FROM: Laura Aguilar, Deputy City Manager

REVIEWED BY: Jose Reynoso, City Manager

DATE: October 29, 2024

SUBJECT: CONSIDERATION OF RESOLUTION 24-67, ADOPTING THE SIERRA MADRE POLICE DEPARTMENT ASSESSMENT PLAN

STAFF RECOMMENDATION

It is recommended that the City Council discuss and consider adoption of Resolution 24-67, adopting the Sierra Madre Police Department Assessment Plan

ALTERNATIVES

Council may choose to:

1. Approve Resolution 24-67 adopting the Sierra Madre Police Department Assessment Plan;
2. Not approve Resolution 24-67;
3. Provide alternative direction to City staff.

SUMMARY

A presentation was placed on the City Council's October 22, 2024 meeting agenda. The City Council unanimously voted to continue the discussion of this item to a Special Meeting on October 29, 2024.

ANALYSIS

The City contracted with Meliora Public Safety Consulting for an Organizational Assessment and Analysis of the Sierra Madre Police Department. Police Chief Barrientos's and Meliora's report is attached.



City of Sierra Madre Agenda Report

Kelly Kriebs, Mayor
Robert Parkhurst, Mayor Pro Tem
Edward Garcia, Council Member
Gene Goss, Council Member
Kristine Lowe, Council Member

Michael Amerio, City Treasurer

TO: Honorable Mayor Kriebs and Members of the City Council

FROM: Gustavo Barrientos, Police Chief

REVIEWED BY: Jose Reynoso, City Manager

DATE: October 22, 2024

**SUBJECT: APPROVAL OF RESOLUTION 24-67, ADOPTING THE
SIERRA MADRE POLICE DEPARTMENT
ORGANIZATIONAL ASSESSMENT PLAN**

STAFF RECOMMENDATION

It is recommended that the City Council choose alternative one (1), to approve Resolution 24-67, adopting the Sierra Madre Police Department Organizational Assessment Plan.

ALTERNATIVES

1. Approve Resolution 24-67, adopting the Sierra Madre Police Department Organizational Assessment Plan.
2. Do not approve Resolution 24-67, adopting the Sierra Madre Police Department Organizational Assessment Plan.
3. Alternatively, discuss and take other possible actions related to this item.

SUMMARY

The Sierra Madre Police Department (SMPD), in partnership with Meliora Public Safety Consulting, has completed an in-depth organizational assessment to identify key areas of improvement. This assessment incorporates data-driven analysis and input from city officials, department personnel, and community stakeholders. It was designed to guide SMPD's future strategies for enhancing public safety, operational efficiency, and organizational culture. The findings of this assessment provide a framework for implementing immediate improvements and long-term strategic planning. We respectfully request that the City Council consider the adoption of the organizational assessment to help drive the department's growth and service excellence.

ANALYSIS

The Sierra Madre Police Department Organizational Assessment Plan was developed with a focus on enhancing the department's internal operations and external community engagement. It outlines strategies for personnel development, resource management, community policing, and overall service delivery. The plan emphasizes accountability, transparency, and

professional growth, all in alignment with the city's commitment to improving public safety.

Key Components of the Organizational Assessment Plan:

1. Service Assessment and Improvement Strategies:

It evaluates current departmental practices and identifies areas where operational efficiency and community engagement can be enhanced.

2. Resource Management and Infrastructure:

It outlines recommendations for staffing, technology, and equipment upgrades to improve the department's response capabilities and operational readiness.

3. Community Policing and Engagement:

Focuses on strengthening relationships between officers and community members through outreach, education, and trust-building initiatives.

4. Personnel Development and Training:

Highlights the importance of continuous professional development and targeted training programs to ensure that officers are well-equipped to handle the diverse challenges of modern law enforcement.

5. Collaboration and Partnerships:

Encourages collaboration with neighboring law enforcement agencies and regional partners to optimize resources and strengthen the department's response capabilities.

By adopting the Sierra Madre Police Department Organizational Assessment Plan, the City Council will demonstrate its commitment to improving the effectiveness of police services, enhancing community trust, and ensuring long-term department success.

CITY STRATEGIC PLAN

The proposed action is aligned with the City Strategic Plan: Public Safety-Police.

FINANCIAL REVIEW / SOURCE OF FUNDING

Implementation of the recommendations contained in this report may involve initial and ongoing fiscal impacts, which will be subject to future action by the City Council.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of this report can be accessed on the City's website at [www.cityofsierramadre.com] (<http://www.cityofsierramadre.com>).

Attachments:

1. Resolution 24-67, adopting the Sierra Madre Police Department Organizational Assessment Plan

2. Sierra Madre Police Department Organizational Assessment Plan



Sierra Madre Police Department Organizational Assessment

August 27, 2024

Assessment Completed By



www.MelioraPSC.com



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EXECUTIVE SUMMARY

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Methodology

Meliora Public Safety Consulting, LLC (Meliora PSC) was commissioned by Chief Gustavo Barrientos to conduct a comprehensive organizational assessment of the Sierra Madre Police Department (SMPD). In today’s ever-changing public safety environment, police leaders must be adept at leading the organization through change, partnering with the community to include those with varying perspectives, collaborating with intra-department city leaders, addressing opportunities for development, bringing contemporary training and improvement, and being ever-present and willing to adapt to societal issues impacting the industry.

Contemporary police and sheriff agencies across the country are seeking external reviews of their organizations to gain an objective review and insight on how to make good agencies better. This study was designed to evaluate several aspects of the department including but not limited to the department’s organizational structure; staffing levels; supervisory staffing levels; policies and procedures; and operational processes and procedures.

As a result of the in-depth assessment of the Sierra Madre Police Department, Meliora PSC found members of the department to be professional and dedicated to their mission of serving the City of Sierra Madre. Meliora PSC conducted a comprehensive staffing study based on co-lateral duties, a seven-year data analysis of computer-aided dispatch (CAD) information examining workload, deployment, and response time. Meliora PSC opted for a seven-year trend analysis instead of a five-year trend analysis in order to provide information on workload pre- and post-COVID. We also examined staffing in other areas of the police department compared to the workload and responsibilities of these key functions. Meliora PSC’s team used different methods to gather information about the department from which to examine, assess and formulate recommendations. Meliora PSC collected data, reviewed policies, documents and reports provided by the SMPD which were used to gauge the workload and operational efficacy of the police department. In addition to collecting and reviewing information related to the agency’s operational and support services functions, we met with personnel at all levels of the



department to gain insight and knowledge about their ability to provide service to the community.

Communities want public safety agencies that are transparent, committed to continual growth, and aligned with best practices. Meliora PSC is pleased to be part of meeting this expectation for the City of Sierra Madre.

The report that follows will highlight areas that demonstrate the department's positive momentum and opportunities for continued success and improvement. The recommendations will assist SMPD in becoming more aligned with best practices in 21st Century Policing as they relate to the Sierra Madre community's policing needs and expectations. It is not unusual to have over 100 recommendations with an agency of this size. This is not indicative of an agency in need of significant corrective measures, but rather illustrates the depth and detail of the assessment process.

Recommendations may have various levels of implementation and involve funding and/or collective bargaining agreements that will take several months, and in many cases, years to implement. Other recommendations may take more planning and require multiple phases to complete. In some cases, recommendations can be most readily implemented or achieved.

Next, is an overview and findings which includes key highlights that identify six themes and prominent issues the police department is experiencing. Following the executive summary is a complete list of summary recommendations.

Overview and Findings

This section of the report summarizes the review and findings of the organizational assessment of the SMPD. It constitutes the study and feedback derived from the independent review of internal documents and data, department focus groups, internal stakeholder interviews, examined best practices and concludes with the identification of the most advantageous structure for providing effective and meaningful change. Overall, Meliora PSC found members of the SMPD focused on their public safety mission and committed to continuous improvement and learning. SMPD's operations and business practices demonstrate positive momentum and opportunities for continued success and improvement. Department members were openly agreeable to the assessment, its process and to Meliora PSC's objective insight. Further, SMPD's executive staff embraced the idea that the assessment would assist them in taking measured steps to improve the organizational structure, operating strategies, and their approach to both internal and external customer service.

As a result of a comprehensive review of the SMPD's organizational structure, processes, controls and practices, a total of six themes emerged: Organizational Structure/Re-Structure, Roles and Responsibilities, Risk Management and Liability, Process and Procedure



Improvement, Organizational Culture and Performance, and Strategic Foresight were identified resulting in the following findings and recommendations. Primary themes and findings are those that aid in managing preventable risks that pose potential exposure to the organization, and secondary themes and findings are important but should not affect immediate or critical department operations. Most importantly, if adopted in its entirety, this comprehensive approach is a strategy that connects every staff member, unit, section, and ultimately the entire police department to the City of Sierra Madre's legacy of delivering high quality service to the community.

SIX MAIN THEMES:

Theme 1: Organizational Structure/Re-structure - Primary

Having an organizational structure that aligns with the department's and city's goals and objectives is critical. SMPD would benefit from realigning and restructuring the police department. This reorganization will create a clearer chain of command and internal organization as well as allow staff, units, and functions to focus on their specific goals. Additionally, it would be advantageous to have detailed position descriptions, manuals, and job reviews to refresh personnel skills and better align tasks. These tools underscore the agency's commitment to their employees at little to no cost. The SMPD has a functional organizational structure yet needs organizational restructuring and alignment to enhance internal efficiencies. SMPD should re-examine the department's main functions as well as its organizational structure and ensure that department-wide operations, documents and policy are in alignment. Creating an organizational structure suitable for a small city police department to deliver contemporary police services is a priority finding.

The reorganization of the SMPD into three sections: Operations, Administration and Support Services would better represent department-wide operations and more clearly identify the department's main functions.

There is a need to bridge the gap in the organizational structure for both sworn and professional staff career ladder development. Restructuring is not limited to a reorganization of the department but the addition of personnel staffing. For example:

- Add one full-time lieutenant to manage the Administration section, which includes Professional Standards, Training, Equipment Management and Technology Services outlined in the new proposed organizational structure.
- Add one full-time professional staff administrator to manage the Support Services section outlined in the new proposed organizational structure.
- Add one sergeant to manage Traffic, Detectives, Part-time officers, Reserve Officers, Regional partnerships, and the Jail outlined in the newly proposed organizational structure.
- Add two full-time police officers assigned to a "flex" schedule in patrol. A flex schedule for these two officers would allow management the flexibility to use the officers for



patrol coverage to meet minimum staffing needs and provide added patrol coverage during peak times - high call volume time such as peak seasons (e.g., summer) or peak days (e.g. Fridays). Additionally, having designated patrol officers would allow the traffic officer to return to working full-time on traffic management and enforcement versus covering various shifts.

- Add one full-time dispatcher. According to the Emergency Call Tracking System (ECaTS) report from SMPD the recommended staffing level is two dispatchers for the dispatch center between the hours of 9:00 a.m. and 6:00 p.m. The report indicated that the heaviest call volume in the center is primarily Monday through Friday.
- Community Relations Coordinator: Re-assign collateral duties to this position such as media relations, social media and volunteer management.
- Full-time Records staff: Re-assign collateral duties to this position such as crime analysis and social media. Crime analysis programs have proven highly effective when implemented as allocation resource and crime prevention strategies.
- Utilize the full-time CSO position as a shared position between Property and Evidence and Fleet management. The Property and Evidence component is particularly significant to ensure evidentiary integrity is maintained at all times.

The **restructure** would continue to have a chain of command structure where the Chief leads the organization, sections are guided by the Captain and managed by a lieutenant or professional staff administrator, and units comprised of line level staff are supervised by a sergeant or professional staff supervisor. This new structure would also better serve the City and its community by aiding in strategic foresight.

SMPD is a smaller organization compared to most, but size does not have to be a differentiator. The City has invested considerable resources in hiring staff for the SMPD and has an ongoing opportunity to acknowledge and unlock the potential in these individuals. Doing so will help the City retain its investment, provide depth when staff need to assume additional roles and responsibilities, and maintain a solid foundation for in-house promotional candidates to be successful. SMPD benefits from its human capital when they leverage and invest in them. Additionally, SMPD needs a contemporary facility with more space. Investing in the improvement of facilities for the SMPD is essential to ensure that they have the resources and infrastructure necessary to fulfill their mission effectively. A detailed cost estimation should be conducted to determine the financial requirements for acquiring a new police department location. Examples of what a larger size facility would provide are:

- Provide the support services supervisor with a designated space/office; to have privacy to manage supervisory and confidential matters.
- Expand the Property and Evidence Room to accommodate organized storage of property and evidence and ensure the security and integrity of the contents stored within.
- Enclose the briefing and report writing room to allow for uninterrupted briefings, training sessions, and provide a quiet space for authoring police reports.



Theme 2: Roles and Responsibilities - Primary

The roles and responsibilities should be reviewed to assess workload volume and effectiveness. Examples of areas to be reviewed:

- An analysis of the span of responsibility for the Captain and professional staff supervisor; they are higher than usual for these positions.
- The workload volume for dispatchers. Add a second dispatcher during high call volume/peak hours.
- Reorganization of the department would also aid in providing more clarity and continuity in the organizational structure to include personnel roles and responsibilities.
- Develop division, section, unit manuals for each area of the department.

Theme 3: Risk Management and Liability - Primary

Risk management is the systematic process of detecting, measuring and mitigating risks or uncertainties that may affect an organization. Developing strategies and putting practices or plans in place help to minimize liability and maximize risk management effectiveness is key. SMPD is working towards risk management practices; there are areas where they could implement and increase risk management and liability prevention. For example:

- Property and Evidence be moved to report under the Support Services Section with the following recommendations:
 - Add one full-time Property and Evidence employee.
 - Immediately conduct a complete and thorough inventory and audit.
 - Review the security of the Property and Evidence Unit utilizing International Association of Property and Evidence standards.
- Expand SMPD's training plan and include a summary of its training philosophy, more detail relative to purpose and objectives of training, and key performance indicators.
 - Establish a training calendar; it is an effective way to ensure federal, state, regional and local training requirements are met. This is a critical risk management tool.
 - Implement a formal supervisory training program for both sworn sergeants/lieutenants and professional staff supervisors/administrators.
 - Include critical risk management classes in the manager/supervisor training plan.
- Continue to use Lexipol, an automated, contracted legal resource which provides law enforcement policies that are perpetually updated in response to new state and federal laws and court decisions. This is an excellent risk management resource for a police organization.
- Conduct an annual use of force analysis to ensure policy adherence, detect any trends, risk management and liability mitigation, and identify overall training needs.
- Implement an electronic personnel management system that allows for documentation of risk management areas such as pursuits, use of force, commendations, forced entries, on-duty traffic collisions, and missed court appearances. This can establish the foundation for an early intervention program.
- Track and manage all department owned equipment.



Theme 4: Process Improvement – Primary

There is an opportunity for process improvement. For example:

- Policies and procedures exist throughout the organization; however, the level of consistency and content varies.
 - There are structured practices not in agreement or out of alignment with the verbiage in policies.
 - Policies and procedures need to be formally documented to ensure consistency, specificity, and a collective understanding of process or procedure such as in-service training or employee acknowledgement of said policies and procedures.
- Implement sound budgeting practices: Creating cost centers for tracking overtime expenditures and implementing monthly or quarterly overtime reports that illustrate spending patterns.
- Begin completing annual evaluations on all part-time employees, using the same as full-time employees; this will provide employees and management continuity and the ability to assess and adhere to job performance.
- The staffing levels policy should state how staffing levels are determined as well as the procedure to do so. Staffing levels should be evaluated annually using the Data Analysis Toolkit provided in this report.
- Collaborate more closely with the computer aided dispatch/records management system (CAD/RMS) vendor, Executive Information Services (EIS), to correct any issues and inquire as to other modules that may assist with department tracking and calls for service/records management workflow. Explore if existing CAD/RMS functionality is being fully utilized to improve efficiency.
- Ensure all MOUs are brought up-to-date to reduce potential uncertainty between involved parties.

Theme 5: Organizational Culture and Professional Growth through Excellence – Secondary

It is vital for the quality of public service provided by an organization be reflective of the entire team. The organizational culture of SMPD has positively impacted the overall morale and cohesiveness of the organization. Staff interviews indicate a robust “family” atmosphere from leadership to line level staff across the organization. Having said that there is a need to implement an employee early intervention program (EIP) and provide employees with any job related resources, counseling, training, as needed. An EIP is a resource for supervisory personnel to identify employees who may display symptoms of job stress, performance problems at early stages, or personal matters impacting their job performance and/or conduct. SMPD fosters an environment for professional growth through excellence. Department members convey and recognize their quality of service is essential and also understand that there is a nexus between their commitment to excellence and the department’s mission. Internally, they have embraced personal responsibility and a commitment to providing a high



level of customer service, which Meliora PSC observed from service at the front counter to field contacts during ride alongs.

SMPD enjoys a robust community volunteer program and appreciates the many hours of specialized skills its volunteers donate to the community. That said, there are ways that SMPD could more efficiently foster professional personnel growth by having a full or part-time employee complete key responsibilities rather than have a volunteer or reserve officer complete them. An example of this is the processing of Carry Concealed Weapons (CCW) permits. Additionally, SMPD should conduct a job analysis on the use of part-time staff to better define roles and responsibilities of this position to include their appropriateness; including the duties they do and do not perform.

Theme 6: Strategic Foresight - Secondary

Police departments benefit from having a strategic foresight plan designed to prepare the organization for seamless police operations in perpetuity through staff development. There is an opportunity for SMPD to implement strategic foresight to include a succession plan with a long-term plan designed with City and department budget, goals, and philosophy in mind. A long-term plan is important as the average tenure of a patrol officer is 2.8 years and average tenure of a patrol sergeant is 5 years.

SMPD should develop and communicate to department employees a plan driven by a philosophy and mindset rather than a succession plan checklist. This plan would help prepare future leaders of the organization. For example: adding a lieutenant rank and administrator to the structure would enable the department to allow for career development growth gradually (sergeants/supervisors to lieutenant rank/administrator, lieutenant to Captain rank and Captain to Chief rank) vs immediately.

In Conclusion:

After a comprehensive review and evaluation of this report, SMPD is encouraged to prioritize and consolidate, where possible, recommendations considering city and police department objectives, resources, and timing based on their impact, risk predominance, and ease of completion. It would also best serve SMPD to develop a mechanism to illustrate goals and objectives, identify timelines, link funding and/or personnel resources, and track progress, challenges, or adjustments for completion of recommendations. Importantly, unnecessary complexity should be avoided whenever possible, yet a detail-oriented plan should be employed where appropriate. A one-dimensional method to rating risk on a basic scale will ensure agility and desired outcomes are achieved.

The overview and findings from this organizational assessment can assist SMPD in embarking on a sustainable police operation, strategic foresight, ability to make data-driven decisions, and enable them to continue to provide community/customer minded service.



SUMMARY RECOMMENDATIONS

SIERRA MADRE POLICE DEPARTMENT

1. Re-examine the department's main functions as well as its organizational structure and ensure department wide operations, documents and policy are in alignment. (Page 30)
2. Reorganize and restructure the police department. (Page 31)
3. The organizational chart be updated with the current chain of command structure and/or a revised organization structure/chart and Policy § 200 – Organizational Structure and Responsibilities updated as well. (Page 31)

PATROL

4. Continue to ensure patrol corporals serving as watch commanders receive the necessary supervisory training. (Page 41)
5. Retain training records per the training policy and create a briefing training form for documentation to be forwarded to the Training Sergeant. (Page 41)
6. Update the collateral duty list for sergeants and officers to ensure even distribution of assignments and review annually to provide for rotation of assignments. (Page 42)
7. Reserve two spots on the sign up list for each team that can be used for officers with less than two years of experience. (Page 45)
8. Update the staffing level policy to include how staffing levels are determined and review annually to meet workload and quality of life needs of the community. (Page 46)
9. Add two FTO sworn officers to meet minimum staffing needs. (Page 47)
10. Create cost centers for tracking overtime expenditures and produce monthly or quarterly overtime reports and routinely conduct an analysis of overtime use and staffing issues by cost center to determine how staffing patterns affect overtime and adjust when possible. (Page 48)

PATROL ADMINISTRATIVE WORKLOAD

11. Update the EIS CAD/RMS system to log detailed administrative "busy time" for these specific types of daily administrative and personal tasks, and collect details such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., for future electronic data analysis. (Page 59)

FIELD TRAINING PROGRAM

12. Consider having trainees spend time in dispatch, records, detectives, and traffic. (Page 74)
13. Update the FTO policy to include a list of FTO qualifications for potential candidates. (Page 75)
14. Include the additional administrative duties and responsibilities in the Field Training Officer Program policy. (Page 76)
15. Seek input and provide monthly FTP meeting agendas to be retained. (Page 77)
16. Review the FTO Manual annually to ensure compliance with statutes and best practices. (Page 77)



TRAFFIC

17. Assign the traffic officer to attend an advanced traffic accident investigation course. (Page 80)
18. Assign the CSOs to attend training in basic traffic collision investigations. (Page 81)
19. Update Traffic Policy § 501 to include contacting the California Highway Patrol to conduct fatal traffic accident investigations. (Page 81)
20. Collaborate with the CAD/RMS vendor to correct the traffic statistic discrepancy and/or give additional training to staff to ensure calls by officers and dispatchers are being entered consistently. (Page 82)
21. Establish a traffic complaint code in CAD exclusively for citizen traffic complaints tracking and management. (Page 86)
22. Develop a process and tracking log that builds upon the calls and/or emails requesting extra traffic monitoring and enforcement. (Page 86)

PARKING ENFORCEMENT

23. Consideration should be given to bringing the parking enforcement responsibilities in-house and adding Community Services Officer or Cadet positions to provide this service in addition to possibly assisting with traffic accident investigations and other duties as needed. (Page 89)

DETECTIVES

24. Amend Policy § 200.2.3 to reflect which units, sections, bureaus exist. (Page 90)
25. Combine and rename patrol, traffic, and detectives to Operations Section; this section be managed by a sergeant who would report to the Captain. (Page 90)
26. Create a comprehensive Detective Manual. (Page 92)

CRIME ANALYSIS

27. Add on FTE Records position and assign Crime Analysis as an ancillary duty with proper training. (Page 98)

CCW

28. Assign the CCW responsibility to a full or part-time employee. (Page 98)

PART-TIME STAFFING

29. Further analyze the use of part-time staff. (Page 102)
30. Reconsider assigning part-time patrol sworn staff to perform the same duties as full-time patrol sworn, including jail transportation, vehicle impounds and taking police reports. (Page 102)

RESERVE PROGRAM

31. Amend the Reserve Policy so that it reflects bifurcating the Reserve Officer volunteer program from the volunteer program. (Page 103)
32. Require the same amount of volunteer hours for all reserve officer levels and ensure reserve requirements are being met by all reserve officers. (Page 105)
33. Retain Reserve meeting agendas and forward to the training manager when training is provided. (Page 106)

FOOTHILL AIR SUPPORT TEAM

34. Ensure all regional partnership MOUs are brought up-to-date to reduce any possibility of uncertainty between the involved parties. (Page 107)



FOOTHILL SPECIAL ENFORCEMENT TEAM (FSET)

35. Develop a Crisis Response Unit policy and standard operating procedures for CRU and ensure it aligns with the Attorney General's report and penal code. (Page 109)
36. Outline the FSET operator dimensions in the specialty assignment selection process. (Page 110)
37. Obtain membership for CRU members to join California Association of Tactical Officers and the National Tactical Officers Association. (Page 111)

CRISIS NEGOTIATION TEAM

38. Assign the Crisis Negotiator to attend annual training and POST's Advanced CNT and domestic violence courses. (Page 113)
39. Obtain membership to California Association of Hostage Negotiators. (Page 114)
40. Develop a process to track all crisis response unit deployments. (Page 114)

JAIL

41. Continue booking prisoners at Pasadena Police Department as it is more cost effective. (Page 115)

FINANCE

42. Record and track part-time use cost by classification/use type as well as overtime costs. (Page 117)

PERSONNEL MANAGEMENT

43. Complete annual evaluations on all part-time employees, using the same process as full-time employees. (Page 120)
44. Conduct an interview and annual evaluation review for all specialty positions. (Page 121)
45. Transition the specialty assignment rotation verbiage out of the MOU and into the department policy and include a mandatory rotation schedule for special assignment positions. (Page 122)
46. Utilize the LEFTA system to electronically track all employees, their assignments, promotions, and other personnel data, with viewing privileges limited to authorized personnel. (Page 122)
47. Develop a strategic foresight plan and communicate the plan and philosophy to department members. (Page 124)
48. Develop manuals for each area of the department. (Page 124)

PROFESSIONAL STANDARDS

49. Assign staff who manage personnel records to attend personnel records and public records act training. (Page 125)

PERSONNEL

50. Share exit interview information gained from HR and the department related to SMPD. (Page 127)
51. Track personnel demographic information. (Page 128)

EMPLOYEE WELLNESS

52. Appoint a trained wellness coordinator or outsource this duty and ensure the coordinator is fulfilling the responsibilities of the position as outlined in the department policy. (Page 130)



53. Amend the Wellness program policy until such time a wellness coordinator is appointed; temporarily assign a sergeant these duties as an ancillary duty and provide requisite training. (Page 130)
54. Audit the effectiveness of the department's wellness program annually and prepare a report summarizing the findings. (Page 130)
55. Provide all department members with regular training on topics related to wellness and retain training materials, curriculum, and attendance records. (Page 130)
56. Utilize grant funds received and report information related to the California Wellness and Mental Health grant as required by the State of California Board of State and Community Corrections. (Page 131)
57. Remove Policy § 1034.4, Peer Support program, from the wellness policy as no in house peer support program exists. (Page 131)
58. Implement an employee early intervention program. (Page 132)

POLICY

59. Add the Lexipol app to department-owned mobile phones, desktops, and laptops, to provide staff instant access to policies and procedures. (Page 134)
60. Transition to utilizing contemporary terminology, *professional staff*, in the Policy Manual versus using the default verbiage of *non-sworn* or *civilian*. (Page 134)

INTERNAL AFFAIRS

61. Develop and implement a formalized complaint process mechanism for employees. (Page 135)
62. Update the personnel complaint policy to require periodic updates with the complainant regarding the status of the investigation. (Page 136)
63. Restore a lieutenant position to conduct investigations and/or oversee an administrative section, including overseeing all complaint investigations. (Page 136)
64. Update the policy to indicate upon acceptance of a complaint, the initial contact with the complainant is recorded. (Page 137)
65. Transcribe all interviews and include transcriptions in the investigative report. (Page 137)

USE OF FORCE

66. Update the use of force policy to include verbiage related to the documentation of a use of force incident. (Page 142)
67. Conduct an annual use of force analysis. (Page 143)

TRAINING

68. Expand the Training Plan to include a summary of its training philosophy, a more detailed purpose and objectives of training, and key performance indicators. (Page 145)
69. Implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. (Page 148)
70. Include critical risk management classes and supervision courses as part of both the professional staff supervisory and sworn supervisor training plan. (Page 149)
71. Consider sending supervisors to the California POST Supervisor Leadership Institute (SLI) training within two years of assuming the position, should their staffing levels increase. (Page 149)



EQUIPMENT

72. Issue anti-ballistic vests to all field personnel, including professional staff community service officers. (Page 150)
73. Provide each staff member with an individual first aid kit. (Page 151)
74. Continue to track and manage department-owned guns and use the DOJ list to reconcile firearms inventory. (Page 151)

FLEET

75. Assign fleet responsibilities to the Community Service Officer. (Page 153)
76. Update the fleet replacement schedule to the California standard of 5 years or 100,000. (Page 154)
77. Standardize the fleet so it can streamline and improve cost effectiveness of the repair and maintenance of all vehicles. (Page 154)
78. Provide a pool car for employees that attend off-site meetings and training courses. (Page 154)

FACILITIES

79. Conduct a detailed cost estimation to determine the financial requirements for acquiring a new location. (Page 156)

TECHNOLOGY

80. Develop an up-to-date list of all police department technology with the respective contract expiration dates. (Page 158)
81. Examine and test the gaps in radio and cellular coverage in the north end of Sierra Madre. (Page 159)

UNMANNED AERIAL SYSTEMS

82. Remove any reference to a Certificate of Authorization in Policy § 609, Unmanned Aerial System. (Page 159)
83. Update the two current field-use UAS and add one mini-drone for indoor or confined area use. (Page 160)
84. Add additional officers and/or professional staff to the UAS team. (Page 160)
85. Increase UAS team training to eight hours once a month. (Page 161)
86. Develop a UAS mutual aid MOU with local agencies. (Page 161)

DISPATCH

87. Consider consolidating three of the five open part-time dispatch positions to one full-time position. (Page 163)
88. Add the TEXT to 9-1-1 procedure to the policy manual. (Page 166)
89. Retain the Dispatch/Records Supervisor position as a working supervisor that could cover shifts for dispatch and assist the proposed Administrator position with ancillary duties as assigned. (Page 166)
90. Add one FTE dispatcher to staff the dispatch center with a second dispatcher during the identified high call volume peak hours. (Page 166)
91. Conduct random quality control audits on calls handled by dispatch on a regular basis. (Page 168)
92. Send dispatch staff to additional training offered by POST and/or assign staff to participate in POST Webinar courses. (Page 171)



RECORDS

93. Provide a designated office space for the Support Services Supervisor. (Page 172)
94. Add one FTE Records position. (Page 173)
95. Implement a process to track discovery requests. (Page 176)
96. Develop a Records Training Manual and/or Standard Operating Procedures Manual to include department policy references. (Page 176)
97. Schedule update training with the CAD/RMS vendor for department members. (Page 177)
98. Expediate the allocation a debit/credit card reader for the police department. (Page 179)

PROPERTY AND EVIDENCE

99. Move Property and Evidence to report under Support Services and add one FTE Community Services Officer to assist with workload of both P&E and Fleet. (Page 181)
100. Assign employees associated with property and evidence storage, destruction and management to attend the property and evidence management course and training offered by International Association of Property and Evidence (IAPE) regularly. (Page 181)
101. Join California Association of Property and Evidence and allow the property and evidence employee to attend CAPE's quarterly meetings and training. (Page 181)
102. Conduct a random audit of 10-15 items at a minimum of twice a year to include a year-end audit of evidence. (Page 182)
103. Update Policy § 802.7 (c) to, "an annual audit of evidence held by the Department shall be conducted by a supervisor or manager (as appointed by the Chief of Police) not routinely or directly connected with evidence control." (Page 182)
104. Immediately conduct a complete and thorough property and evidence inventory and audit and document and retain the results. (Page 183)
105. Review the security of the P&E unit utilizing IAPE standards, make amendments and/or corrections as necessary and update Policy § 802 to include language regarding security. (Page 184)
106. Update the Property & Evidence Guide. (Page 184)
107. Develop a formal Property and Evidence Manual and update it annually. (Page 184)
108. Purchase a refrigerator/freezer that allows for monitoring of its temperature. (Page 186)
109. Install an alarm and additional camera for the exterior P&E caged area. (Page 186)
110. Prioritize the move to a new building and accommodate a new property and evidence room. (Page 187)
111. Upload a copy of the property release form and a copy of the subject's identification into the EIS system and attach it to the case report. (Page 189)

COMMUNITY SERVICE OFFICER

112. Utilize the full-time Community Services Officer as a shared position between P&E and Fleet Management. (Page 190)

COMMUNITY RELATIONS

113. Begin to hold quarterly business watch meetings. (Page 192)



114. Update the name of the Citizen Police Academy to Community Police Academy and add additional topics to the Community Police Academy agenda. (Page 192)
115. Create a process to track CPA attendees and assess how many volunteers are acquired from CPA classes. (Page 193)
116. Assign the duty of managing the CPA to a Community Relations Coordinator and conduct a CPA class in 2024. (Page 194)
117. Send the Community Relations Coordinator to the Crime Prevention Through Environmental Design class. (Page 194)

VOLUNTEER PROGRAM

118. Assign the Volunteer program to the Community Relations Coordinator. (Page 195)
119. Conduct bi-monthly or quarterly volunteer meetings. (Page 195)
120. Conduct evaluations of volunteers on an annual basis per policy. (Page 196)
121. Conduct an annual review of the volunteer program. (Page 195)
122. Showcase the volunteer program on the City website with highlights on how the program can benefit the community. (Page 196)
123. Provide mandated biennial training for the volunteers. (Page 197)

MEDIA RELATIONS

124. Assign the Community Relations Coordinator to oversee media relations, the social media team, and social media accounts. (Page 198)
125. Increase the posts on Instagram on a regular basis and work with Instagram to obtain an Instagram verified account. (Page 199)

CITY OF SIERRA MADRE

The City of Sierra Madre is centrally located in Los Angeles County in the foothills of the San Gabriel Valley below the southern edge of the Angeles National Forest. Pasadena and Altadena are to its west, with Arcadia to its south and east. It is accessible by car from the 210 Freeway. The City has a total land area of 3.3 square miles and is primarily residential with a quaint downtown business district.

Sierra Madre is a general law City run under the “City-Council” form of government. A general law city is one which operates under laws and rules established by the State of California. Sierra Madre was incorporated in February 1907 and has a current population of 10,809 (July 2022 U.S. Census); a 3% decrease from 11,275 based on the April 2020 U.S. Census data.

Demographics

The City of Sierra Madre’s community race and demographics are comprised of 71.3% White, 16.8% Asian, 14.5% Hispanic or Latino, 4.2% Black or African American, 0.2% American Indian and Alaska native, and 5.7% with two or more races. Age and gender data indicate 54.2% are female, 19.0% are persons 65 years and over, 18.4% are persons under 18 years, and 4.5% are persons under 5 years.



The owner-occupied housing rate is 57.6% for 2017-2021. Families and living arrangements reflect 4,961 households with 2.27 persons per household. The percent of persons age five years and older language other than English spoken at home accounts for 20.5% for 2017-2021. Households with a computer are 96.3% and households with a broadband Internet subscription are 92.2%. Persons in poverty are 5.7% of the population.

SIERRA MADRE POLICE DEPARTMENT

SMPD was established in 1928 when Gordon G. McMillan was inaugurated as the first Chief of Police. When Chief MacMillan took office, the police facility was located near City Hall at 55 W. Sierra Madre Blvd. In 1976, a new Fire and Police facility was built for public safety. The SMPD is currently located at 242 W. Sierra Madre Blvd.

According to the SMPD website, the department is broken into two main functions: Administration Division and Operations Division. However, in SMPD Policy § 200 the organizational structure indicates three divisions: Administration, Patrol, and Detectives. Refer to the Organizational Structure and Responsibility section later in the report for more information on the department's structure.

Electronic management systems are beneficial in any business/organization. Systems of this nature can enhance workflow, employee productivity, reduce storage space, allow for remote sharing, and expedite information look-up. Throughout this report, Meliora PSC will further describe areas of opportunity for enhanced workflow through electronic management systems.

Throughout the organizational assessment report, Meliora PSC will further describe areas of opportunity for improvement in the organization to include proper staffing and policy content and management.

Department Staffing

For fiscal year 2022-23, the SMPD is comprised of 23 full-time members: 18 full-time sworn and 5 full-time professional staff members. The department also has 14 part-time positions: 11 sworn and 3 professional staff; and 19 Volunteers: 7 reserve officers and 12 volunteers. The below information regarding chain of command and personnel duties is being provided to help the reader understand organizational structure, the levels of responsibilities, and information regarding personnel.

Police organizations operate through a chain of command with levels of authority and ranks. Specific titles and duties can vary depending on the type of agency (e.g., police, sheriff). A typical rank order from line level staff to executive staff for a small agency is as follows:

- Line level staff (e.g., officers, dispatchers, detectives, jailers, clerks, administrative assistants)



- Corporal
- Sergeant/Supervisor
- Captain/Commander
- Chief

Line level staff make up the majority of personnel in any police organization and are considered front-line staff.

- Officers are on the front-line ensuring quality of life, maintaining a safe community and enforcing local laws. On any given day, a field police officer will perform a wide range of duties from responding to calls for service to include threats and emergencies, traffic enforcement, completing police reports, and community outreach. Detectives complete follow up on police reports and investigate crimes.
- Professional staff (civilians) play crucial roles in police organizations beyond traditional sworn positions. They have a long history of roles such as dispatcher or clerical positions. Dispatchers are the front-line staff who answer 9-1-1 calls, business calls from the public, internal calls, and monitor field staff activities. Records staff complete and manage critical behind-the-scenes paperwork and document management. Administrative assistants provide administrative support for the executive and management staff to ensure an organized and efficient organizational operation by way of completing a variety of tasks. They are responsible for confidential and time-sensitive information and documents. Today, professional staff are performing a wide range of positions allowing police officers to focus on sworn and hazardous tasks. Professional staff can also perform non-hazardous patrol duties, crime scene management, victim advocacy, data analysts, and overseeing volunteer programs.

Some police departments have steps in between different ranks such as a corporal between the rank of an officer and a sergeant. A corporal can serve as a critical link between officers and supervisors. They can be responsible for leading patrol teams, serving as detectives, and providing guidance to line level staff.

Sergeants are experienced officers who serve in a supervisor and training capacity. Their main responsibility is to ensure all policies, practices and procedures are followed. They are responsible for reviewing and approving police reports, supervising critical incidents, training, and scheduling.

A Captain serves as an executive command staff overseeing all operations within a police department. They ensure all department policies and practices are carried out and are responsible for managing all personnel within their division or in smaller agencies within the police department. They are responsible for administrative tasks such as performance evaluations, coordinating emergency responses, overseeing strategies, and representing their division in meetings, government activities and community organizations and events.

The Chief of Police is the highest-ranking level in the chain of command. The Chief is responsible for all police operations. Police Chiefs are highly experienced police executives who



are appointed to the position by a City Manager or other governmental official depending on the city charter or elected officials. The Police Chief directs the development and implementation of goals, policies, and procedures for the department. They assess and recommend staffing, training and equipment needs as well as organizational changes. The Chief represents the police department in government meetings, coordinates with other city services, and participates in community events. They are also responsible for coordinating with other law enforcement agencies on the state and federal level.

TABLE 1: Sierra Madre Police Department Staffing FY 2022-23

POSITION	BUDGETED	CURRENT	VACANT
SWORN, FULL-TIME			
Chief of Police	1	1	0
Captain	1	1	0
Sergeant	4	4	0
Police Corporal	2	2	0
Police Officer	10	10	0
Sworn Total	18	18	0
PROFESSIONAL STAFF, FULL-TIME			
Supervisor	1	1	0
Dispatchers	4	4	0
Professional Staff Total	5	5	0
TOTAL FULL-TIME POSITIONS	23	23	0

Source: Sierra Madre Police Department, as of December 2023

TABLE 2: Sierra Madre Police Department Part-time Staffing 2023

POSITION	CURRENT
Part-Time Sergeants	2
Part-Time Officers	9
Part-Time Dispatchers	1
Part-Time Records	2
Part-Time Community Services Officer	0
TOTAL PART-TIME POSITIONS	14

Source: Sierra Madre Police Department, as of December 2023

TABLE 3: Sierra Madre Police Department Volunteer Staffing 2024

VOLUNTEERS – NOT PAID	CURRENT
Volunteer Reserve Officers	8



Volunteers	12
TOTAL VOLUNTEERS	20

Source: Sierra Madre Police Department, as of April 2024

COLLATERAL DUTIES

According to the Bureau of Justice Statistics national sources of law enforcement employment data, the United States is made up of about 18,000 federal, state, county, and local agencies. Roughly 80% of them have fewer than 25 employees. No matter the size of a police department each police agency has the same type of tasks and duties to provide public safety services. Having said that, personnel in small to mid-size agencies are more likely to have more collateral duties than larger agencies. Personnel become “jack of all trades” and in many agencies the executive staff, such as the Chief and Captain are a “working Chief/Captain,” so they also assist in patrol, calls for service, and daily tasks.

In addition to an assigned position and its respective roles and responsibilities, it is common for personnel to have additional collateral duties. A collateral duty usually means a duty to support the agency that is secondary and supplemental to the primary duty of a position. Typically, these activities relate to functions that are not used daily but are roles required to provide the community with a full complement of services in the event of a major incident, disaster, or critical need.

Examples of collateral duties at the Sierra Madre Police Department include but are not limited to:

- Training Manager
- Fleet Manager
- Range supervisor and range staff
- Less-than-Lethal team
- Foothill Special Enforcement Team member
- Crisis Negotiation Team member
- Unmanned Aerial System operator
- Field Training Program staff
- Media Relations team member

Collateral duties have positive take-a-ways for both the employee and the department, city, and community. For the employee, examples are enhanced professional development, select collateral duties provide compensation, exposure to different facets and added training. For the department/city/community, they have employees that are more well-rounded, better trained, developed for the future, and whose leadership skills are being enhanced. Leadership development is critical to individual performance and an organization’s success and continual development.



SMPD does not have a system in place to track time spent by personnel on collateral duties. It would be advantageous for the department to develop a computer-aided dispatch (CAD) code for time spent on ancillary duties. Tracking time spent on collateral duties would afford the department a better understanding of personnel's occupied time and in turn aid in determining appropriate staffing levels and needs. Currently, CAD information from the data report, which is comprised only of community and field-initiated activity, reflects that the department is adequately staffed. However, not capturing all workload paints an incomplete picture. The overall organizational assessment review identified that to effectively meet the community's needs and department standards there is a need for additional staffing. Additional staffing is outlined throughout this report and in the recommendations section(s)

SMPD personnel from line level to sergeant/supervisor are assigned a heavy workload of collateral duties that they are expected to become adept at. Additionally, at times both the Chief and Captain are what was previously referred to as a "working" Police Chief and Captain, this is considered more informally versus formerly. A "working" Police Chief/Captain is needed to do everything someone of their rank is responsible for as well as fill in for line level staff when needed; during staffing shortages and/or during emergency situations.

SMPD's most recent race and gender demographics from December 2023 are based on 37 full and part-time employees. The data indicates 54.0% Hispanic or Latino, 21.6% White, 10.8% Black or African American, 10.8% Asian, 2.7% American Indian, and 27.0% are female.



CHART 1: Race and Gender Demographic City of Sierra Madre

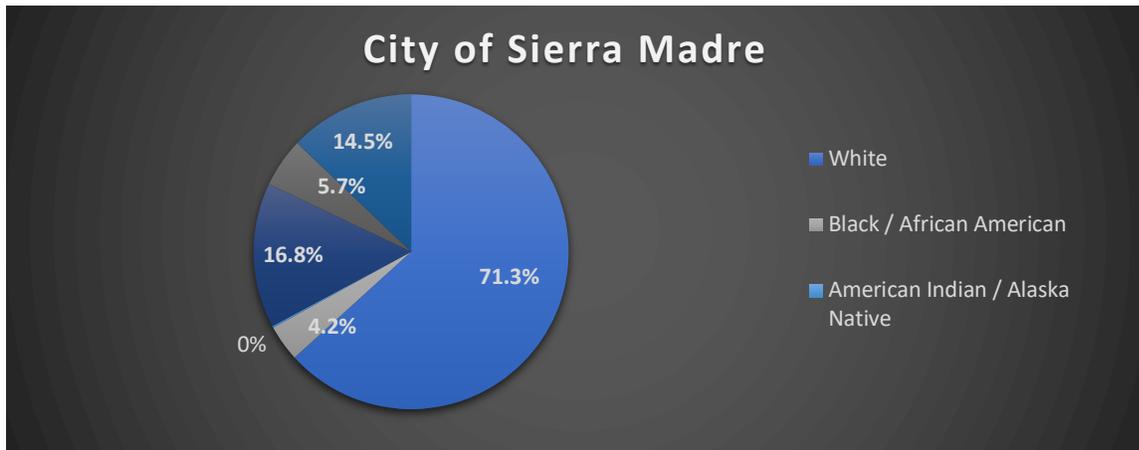
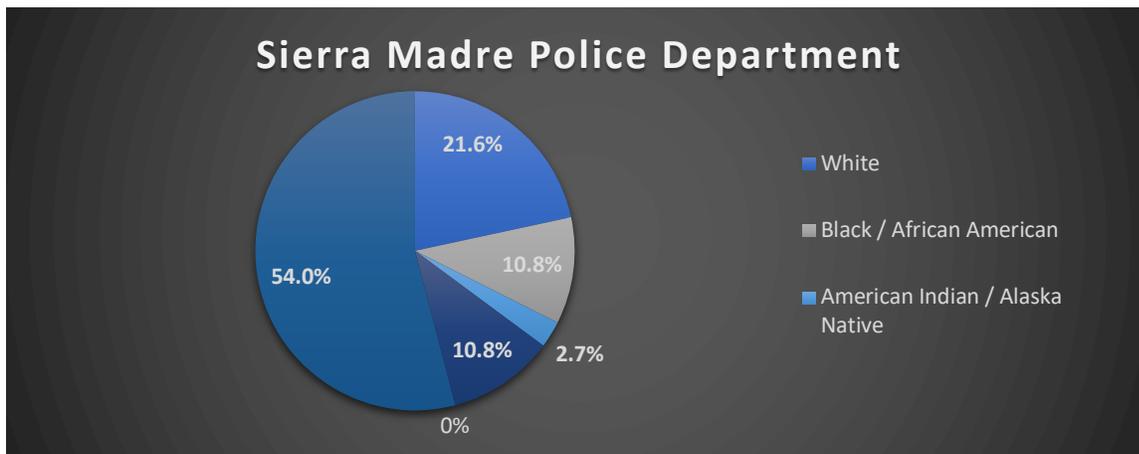


CHART 2: Race and Gender Demographic Sierra Madre Police Department



As noted in the charts above, the demographics reflected for the City of Sierra Madre and those of the SMPD are similar in races represented, with the variances being 71.3% White population in the City and 21.6% in the police department; 4.2% Black/African American population in the City and 10.8% in the police department; 0.2% American Indian/Alaska Native population in the City and 2.7% in the police department; 16.8% Asian population in the City and 10.8% in the police department; and 14.5% Hispanic population in the City and 54.0% in the police department. There was a notable difference in women with the City having 54.2% women and the police department staff being comprised of 29.4% women. It is important for agencies to analyze applicants and personnel data to assist them in ensuring their department is reflective of the community they serve.

Regarding the gender breakdown of sworn officers, the California Peace Officer Standards and Training (POST) data warehouse¹ on police demographics indicates in 2022, the average

¹ CA POST Website accessed December 2022, <https://post.ca.gov/Law-Enforcement-Demographics>



percent of sworn women officers/deputies was 14.88%. By comparison, 5.5% of officers are women at the SMPD, below the state standard. There is currently a 30x30 Initiative started by a coalition of police leaders, researchers, and professional organizations to advance the representation and experiences of women in policing agencies across the United States with agencies being comprised of 30% sworn officers/deputies by the year 2030. Meliora PSC encourages SMPD to recruit qualified diverse candidates particularly amongst women, Asian and White groups to better align with the community they serve. In addition to recruiting women, it is also important that women are represented in leadership roles throughout the police department. This will also be noted in the Professional Standards portion of this report.

Mission, Vision, Values and Motto

Members of the SMPD are guided by the below Mission, Vision, Values Statements and Motto established in 2009. SMPD's current administration is in the process of updating these with a goal of having the new statements and motto completed by September 2024.

MISSION STATEMENT

To ensure community safety, and to deliver the highest quality service through dedication, teamwork, and partnerships.

VISION STATEMENT

To become the model for 21st century small town policing.

VALUES STATEMENT

Integrity, Innovation, Dedication, Compassion.

MOTTO

The motto of the Sierra Madre Police Department is Serving Those We Protect.

Organizational Structure and Responsibility

Per SMPD Policy § 200, Organizational Structure and Responsibility, "The organizational structure of this department is designed to create an efficient means to accomplish our mission and goals and to provide for the best possible service to the public."

The SMPD chain of command starts with the Chief of Police leading the department followed by Captain, sergeants/professional staff supervisor, line level staff and volunteers. Per Policy §



200.2, the “Chief of Police is responsible for administering and managing the Sierra Madre Police Department. There are three divisions in the Police Department as follows:

- Patrol Division
- Detectives Division
- Administration Division”

The policy further describes each division, and that each division is commanded by the Captain. Per Policy § 200.3.1 Succession of Command, “The Chief of Police exercises command over all personnel in the Department. During planned absences, the Chief of Police will designate the Captain or a Lieutenant to serve as the acting Chief of Police. Except when designated as above, the order of command authority in the absence or unavailability of the Chief of Police is as follows: (a) Captain (b) Lieutenant (c) Watch Commander.” As there is only one Captain and no Lieutenant position currently exists, the mention of “Captains” and a “lieutenant” should be removed from this policy and other policies where referenced.

Meliora PSC learned that in 2016, SMPD eliminated one of their two part-time lieutenant positions and in 2017 the remaining part-time lieutenant position was eliminated from their department budget and organizational structure. One lieutenant position was reinstated in 2019 but was eliminated when the current Chief was selected as the Police Chief. The lieutenant position has been part-time, not full-time, since 2007. In 2018 the full-time Administrative Assistant position was eliminated from the budget and the department organizational structure. With the elimination of these three positions, most of the administrative duties and responsibilities were given to the Captain, some duties to sergeants and some duties to the professional staff supervisor. With the addition of the duties from the eliminated positions, the Captain’s span of control, responsibility and supervision increased, as well as increased for the sergeants and professional staff supervisor.

As mentioned earlier in the SMPD section of the report, according to the department’s website, the agency is broken into two main functions: Administration Division and Operations Division. As noted above, Policy § 200 states the organizational structure indicates three divisions: Administration, Patrol, and Detective. Meliora confirmed when speaking with SMPD staff that the department is broken into two divisions: Administration and Operations, and Detectives fall under the Operations Division. Meliora PSC recommends the SMPD re-examine the department’s main functions as well as its organizational structure and ensure department-wide operations, documents, and policy are in alignment.

An organizational chart is typically a graphical representation of roles, responsibilities, and correlations between individuals within an organization. The main purpose is to illustrate the reporting structure and chain of command within the organization. SMPD provided an organization chart dated August 23, 2023, but it is not a typical organizational chart. Rather, it is a one-page document that lists administration, each rank and classification and the names of personnel that are in that classification. A standard organizational chart was located from 2010; staff indicated they are in the process of updating the actual organizational chart. Due to the



timing of the organizational assessment, SMPD staff is prudently awaiting the completion of this report in order to incorporate any potential recommendations impacting the chart.

Meliora PSC noted an opportunity for improved management with a reorganization of the police department into three sections, the addition of one full-time lieutenant, one full-time professional staff administrator, one full-time sergeant, and line level staff.

- The full-time Lieutenant would manage the Administration section which would include Professional Standards, Training, Equipment Management and Technology Services.
- The full-time professional staff Administrator would manage the Support Services section, which would include Dispatch, Records, Property and Evidence, Community Relations and Facilities and Fleet.
- The addition of one Sergeant to manage Traffic, Detectives, Part-time Officers, Reserve Officers, regional partnerships, and the Jail. The four current patrol sergeants would continue to supervise the four patrol teams and the added sergeant could also act as a relief sergeant for patrol.

Meliora PSC further describes areas of opportunity in the organization to include proper staffing and span of control throughout this report to include the reasoning behind the suggestion or recommendation. Meliora PSC recommends the reorganization of the SMPD to three sections: Operations, Administration and Support Services; the reorganization is recommended to create a structure suitable for a smaller city police department to deliver contemporary police services as well as career development and professional growth through a career ladder for both sworn and professional staff.

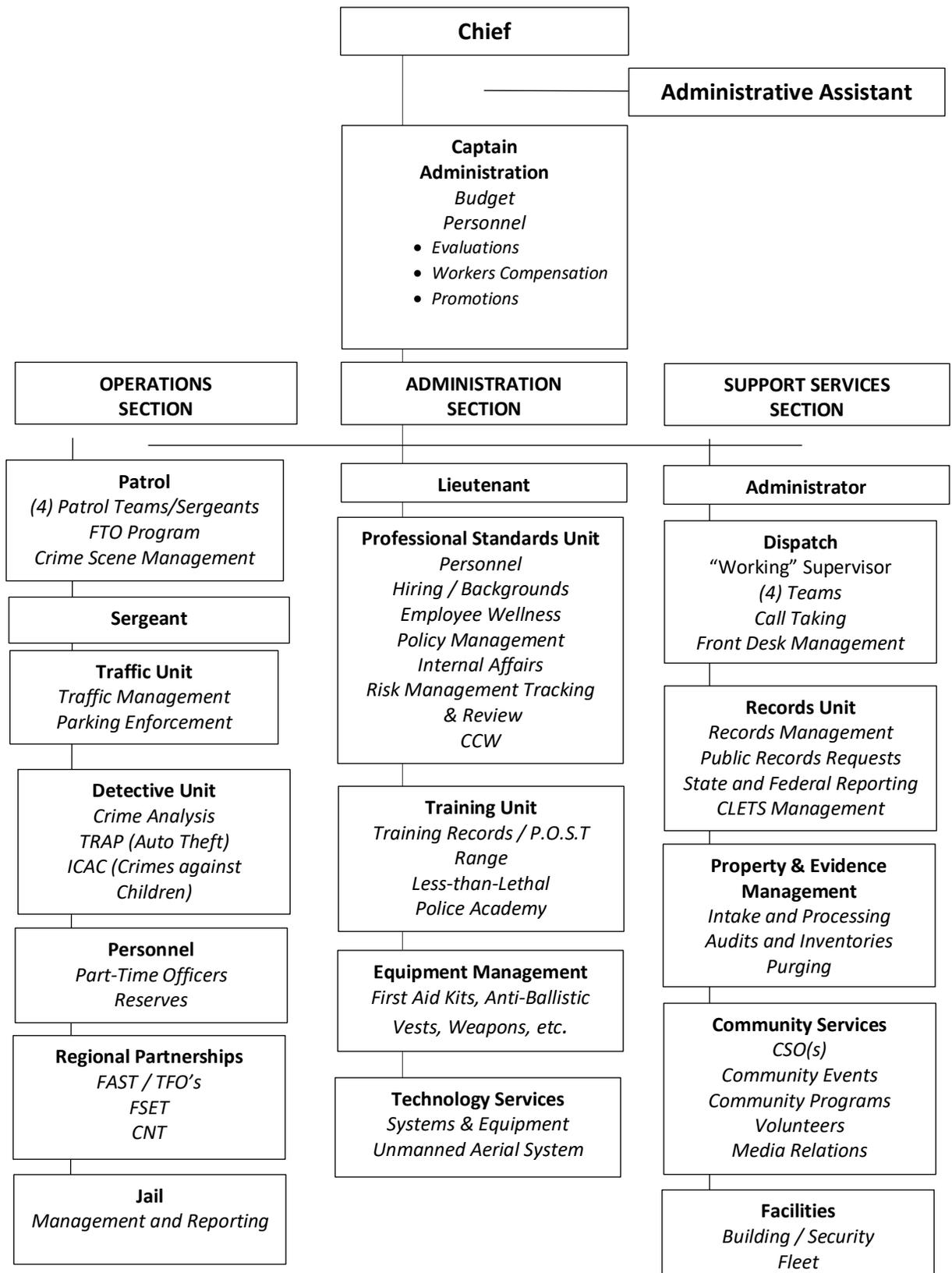
Improved optimal effectiveness and efficiencies will likely occur as a result of this change as managerial span of control, number of subordinates or team members a manager oversees, will decrease, management and supervision ancillary duties will decrease, department communication flow will increase, and more employee engagement by supervisors will occur. Today's police professionals are more desirous of participating in the evolution of the organization, an asset to both the agency and department staff member.

Meliora PSC developed the below proposed organizational chart in Chart 3 to better represent department-wide operations, more clearly identify the department's main functions, and is intended to provide clarity and continuity in the organizational structure, personnel roles and responsibilities. This has been achieved by developing a command structure where under the Chief with management and guidance by the Captain, sections managed by a lieutenant or professional staff administrator and units, made up of line level staff, are supervised by a sergeant or professional staff supervisor. This new structure would also better serve the City and its community by aiding in strategic foresight and succession planning.

Meliora PSC also recommends the organizational chart be updated with the current chain of command structure and/or a revised organization structure/chart and Policy § 200 – Organizational Structure and Responsibilities be updated as well.



CHART 3: Proposed Organizational Chart





Strategic Plan

SMPD does not have a department strategic plan. The City of Sierra Madre's elected leaders and management staff, which includes the Chief of Police, meet and participate in a Strategic Planning process every six months. At each six-month session, participants identify new objectives to work towards the completion of the 3-year goals that have been identified.

Currently, the 3-year goals are as follows:

- Achieve water supply stability and independence.
- Achieve financial stability and sustainability.
- Finalize and implement the General Plan update.
- Provide high quality, cost-effective and achievable public services.

Considering the organizational assessment of the SMPD, a strategic planning process would be a natural progression to incorporate themes from the list of recommendations in this assessment as the agency continues to build and improve the organization's overall well-being and quality services.

Crime Information

REPORTED CRIME

As part of the organizational assessment, Meliora PSC reviewed reported crime over the past 10 years as reported to the FBI through the Uniformed Crime Reporting (UCR) program. The FBI UCR program has been providing crime statistics to the public since 1930. Agencies participate voluntarily and submit their crime data either through a state UCR program or directly to the FBI's UCR program. After several years of working to enhance the level of detail, the FBI recently changed the manner in which crime statistics are reported.

Effective January 1, 2021, the FBI transitioned to the National Incident-Based Reporting System (NIBRS) to improve the overall quality of crime data collected by law enforcement. It captures details on each single crime incident – as well as on separate offenses within the same incident. As such, summary crime data collected through the historic UCR system was phased out.

As a result of NIBRS being a new method for reporting detailed crime statistics, there is no legacy NIBRS data for comparison. Until agencies have a few years of historical data in the NIBRS system to reflect crime trends, comparing UCR data to NIBRS data would be an inaccurate manner to compare crime that could result in misleading conclusions. Rather, where able, agencies should continue to collect data in the UCR format for a few years concurrently with NIBRS data reporting so that a more accurate analysis of crime fluctuations could be reflected in the three to five-year window of transition. While the detailed crime data contained with NIBRS will have more data per incident, that should not be misconstrued to assume crime has risen. Hence, by contrasting and comparing the UCR data for a few years



during the data reporting transition, reviewing how the crime patterns and fluctuations would be reflected compared to existing UCR data would help clarify if there was an actual increase or decrease in a particular crime category. Concurrently, there would be a collection of three to five years of NIBRS data to begin a more detailed and accurate assessment of crime trends containing a deeper analysis of those years going forward with NIBRS only data.

Meliora PSC learned that SMPD’s Record Management System (RMS) is compatible with NIBRS reporting. Each month SMPD runs a submission report from RMS that uploads to the Department of Justice resulting in NIBRS crime data being reported. The FBI database currently provides UCR summary crime data reports (during the NIBRS transition) on their Crime Data Explorer webpage. SMPD is commended for completing the transition to NIBRS reporting, as a number of CA agencies are still in the process of completing the transition.

Table 4 below reflects the actual number of Part 1 crimes reported by the community to the SMPD. As noted, violent crime is low and there are more property crimes reported.

TABLE 4: 10-Year Part 1 Reported Crimes, 2013-2022

TYPE	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Homicide	0	0	0	0	0	0	0	0	0	0
Rape	1	2	1	3	1	0	1	0	1	0
Robbery	1	0	3	3	1	0	0	3	1	2
Assault	11	11	7	19	6	7	14	11	11	8
Total Violent	13	13	11	25	8	7	15	14	13	10
Burglary	58	25	48	47	43	34	29	15	22	34
Larceny	65	62	59	59	61	59	43	62	53	57
Motor Veh Theft	6	5	10	8	4	2	4	9	28	7
Total Property	129	92	117	114	108	95	76	86	103	98

Source: FBI Crime Data Explorer for years 2013-2019 and Sierra Madre PD for years 2020-2022

In order to compare communities with varying sizes, geography, and community factors crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison. Thus, the crime rate may reflect a number greater than the actual crime numbers reported in a category (Table 4 above). In Table 5, indexed crime rates for the city of Sierra Madre, the State of California and the Nation were examined over a 10-year period between 2013-2022. Crime trend data includes data pre and post-pandemic.



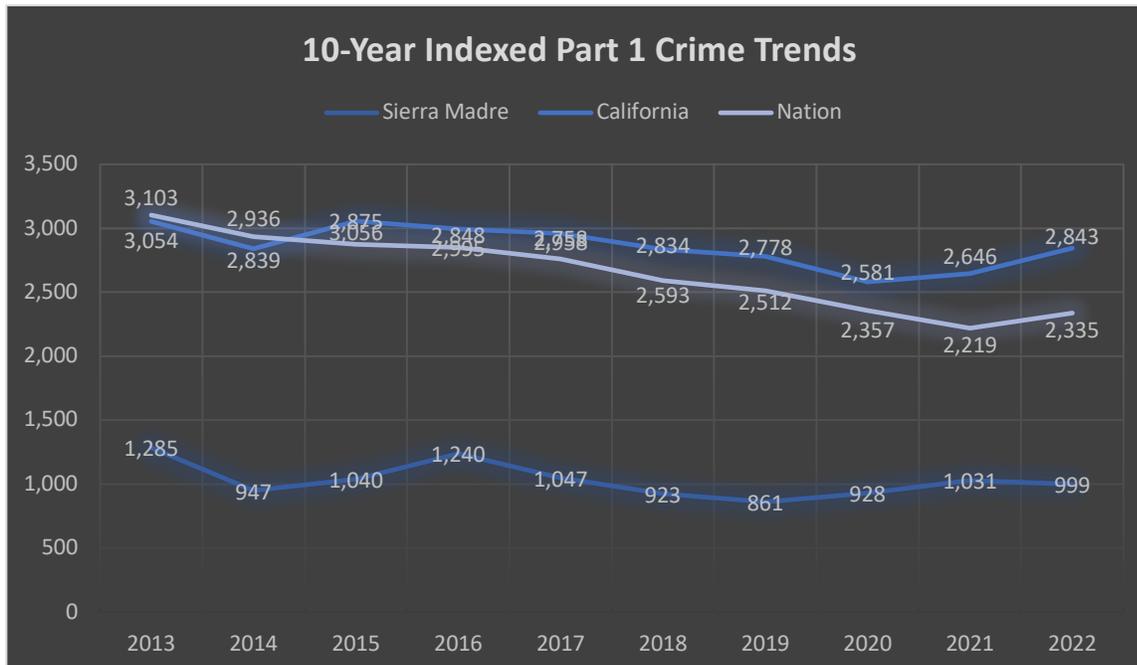
TABLE 5: Indexed Crimes Rates for City of Sierra Madre, California, Nation, 2013-2022

YEAR	CITY OF SIERRA MADRE			CALIFORNIA			NATION		
	Violent	Property	Total	Violent	Property	Total	Violent	Property	Total
2013	118	1,168	1,285	403	2,651	3,054	369	2,734	3,103
2014	117	830	947	397	2,442	2,839	362	2,574	2,936
2015	98	1,042	1,040	428	2,628	3,056	374	2,501	2,875
2016	223	1,017	1,240	445	2,550	2,995	396	2,452	2,848
2017	72	975	1,047	453	2,505	2,958	395	2,363	2,758
2018	63	859	923	448	2,386	2,834	383	2,210	2,593
2019	137	724	861	442	2,336	2,778	381	2,131	2,512
2020	130	798	928	442	2,139	2,581	399	1,958	2,357
2021	116	915	1,031	481	2,165	2,646	387	1,832	2,219
2022	92	907	999	500	2,343	2,843	381	1,954	2,335

Source: FBI Crime Data Explorer for years 2013-2019 and Sierra Madre PD for years 2020-2022

To more easily view the various types of indexed crime trends, Chart 4 below is intended to show the fluctuations and trends. The line graph is intended to reflect how the City of Sierra Madre follows or differs from the indexed, overall crime trends across the state and country.

CHART 4: 10-Year Part 1 Crime Trends, City of Sierra Madre, State and Nation 2013 – 2022



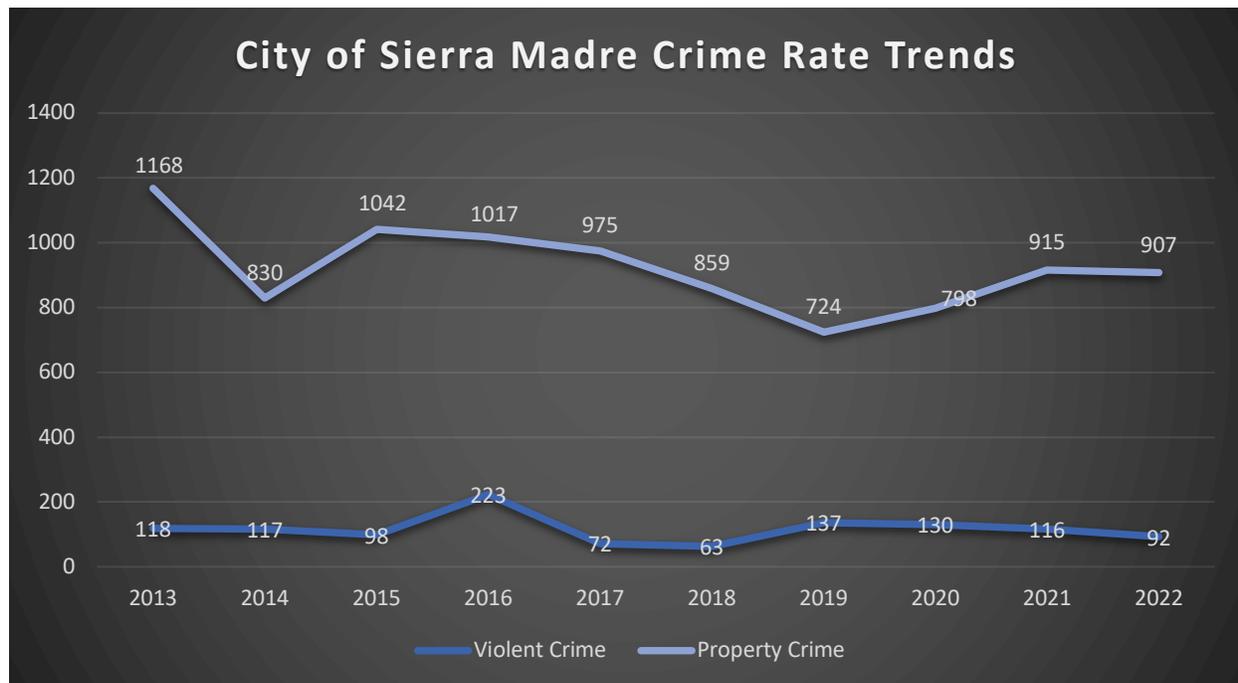
Source: FBI Crime Data Explorer and Sierra Madre Police Department



As reflected in the chart above, the overall crime rate in the City of Sierra Madre is lower than the overall crime rate in California and the Nation. From 2013 through 2022, the crime trend remained consistent for the City of Sierra Madre in overall Part 1 crime. In 2021, property crime spiked slightly. However, in 2022 it went back to a rate comparable to prior years, which is consistent with trends during the pandemic. The highest year for overall crime was 1,285 in 2013 and the lowest was 861 in 2019.

In order to further explore the crime trends in the City of Sierra Madre, the next chart will provide a visual representation of the separate types of indexed crime: violent crime and property crime. Violent crime includes homicide, rape, robbery, and assault. Property crime includes burglary, larceny (theft), and motor vehicle theft. The last three years includes a representation of violent and property crimes during and subsequent to the pandemic.

CHART 5: 10-Year Crime Trends, City of Sierra Madre, 2013-2022



Source: FBI Crime Data Explorer and Sierra Madre Police Department

As Chart 5 indicates, the violent crime rate in the City of Sierra Madre represented in dark blue for the past 10 years has remained consistent. The highest indexed violent crime rate was 223 in 2016 and the lowest was 63 in 2018. Again, violent crime is still significantly lower than state and national levels.

The property crime rate represented in light blue trended downward slightly, from 2015 to 2019. The highest property crime rate was 1,168 in 2013 and the lowest was 724 in 2019. Again, property crime in the city of Sierra Madre is lower than state and national levels.



TABLE 6: Crimes Rate Comparisons with City of Sierra Madre and Other Local Agencies, 2022

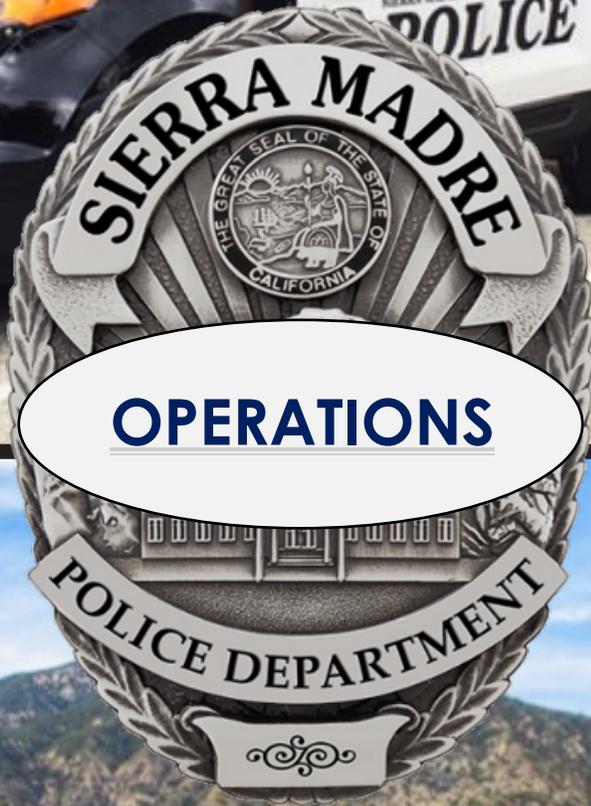
City	State	Population	Crime Rates		
			Violent	Property	Total
Alhambra	CA	79,703	40	564	604
Arcadia	CA	54,202	141	1,653	1,794
Azusa	CA	47,754	138	991	1,129
Beverly Hills	CA	31,163	154	1,365	1,519
Claremont	CA	35,068	104	844	948
Covina	CA	49,590	163	1,390	1,553
Diamond Bar	CA	52,713	92	969	1,061
Duarte	CA	20,849	67	371	438
Glendora	CA	50,650	138	1,158	1,296
La Canada/Flintridge	CA	19,682	24	357	381
Monrovia	CA	37,104	107	904	1,011
San Marino	CA	12,015	9	173	182
South Pasadena	CA	25,744	46	434	480
Sierra Madre	CA	10,778*	10	98	108
California		39,029,342	500	2,343	2,843
National		333,790,926	381	1,954	2,335

Source: FBI Criminal Justice Information Services UCR crime reports accessed September 2023. City of Sierra Mateo population estimate data based on available 2020 US Census data.

Table 6 is for informational purposes only to provide the backdrop for crime in the region. As reflected in the table above, Sierra Madre is significantly below the violent, property and overall crime rates compared to most agencies in the local region, State, and Nation.

SIERRA MADRE POLICE DEPARTMENT RECOMMENDATIONS

- Re-examine the department’s main functions as well as its organizational structure and ensure department wide operations, documents and policy are in alignment. (Recommendation #1)
- Reorganize and restructure the police department. (Recommendation #2)
- The organizational chart be updated with the current chain of command structure and/or a revised organization structure/chart and Policy § 200 – Organizational Structure and Responsibilities updated as well. (Recommendation #3)



OPERATIONS





The Sierra Madre Police Department is dedicated to the safety of the community. Patrol (Operations) is comprised of uniformed Patrol, and Special Operations which includes Traffic, Dispatch, and Community Service Officers (also known as Police Assistants). The Patrol Division is responsible for responding to emergencies such as life-saving calls and in progress crimes, as well as working proactively in the community to address quality of life issues.

Patrol

The fundamental responsibility of policing agencies is to provide a safe environment for the public’s safety as well as ensure quality of life. SMPD recognizes these key responsibilities to allow the community to flourish and thrive as reflected in their Mission, Vision and Values Statements. To properly serve the community, agencies must ensure their services reflect the needs and available resources for their respective city. Table 7 below provides a snapshot of those positions assigned to the Patrol. In addition to the full-time sworn positions listed below, SMPD also has a cadre of 11 part-time sworn personnel, both sergeant and officer rank, who fill in when needed to work patrol. Part-time personnel are not individually budgeted but rather SMPD has a set dollar amount they allocate for part-time costs.

TABLE 7: Patrol Staffing FY 2022-23

Position	2022/2023 Budgeted	2022/2023 Actual	Vacant
Full-Time Sworn Personnel			
Sergeant	4	4	0
Corporal	1	1	0
Officers	8	8	0
Traffic Officer	1	1	0
Total Full-Time Sworn	14	14	0
Professional Staff Personnel			
Total Professional Staff	0	0	0
Total Authorized Staffing	14	14	0

Source: Sierra Madre Police Department

The primary responsibility of patrol officers is to patrol the City of Sierra Madre, respond to calls for service from the community, proactively address issues related to crime, and address community concerns in an effort to enhance the quality of life for those who live, work and visit the City. There are four patrol teams who provide 24/7 service 365 days a year. Each team has one sergeant and two officers; sergeants are assigned to manage patrol operations.



PATROL SUPERVISION

A police sergeant serves as a crucial link between patrol officers and the Chief and Captain. They serve as the frontline supervisors, role models and leaders of the organization. As such sergeants serve a key role in maintaining order and ensuring the department functions effectively.

Some of the essential functions of a sergeant include:

- Acts as watch commander; plans, coordinates, directs and supervises the work of assigned watch; oversees the operation of the police station; plans and supervises special details and operations.
- Reviews shift reports.
- Confers with members of the department, public and private officials and the general public relative to specific police problems, policies and procedures, acts as a liaison with mutual aid cities, the media, the Department of Justice and other City departments and personnel.

During the evening hours and on weekends, the sergeant is usually the highest-ranking member of the department on duty in the City. SMPD Policy § 329 – Major Incident Notification provides critical guidance to the sergeants in determining when, how, and to whom notifications of major incidents should be made. Individual policies also say when notifications should be made relative to certain incidents. Meliora PSC encourages SMPD ensure that policies that outline when notifications should be made are also noted in Policy § 329, such as in the policies listed below:

- Control Devices
- Missing Persons
- Public Alerts
- Response to Bomb Calls

Additionally, there is mention of a lieutenant in this policy; that should be removed until such time a lieutenant position is added.

All sergeants have attended the California Peace Officer Standards and Training (POST) Supervisory Course. SMPD is to be commended for ensuring all supervisors in patrol are up-to-date with the POST-mandated Supervisory Course. An overview of sergeant training can be found in the Training section of this report.

SMPD Policy § 206.2.1 Supervision Deployments states, “In order to accommodate training and other unforeseen circumstances, an officer may be used as a Watch Commander in the absence of a Sergeant or Corporal. With prior authorization from the Police Chief, Captain or Lieutenant, an officer may act as the Watch Commander **for a limited period of time.**”

Corporals receive the same type of training as sergeants; such as the Field Operations 24-hour course and the 16-hour Officer Involved Shooting for Supervisor course. Due to the key role of



police supervision, it is important to provide corporals with basic police supervision and leadership training. Meliora PSC recommends patrol corporals used as watch commanders attend the same type of courses patrol sergeants attend, such as Internal Affairs and Critical Incident Management course.

BRIEFING TRAINING

Briefing is an opportunity to present mandatory and optional training, review policies, procedures, and other relevant topics in an environment amenable to open discussion among various levels of experience and rank. Briefing time is also an opportunity to disseminate and discuss information on current operational and administrative topics. This short but significant interaction between supervisors and officers during briefing enables each to have a voice and provides an important opportunity for sergeants to demonstrate leadership. Briefing training can also be documented to satisfy California POST and/or SMPD training requirements.

One of the key responsibilities of a patrol sergeant is to provide briefing training, and SMPD Policy § 402 – Assembly Training – codifies this expectation. The policy states that assembly training should consist of the minimum following basic tasks:

- “(a) Briefing officers with information regarding daily patrol activity, with particular attention given to unusual situations and changes in the status of wanted persons, stolen vehicles, and major investigations,
- (b) Notifying officers of changes in schedules and assignments,
- (c) Notifying officers of new Departmental Directives or changes in Departmental Directives,
- (d) Reviewing recent incidents for training purposes, (e) Providing training on a variety of subjects.”

Staff indicated that briefing training consistently occurs, but items covered from shift to shift is inconsistent. Shift notes are made to indicate what was covered during briefing, including training given. Shift notes are not retained indefinitely, and the training portion of the notes are not placed in an employee’s file. Best practice indicates retention of briefing training records and forwarding training records, attendance, materials and curriculum or a summary to the Training Manager. Meliora PSC recommends retaining training records per SMPD’s policy, and creating a briefing training form that can be completed electronically and forwarded to the Training Manager for inclusion in the respective personnel’s files. The training form should include the following:

- Training topic.
- Date, time and location.
- Who provided the training?
- Who attended the training?
- What was the learning goal?
- Was learning goal met (verification)?
- Copies of articles, video, etc. for the training file.



SMPD subscribes to the Lexipol policy manual as well as the Daily Training Bulletins (DTB) associated with the policies. DTB's are designed to assist first-line supervisors and provide training within the time constraints of briefings. More information regarding department training will be described further in the Training section of the Administration portion of the report.

SUPERVISOR COLLATERAL DUTIES

Agencies similar in size to SMPD share collateral duties as a means to provide leadership opportunities, professional development, and greater responsibilities as well as ensuring key roles and responsibilities are managed. In addition to the fundamental responsibility of supervising and/or managing patrol, it is standard practice for sergeants to have additional or collateral duties/assignments. It is important that collateral assignments are rotated periodically rather than assigning a collateral duty to someone who has historically managed it and having the assignment remain with the individual rather than allowing others an opportunity to experience that responsibility. Although it may seem reasonable to keep a responsibility with someone who understands the assignment and has had it for several years, by assigning duties based on a person rather than rotating them prevents others from experiencing and growing from a variety of collateral duty responsibilities. Rotating collateral duties also is a way to build in strategic foresight and expanding staff's experiential learning.

Meliora learned there are some collateral duties that are retained by a supervisor for numerous years. Meliora PSC recommends collateral duties are rotated and used as learning opportunities to gain experience and increase acumen of other supervisors who may not have been assigned a collateral duty. This not only balances out assignments and prevents burnout from over-assigning tasks, but also builds internal succession planning as supervisors are exposed to other duties and responsibilities outside essential patrol duties. Although collateral duties are needed, it is important they be assigned in a manner that does not overwhelm the supervisor and take away from their primary duties in the Patrol Division.

Meliora PSC requested and received a list of collateral duty assignments for sergeants and officers. Collateral duties are not only important for staff development; it is also important these critical areas have supervisory oversight to ensure accountability. Moreover, it ensures the duties are evenly spread amongst the supervisors to ensure the patrol sergeants can balance the additional duties with their primary duty of field supervision. Table 8 reflects the current collateral duty assignments and vary from one to five assignments per sergeant.



TABLE 8: Sergeant Collateral Duties

Sergeant	Collateral Duty
Sergeant A	Field Training Officer Program Supervisor Reserve Coordinator Detective Supervisor Less Lethal Instructor Supervisor Active Shooter trainer
Sergeant B	Training Manager Bike Unit Supervisor
Sergeant C	Range Supervisor FSET Supervisor
Sergeant D	Unmanned Aerial System Drone Team Supervisor Volunteer Coordinator EOC Liaison

Source: Sierra Madre PD.

Collateral assignments are assigned to officers and some officers function as assistants in the respective duties for the sergeant. Providing training for a collateral duty along with the responsibility for oversight enhances the leadership growth of department personnel. This practice also gives police department staff insight into other aspects of how the duties and responsibilities of patrol functions are impacted by budget, societal needs, forecasting, collaboration with City staff/departments and community members, and subsequently embedding leadership growth, development and succession planning into the culture of the organization.

In order to ensure there is proper managerial and supervisory oversight for these essential functions, Meliora PSC recommends a primary collateral list of sergeants and officers be developed, discussed by administration, evenly distributed, and then reviewed and updated annually. Collateral duties should be rotated for varied reasons; one example is for personnel growth. It is understandable that some duties may need to be shared throughout the police department, but those are typically at the sergeant level. For instance, Firearms and Defensive Tactics may need more supervisory oversight than is able to be provided by whomever is assigned the responsibility.

CRIME SCENE MANAGEMENT

Crime scene management is the process of controlling, preserving, recording, and recovering evidence from the scene of a crime. Patrol officers are the first police personnel on scene of an incident and have the responsibility for the immediate safety of the public and preservation of the scene. Policy § 403 – Crime Scene Management provides detailed guidance in managing a major crime or disaster.

SMPD does not have an in-house crime scene/forensic team, which is typical for a department this size. SMPD officers are tasked with determining the scene scope and evaluating needs in



order to determine where the crime scene forensics will require a request for assistance. Should the need arise for assistance SMPD has a mutual aid agreement with a neighboring law enforcement agency for crime scene forensics and management.

WORK SCHEDULE AND SHIFTS

Corporals and patrol officers work a 12-hour shift schedule; meaning in a 28-day pay period, they would be scheduled to work 14 shifts or 168 hours. Corporals and officers work a 28-day cycle consisting of 12-hour shifts where the workweek alternates weekly between three 12-hour work days and four 12-hour work days. The City uses the FSLA 7k rule wherein any hours over 160 hours worked in a 28-day work cycle are compensated at time and one half overtime pay. Based on the existing schedule, there is a built in 80 hours of paid overtime ($168-160=8$ hours per sworn officer) for the 10 sworn officers (corporal and officers) every 28-day cycle, which annually results in 1,040 hours of overtime ($80 \text{ hours} \times 13 \text{ pay cycles}=1,040 \text{ hours}$).

The patrol sergeants essentially work the same schedule as the corporals and patrol officers; however, they work 12, 12.5-hour shifts and two 12-hour shifts in a 28-day cycle. Subsequently, the sergeants work 14 shifts or 174 hours in a 28-day pay cycle. Like the officers, the City uses the same FSLA 7k rule for sergeants and any hours worked in excess of 160 hours in a 28-day pay cycle covert to overtime. Consequently, 56 hours of paid overtime ($174-160=14$ hours per sergeant) for four sergeants is built into every 28-day cycle, which annually results in 728 hours of overtime ($56 \text{ hours} \times 13 \text{ pay cycles}=728 \text{ hours}$). Below is an example of SMPD's patrol schedule.

Day Shift: 6:00 a.m. to 6:00 p.m.

- Team 1 – 1 sergeant and 2 officers
 - Sunday, Monday, Tuesday, and every other Wednesday
- Team 3 – 1 sergeant and 2 officers
 - Thursday, Friday, Saturday, and every other Wednesday

Night Shift: 6:00 p.m. to 6:00 a.m.

- Team 2 – 1 sergeant and 2 officers
 - Sunday, Monday, Tuesday, and every other Wednesday
- Team 4 – 1 sergeant and 2 officers
 - Thursday, Friday, Saturday, and every other Wednesday

Per the Memorandum of Understanding (MOU) with the City of Sierra Madre and the Sierra Madre Police Officer's Association dated July 1, 2021 through June 30, 2026, overtime is defined as overtime worked in excess of 160 hours in a 28-day cycle.

Currently, there are four patrol shifts comprised of 8 officers and one corporal that work either day shift or night shift. As mentioned, patrol conducts in-person briefings at 6:00 a.m. for day shift and 6:00 p.m. for night shift at the station. An examination of the call for service data does not suggest the shift change would require a cover officer as occupied time does not show significant workload. Personnel sign up for their shifts based on seniority. Shift sign ups occur



six months in advance allowing personnel to make plans for family, school, and other needs well in advance. Additionally, SMPD requires staff to rotate to another shift after one year. SMPD is again commended for employing best practices to provide officers various experiences by working other shifts and times.

Meliora PSC learned the SMPD has shift sign-ups every six months based on seniority. SMPD allows personnel to stay on the same shift for up to two, six-month deployments for up to one year, at which time they need to rotate to a different shift when they sign up. In order to ensure less experienced officers and sergeants do not end up on the same shift, Meliora PSC recommends the department reserve spots on the sign-up list for each team that can be designated for officers with less than two years of experience. This also allows less tenured officers to learn from the experienced officers on their respective shift. Staff indicated the average experience level in patrol is approximately 2.8 years.

Providing officers with the opportunity to work different shifts exposes them to more variety in the types of calls for service from the community. For example, driving under the influence (DUI) incidents typically occur in the evening hours versus daytime. If an officer works primarily dayshift, they will not have the exposure to DUI investigations. Conversely, fraud and/or burglary cases may occur more frequently during the daytime hours and assigning officers only to nightshift limits their exposure to these types of calls for service and investigations.

From a recruiting standpoint, the mandatory shift rotations allows new officers and laterals the ability to work different shifts rather than be relegated to the night shift until a new officer is hired so they can move up in seniority. SMPD is commended for applying this best practice in scheduling. The use of shift rotations and designated spots for less tenured officers balances the needs of the SMPD and empowers staff to have more influence on their off time.

When fully-staffed, 4 sergeants, 1 corporal and 8 officers are assigned to patrol to provide patrol coverage for the 24/7, 365 days required. In conducting organizational assessments across the country, we have found that staff will be unavailable approximately 15 percent during the year for time off related to training, vacation, sick time, FLSA, worker's compensation, military leave, etc. For purposes of patrol staffing, Meliora PSC used the 9 sworn officers (corporal and officers) working at the time of the site visit.

MINIMUM STAFFING

Minimum staffing does not necessarily mean adequate staffing, but rather indicates there are usually enough personnel available to respond to calls for service. Establishing appropriate staffing levels is the responsibility of SMPD and ultimately, the Chief of Police. SMPD Policy § 206 – Staffing Levels – states, “The purpose of this policy is to ensure that proper supervision is available for all shifts.” The policy further states in section § 206.2 – Minimum Staffing Levels, “Minimum staffing levels for patrol should result in the scheduling of at least two regular officer and a supervisor on duty.” In general, sworn administrative personnel or officers assigned to specialized assignments may be counted as part of the minimum staffing levels for patrol.



Although the City has a low crime rate, the police department needs to be prepared and adequately staffed to manage any influx of calls for service as well as be on the ready for in-progress crimes and critical incidents. As was depicted earlier in the Response Time portion of the report, the 9 officers assigned to patrol shifts during the data analysis responded to Priority 1 calls outside well within the five-minute standard.

In an extreme emergency, and as approved by the Chief or Captain, a Level 1 Reserve Officer may be assigned to patrol to meet the minimum staffing levels if no other regular officers are able to fill the shift requirements. The policy does not state how shift minimum staffing levels are determined.

Minimum staffing should be established by hour of the day versus per shift, which is best practice as staffing should be evaluated and assigned based on workload. The SMPD does not have a minimum staffing analysis procedure. Shift minimums were established a year and a half ago as follows: one sergeant, two officers, and one dispatcher per shift. Prior to that, shift minimum was one sergeant, one officer and one dispatcher per shift.

In the future, the Data Analysis Toolkit used in this report will provide the data to inform minimum staffing determinations. The Data Analysis Toolkit, which will be provided to SMPD as part of this organizational assessment will be a valuable tool for staffing in the future. Meliora PSC recommends the staffing level policy should state how staffing levels are determined, such as after the analysis of workload, deployment and response times in the Data Analysis Toolkit, and reviewed annually.

In order to address the number of personnel needed to ensure patrol staffing levels are met, we must first calculate the actual hours an officer is scheduled. A standard 28-day pay period is 160 hours (four weeks x 40 hours per week), which equates to 2,080 hours per year (160 hours x 13 pay periods per year). However, SMPD's 12-hour patrol schedule results in an officer being scheduled to work 14 shifts in a 28-day pay period or 168 hours (14 shifts x 12 hours) or 2,184 hours per year (168 hours x 13 pay periods per year). From a scheduling perspective, 2,184 hours per year equals 182 shifts per year an officer is scheduled ($2,184 \div 12 = 182$). However, this does not factor in leave time for vacation, sick leave, FMLA, worker's compensation, military time, or training courses, which in our experience averages approximately 15% time off per year. Consequently, an officer works approximately 154.7 shifts per year ($182 \times 15\% = 27.3$ shifts leave time; $182 - 27.3 = 154.7$ shifts). Thus, it would take 2.36 officers to cover one 12-hour shift for one year ($365 \text{ days} \div 154.7 = 2.36$). For a 24-hour shift, SMPD would need five officers ($2.36 \times 2, 12\text{-hour shifts} = 4.72$) to fill one position in patrol. Since shift minimums are set at two officers per day shift, that would require 5 officers (2 day shift minimums x 2.36 officers for one shift = 4.72 officers) to provide seven-day coverage. The night shift minimum is set at 2 officers for that 12-hour period. Therefore, since it takes 2.36 officers to cover one 12-hour shift for a year, it would require five officers total (2 officer minimum x 2.36 per position = 4.72) to provide seven-day coverage on night shift. So, for 24-hour coverage, it would require five day shift officers and five night shift officers for a grand total of 10 officers assigned to patrol. The current patrol schedule has eight officers, a shortage of one officer. Although there is also one



traffic officer, the main responsibility is focusing on traffic-related driving and accident causing factors for education and enforcement. Meliora PSC recommends adding two FTE officers to meet the minimum staffing requirement in patrol. The corporal assists in working as a field supervisor when the sergeant is off for leave time.

Sierra Madre PD, as with most agencies, has the ability to request and utilize mutual aid. Mutual aid is requested by departments through an established mutual aid agreement that usually describes the terms and conditions of the service. Agreements between jurisdictions provide a system to quickly obtain short-term "temporary" personnel emergency support prior to and during an incident.

Shift minimums are a part of the field sergeant's responsibilities, but it is also important the sergeants be given the latitude to address staffing based on the time of year, call load, time off for training and other information they will now have through the workload study. The ability to continue conducting workload and deployment analysis through the Data Analysis Toolkit will allow supervisors and managers the opportunity to make informed, strategic decisions regarding shift minimums.

In order to ensure staff is able to have adequate time off for vacation, training, and other time off, SMPD provides an opportunity during shift sign ups to also sign up for vacation on a seniority basis, a sound practice to manage staffing. Per the Memorandum of Understanding with the Police Officers' Association, the length of any single scheduled vacation is dependent upon hours accrued and years of service.

OVERTIME

Overtime management is another fundamental responsibility of supervisors. When Meliora inquired about overtime management reports, staff indicated there are overtime reports for the department as a whole; however, there are no detailed cost centers in the overtime reports. Whether it is tracking overtime by shift, day of week, or officer, these detailed cost centers are not provided by the City for police management to use for operational decisions as there is not process established in the current system. Not only is this an important function as it relates to fiscal responsibility, but also for risk management. For instance, not tracking overtime hours worked weekly and/or monthly by officers, both full-time and part-time, could create a concern should an officer be working too much overtime at the risk of not getting enough rest or time off between shifts. Meliora PSC learned that overtime is a means to ensure patrol is properly staffed. Further details regarding overtime are included later in this section of the report.

Overtime is important for both the fiscal impact of overtime and the impact overtime scheduling practices have on employee well-being, retention, and recruitment. Importantly, sound budgetary practices such as forecasting and planning are necessary components to ensure fiscal responsibility.



TABLE 9: General Fund Personnel Services Overtime Expenditures, FY 2019-2024

Overtime/Salary Savings	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Budget for Overtime	210,000	180,000	200,000	250,000	345,000
Actual Expenditures	105,426	45,402	36,997	95,860	323,727
Difference Remaining	+104,574	+134,598	+163,003	+154,140	21,273
Percentage Remaining	50.20%	25.22%	12.95%	35.92%	93.83%

SOURCE: Sierra Madre Police Department Budget reports.

Overtime specifics are not readily available in the SMPD budget reports. Meliora PSC encourages the police department to collaborate with the City in receiving more detailed overtime information that could be used for operational and management decisions relative to personnel use and deployment.

FISCAL IMPACT

Although SMPD operates with a modest and carefully managed budget, there does not appear to be a procedure in place to review and evaluate detailed part-time costs and overtime either. Without this information Meliora PSC is unable to assess part-time overtime costs as well as identify any patterns of overtime use that would be helpful in determining if a FTE would be better suited to fill a position. Any hours/time patrol works over their 168-hour 28-day cycle is considered overtime paid at the time and one-half rate.

Meliora PSC recommends SMPD consider creating cost centers for tracking overtime expenditures and create monthly or quarterly overtime reports that illustrate spending patterns and whether the current rate of expenditures is on track to stay within the budget. This will enable management staff the ability to monitor and evaluate whether the utilization of overtime funds is appropriate and necessary. An analysis of overtime use and staffing issues by cost center can help determine how staffing patterns affect overtime and adjust when possible.

Due to a lack of cost centers, Meliora PSC was unable to review overtime by division or section. It is noteworthy that a significant uptick in overtime in FY 2023-2024 may correlate with the reduction of a lieutenant position in the prior year and the re-shifting of responsibilities to the Captain, sergeant and professional staff supervisor.

Reduction in personnel, shifts in tasks, primary duties, and ancillary duties only tell part of the overtime usage story. Personnel that are absent due to time off due to sick leave, FMLA, worker’s compensation and disability, military leave, vacation, training, or the unavailability of part-time officers to fill in have an impact on the need to use mandated overtime to achieve minimum staffing levels.

High use of overtime is not an unusual or financially unwise practice for agencies that have modest budgets and/or persistent vacancies. The number of staff vacancies and amount of

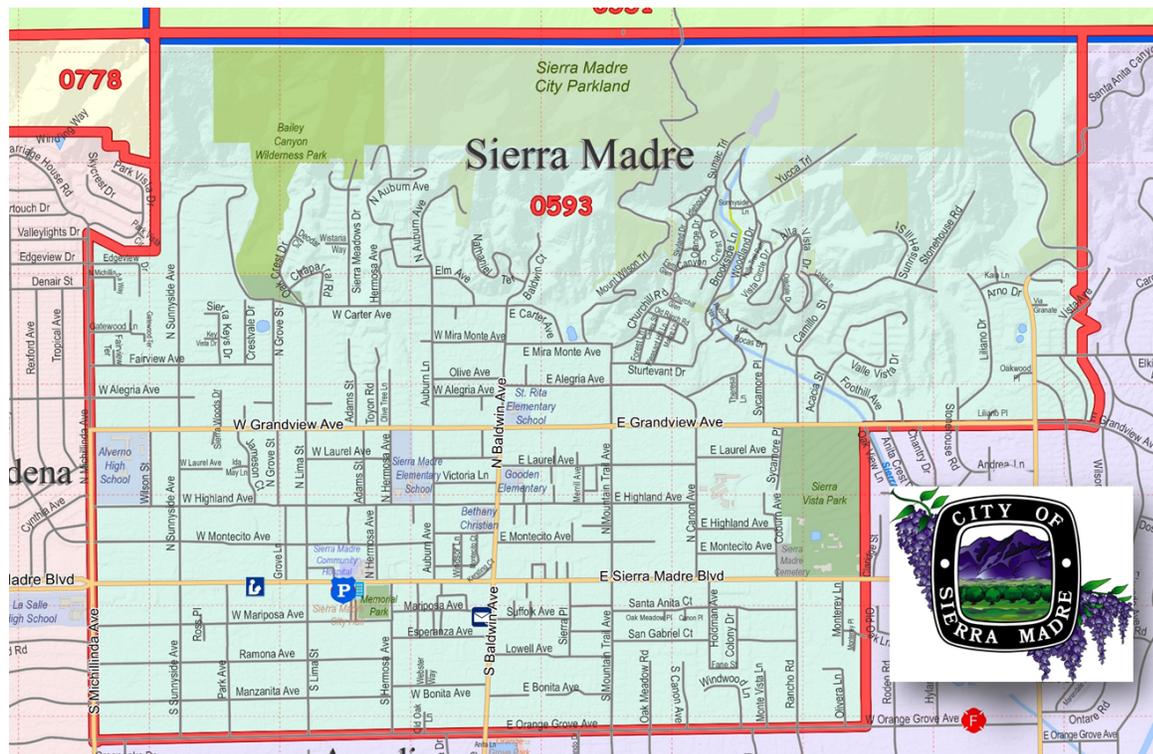


salary savings are generally predictable from year-to-year. If an over-expenditure of the overtime budget is less than the salary savings, the budget can be balanced or even improved. It can be less expensive to use intermittent overtime to cover intermittent absences (vacation, sick leave, comp time, and training) than to increase the number of full-time employees (FTEs) to maintain a constant level of staffing across the entire work schedule. As suggested above, the analysis of overtime use and staffing issues by cost center would help determine what is best for SMPD.

PATROL AREAS AND BEATS

The current patrol beat system has been in place for approximately three years. The City is divided by Baldwin Avenue into east and west areas.

CHART 6: Sierra Madre Police Department Beat Map



PATROL RECOMMENDATIONS

- Ensure patrol corporals serving as watch commanders receive the necessary training. (Recommendation #4)
- Retain training records per the training policy and create a briefing training form for documentation. (Recommendation #5)



- Update the collateral duty list for sergeants and officers to ensure even distribution of assignments and review annually to provide for rotation of assignments. (Recommendation #6)
- Reserve two spots on the sign up list for each team that can be used for officers with less than two years of experience. (Recommendation #7)
- Update the staffing level policy to include how staffing levels are determined and review annually to meet workload and quality of life needs of the community. (Recommendation #8)
- Add two FTO sworn officers to meet minimum staffing needs. (Recommendation #9)
- Create cost centers for tracking overtime expenditures and produce monthly or quarterly overtime reports and routinely conduct an analysis of overtime use and staffing issues by cost center to determine how staffing patterns affect overtime and adjust when possible. (Recommendation #10)

Call for Service Data Analysis

The communications center is a critical component of an effective public safety organization. Dispatch plays a considerable role in police-community relationships since they are frequently the first person a community member seeking assistance speaks with. The efficiency in listening to the caller, gathering pertinent information, and relaying critical details to first responders significantly impacts the safety and well-being of community members and SMPD officers. This is especially critical for in-progress crimes as the efficacy of dispatch is integral in apprehending criminals.

The communications center handles 9-1-1 calls for emergency services, community calls for assistance, and inter-agency requests through the Computer-Aided Dispatch (CAD) system. When those calls for service result in a report, arrest, assist, and/or investigation, the subsequent documentation becomes part of the SMPD's Executive Information Services (EIS) Records Management System (RMS). As part of the assessment, Meliora PSC requested historical data from both the EIS CAD/RMS systems to assess workload, data analytics for organizational management and oversight, and efficiencies with associated systems and processes.

Contemporary police agencies must have the ability to access data systems and importantly, have analytical abilities to review, assess, and respond accordingly. As we note system capacity assets and shortcomings, those will be shared as this is a critical component for not only the proper management and oversight of a police department in the 21st century, but also enables agency leaders to be transparent and responsive to the communities they serve, a key goal of Chief Barrientos' vision.

SMPD staff provided Meliora PSC's data scientist CAD data from 2017-2023, and our data scientist completed a comprehensive data analysis. Furthermore, Meliora PSC will provide a Data Analysis Toolkit program so SMPD staff can replicate the tables and charts in the Data



Analysis Report annually with ensuing year's CAD data. The goal is that SMPD staff can repeat the review of the data provided for this assessment and continue to evaluate and assess workload, performance and responsiveness in the future. This will position the SMPD leaders to make informed, strategic adjustments accordingly.

Our comprehensive data analysis included a review of workload, to include administrative activities, deployment of officers, and response times. These areas were used to determine appropriateness of staffing levels. The discussion that follows refers to some tables and charts from the Data Analysis Report. There are additional tables and charts represented in the Data Analysis Report included in the Data Analysis Report section that are full of useful data that further illustrates the activities of SMPD.

Public safety agencies must ensure that police resources are available during the times of the day when they are most needed. This is accomplished by the design of shift schedules that meet demands appropriately, as well as supplying enough officers during the times they are needed. Decisions regarding the supply and demand of law enforcement services often include resources provided by elected officials balancing community needs and expectations with available assets. The determination of how many officers to provide and for what purpose defies an exact calculation and must be made through a series of informed, and sometimes difficult, choices. Each of these elements will be explored in the following sections of the report.

WORKLOAD

In order to more clearly understand the service demands for SMPD, Meliora PSC analyzed CAD data for SMPD for the period of January 1, 2017, through December 31, 2023. SMPD provided the call data that was then thoroughly reviewed by Meliora's data scientist. This involved exporting all call data, removing duplicate calls, calls not handled by other agencies, and further ensuring the call data accurately reflected calls for service for SMPD.

As a result, from 2017-2023, there were 82,777 unique records based on call type and assigned units. When filtered to patrol records based on call source and identifier, there were 63,441 records comprised of community-initiated contacts, field-initiated contacts, missing source of record, and patrol scheduled events. In the workload analysis, we focused on the community-initiated calls for service and field-initiated contacts that totaled 55,119 records. To synthesize the distinct types of calls for service and examine thousands of calls for service more efficiently, the call types were grouped into 42 categories as depicted in the table below. Table 10 illustrates the call categories to include the initiator (source) of the call: community-initiated or field-initiated, and total calls for service during that seven-year period. Community-initiated refers to calls received by the dispatch by a member of the public or outside agency. Field-initiated refers to activities generated by SMPD staff.



TABLE 10: Calls for Service, Category and Source, 2017-2023

Record Category	Community-Initiated Contact									Field-Initiated Contact							
	2017	2018	2019	2020	2021	2022	2023	TOTAL		2017	2018	2019	2020	2021	2022	2023	TOTAL
Admin	493	603	628	519	472	529	471	3715	Admin	15	8	15	5	6	18	4	71
Agency Assist	157	155	161	161	211	194	242	1281	Agency Assist	17	30	19	12	5	14	22	119
Alarm	448	361	310	168	172	239	306	2004	Alarm	1	6	3				4	14
Animal	160	287	257	214	185	202	435	1740	Animal	11	37	10	9	1	6	9	83
Bike Enforcement						3	2	5	Bike Enforcement	15	23	14	8	8		1	69
Check-Area	148	315	214	165	132	151	136	1261	Check-Area	20	90	16	8	8	19	19	180
Crime-Person	134	98	71	74	62	55	65	559	Crime-Person		1				1		2
Crime-Property	215	171	139	168	147	172	186	1198	Crime-Property	7	3	2	4	2	5	5	28
Crime-Public	10	10	8	21	13	21	14	97	Crime-Substance				1	2	1		4
Crime-Substance	3	3	8	7	3	3	2	29	Disturbance	5	2	3	1		3	2	16
Deceased Person					3	7	6	16	Extra Patrol	688	693	198	613	191	317	297	2997
Disturbance	285	232	197	254	244	229	204	1645	Fire			1			1	1	2
Emergency	63	51	191	373	300	398	561	1937	Foot Patrol	140	124	66	135	48	87	76	676
Extra Patrol	110	108	118	128	74	66	54	658	Investigation	155	179	138	108	90	159	142	971
Fire	22	16	23	20	18	38	28	165	Medical		1				2		3
Foot Patrol		1		1	2			4	Medical/Agency Assist		2	1		1	3	1	8
Harassment	7	7	5	3	3	9	4	38	Mental Health	1	1						2
Investigation	73	38	59	69	32	36	52	359	Miscellaneous	1025	1175	415	507	66	37	94	3319
Medical	4	2	4	2	3	3	9	27	Missing Person			1					1
Medical/Agency Assist	497	327	431	459	410	562	613	3299	Parking/Traffic Related	333	504	191	63	5	76	64	1236
Mental Health	7	3	8	10	12	5	14	59	Pedestrian Contact	70	27	60	96	64	52	60	429
Miscellaneous	809	780	520	494	267	313	299	3482	Pedestrian Contact/Invest.	82	106	61	58	31	14	27	379
Miscellaneous/Invest.							1	1	Property	8		3	2	1	5	4	23
Missing Person	15	19	17	12	10	16	10	99	Pursuit-Foot		1						1
Operation (Sierra Madre Search & Rescue Page)	64	55	56	47	13	20	16	271	Pursuit-Vehicle	1					1		2
Parking		4						4	School Patrol	111	113	110	17	34	16	73	474
Parking/Traffic Related	199	190	219	131	138	141	174	1192	Special Assignment	41	70	28	42	36	36	35	288
Pedestrian Contact	2	1		4	1	1	1	10	Suspicious	155	141	146	132	95	150	112	931



Pedestrian Contact/Invest.	1	1	1	4		1	2	10	Traffic	21	15	9	2	4	8	6	65
Property	123	124	130	54	88	88	75	682	Traffic Accident	9	11	5	2	2	6	5	40
School Patrol	6	4	1	3	1		2	17	Traffic Enforcement	2470	3134	1160	1483	1705	964	957	11873
Special Assignment	8	22	24	24	17	14	13	122	Transient							1	1
Suicide/Suicidal Person	5	3	5	1		2	1	17	Unknown Trouble	2							2
Suspicious	717	480	337	278	259	385	361	2817	Warrant	2	1	1	1				5
Suspicious Activity	5	1		5	1		1	13	Welfare Check	6	12	8	5	3	5	5	44
Traffic	70	74	67	45	39	55	26	376	Total	5411	6510	2684	3314	2408	2006	2026	24359
Traffic Accident	96	94	55	43	55	68	71	482									
Traffic Enforcement	17	17	6	18	35	16	20	129									
Transient							9	9									
Unknown Trouble	33	10	5	8	9	1	14	80									
Warrant	6	5	10	5	1	2	1	30									
Welfare Check	142	127	116	128	105	106	97	821									
Total	5154	4799	4401	4120	3537	4151	4598	30760									

From 2017-2023, the top *community calls for service* were:

- 3,715 Admin calls or 12% of community-initiated calls for service during those seven years, and 7% of all calls for service for those seven years.
- 3,482 Miscellaneous calls or 11% of community-initiated calls for service during those seven years, and 6% of all calls for service for those seven years.
- 3,299 Medical/Agency calls or 11% of community-initiated calls for service during those seven years, and 6% of all calls for service for those seven years.

From 2017-2023, the top *field-initiated calls for service* were:

- 11,873 Traffic Enforcement calls or 49% of field-initiated calls for service during those seven years, and 22% of all calls for service for those seven years.
- 3,319 Miscellaneous calls or 14% of field-initiated calls for service during those seven years, and 6% of all calls for service for those seven years.
- 2,997 Extra Patrol calls or 12% of field-initiated calls for service during those seven years, and 5% of all calls for service for those seven years.



Of note, there were a total of 1,883 crime-related (person, property, public, substance) calls for service from the community or six percent of community-initiated calls, and 34 crime-related field-initiated calls or 0.1 percent of field-initiated calls, for a total of 1,917 or three percent of all calls for service for those seven years. The crime related calls for service data further illustrates the low crime rate reported in the City of Sierra Madre, which is also depicted in the crime information previously described in the report.

Notably and correlated to the pandemic, 2020 community-initiated calls *decreased* overall in by six percent; however, some categories increased notably such as emergencies by 95 percent, disturbances by 29 percent, crime property by 21 percent, and investigations by 17 percent. Most other community-initiated calls in 2020 *decreased* with noteworthy declines in alarm calls by 49 percent, parking/traffic related by 40 percent, check area by 23 percent, suspicious incident calls by 18 percent, and admin by 17 percent. Field-initiated calls overall *decreased* in 2020, except some categories increased such as extra patrol by 210 percent, foot patrol by 105 percent, traffic enforcement by 28 percent, and miscellaneous by 22 percent.

Chart 7 below illustrates the breakdown of percentage of community-generated calls for service per day by category for the six-year period between 2017-2022. In order to compare Chart 7's six-year percentage of calls per day trend, the following Chart 8 represents the most recent full year of percentage of calls per day in 2023. Admin, miscellaneous, and medical/agency assist calls were the highest in both the six-year trend and in 2023.



CHART 7: Record Category Summary for Community-Initiated Calls, 2017-2022

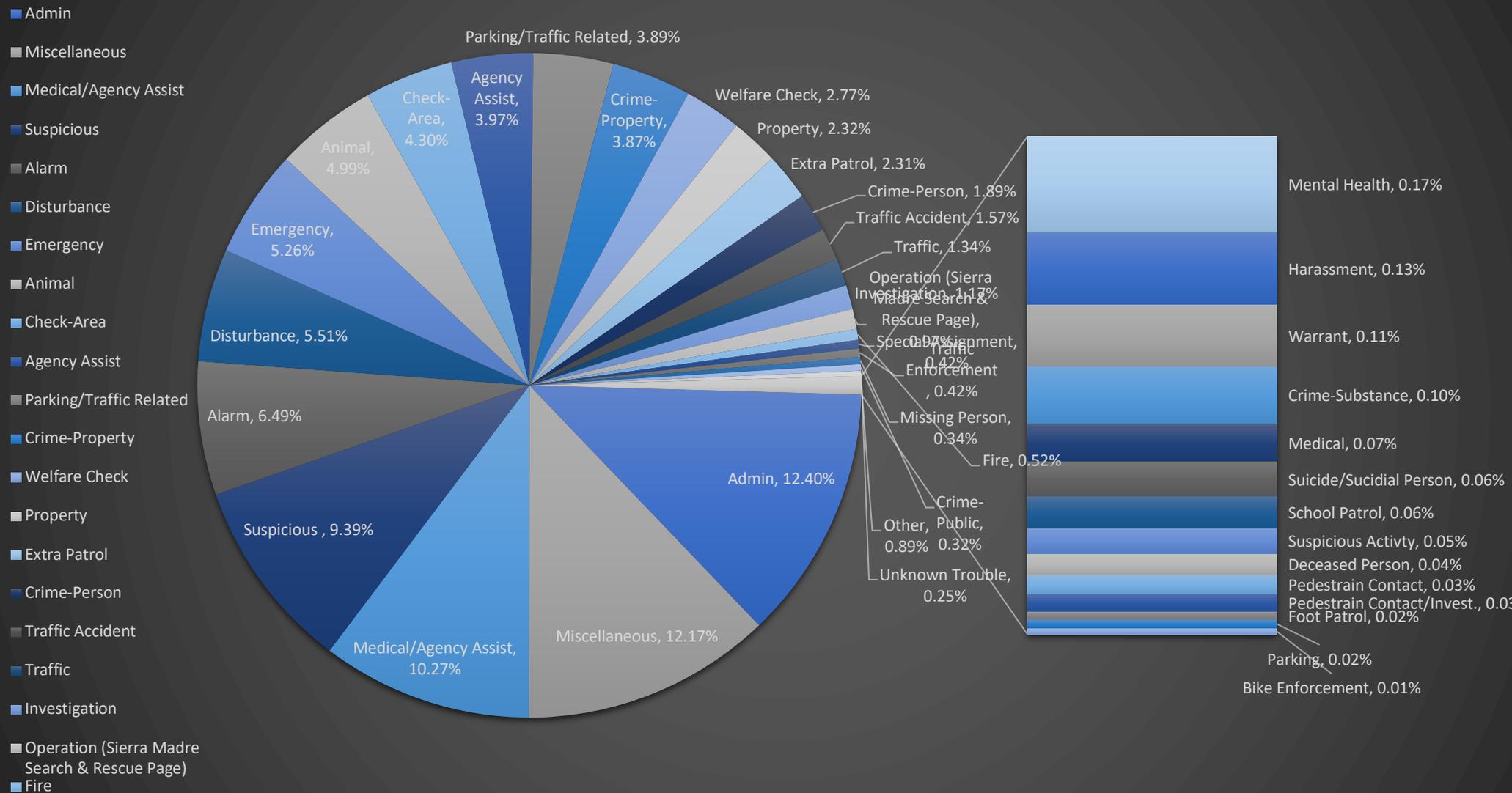




CHART 8: Record Category Summary for Community-Initiated Calls, 2023

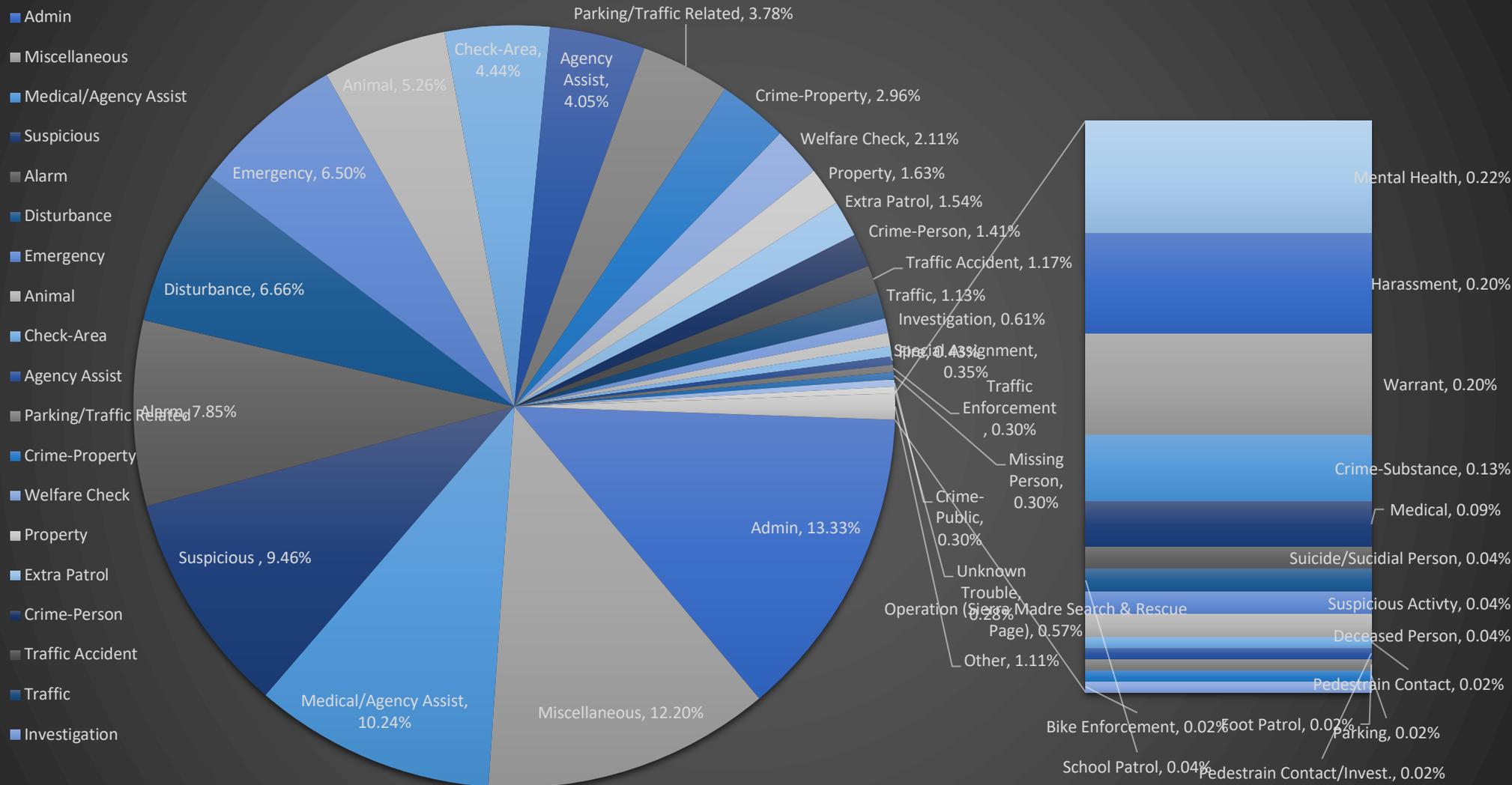




Table 11 provides an illustration of the average calls per month, by year and initiator. Community-initiated average calls were higher in July, May, August, and June, respectively. Field-initiated average activity was generally higher in July, August, and October, respectively. As with studies we have conducted previously, SMPD is consistent with our experience where community-initiated calls for service are higher during summer months.

TABLE 11: Events by Month and Initiator, by Year

Month	Community-Initiated Contact							Field-Initiated Contact							Agency Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
January	356	451	338	412	212	365	417	307	492	348	323	229	215	141	2,551	2,055
February	314	367	247	348	229	356	308	290	520	276	340	209	190	147	2,169	1,972
March	407	364	343	353	237	338	331	421	536	258	230	116	235	127	2,373	1,923
April	431	375	336	373	229	332	370	447	595	154	208	145	212	153	2,446	1,914
May	461	424	383	404	266	423	391	384	626	143	202	184	198	157	2,752	1,894
June	494	444	349	398	274	354	406	474	690	130	214	155	183	162	2,719	2,008
July	528	516	368	432	399	388	488	605	639	171	379	349	120	200	3,119	2,463
August	505	333	448	334	318	341	466	723	488	257	286	197	167	298	2,745	2,416
September	429	374	396	269	383	319	442	570	564	189	263	183	118	162	2,612	2,049
October	409	391	423	292	325	313	358	469	560	305	394	199	132	127	2,511	2,186
November	390	333	399	273	306	324	311	369	388	256	236	227	105	139	2,336	1,720
December	430	427	371	232	359	298	310	352	412	197	239	215	131	213	2,427	1,759
Total	5,154	4,799	4,401	4,120	3,537	4,151	4,598	5,411	6,510	2,684	3,314	2,408	2,006	2,026	30,760	24,359



PATROL ADMINISTRATIVE WORKLOAD

Patrol administrative activity is workload that is either associated with community call for service or field-initiated activity, or time spent on activities not related to a specific call for service. Often times, officers complete a call for service but return to a location near a crime scene to contact potential witnesses or other victims and/or further investigate the crime, collect evidence, or other work related to the original call for service. Other patrol administrative activity would include report writing, attending training or a meeting, going to court, taking vehicles for maintenance, along with break and meal time. This time is workload and part of an officer’s workday that is committed versus available time to conduct proactive policing.

Based on the information provided by the CAD/RMS data search, the administrative and miscellaneous activities were captured; however, details on the types of administrative activities in the CAD/RMS system are not detailed.

Table 12 below provides a breakdown of out of service or administrative activity as an example. Due to the fact administrative activity details are not captured, the resulting workload assessment for SMPD will be less detailed regarding what type of administrative duties officers are spending time with and any administrative activities not recorded will result in workload being under-reported and the data analysis regarding workload, deployment, and staffing impacted. The table below is provided as a sample of the type of detailed information that should be captured for future data analysis.

TABLE 12: Administrative Activity Sample

Description	Count	Avg. Occupied Time
Court		
Equipment Maintenance		
Meeting		
Out on Portable		
Phone Message		
Pick Up		
Report Writing		
Return to Station/HQ		
Training		
Total Administrative		
Administrative		
Break		
Meal		
Total Administrative		
Grand Total		



Meliora PSC recommends SMPD work with the EIS CAD/RMS system vendor to ascertain if there is an electronic feature that allows officers to log details of their administrative “busy time” for these specific types of daily administrative and personal tasks. This would mitigate using over-the-air radio traffic to provide dispatch as well as field personnel the ability to remain aware of their activities and availability for emergencies and other pending calls for service. Details to be collected include type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., be included for future electronic data analysis.

PATROL ADMINISTRATIVE WORKLOAD RECOMMENDATION

- Update the EIS CAD/RMS system to log detailed administrative “busy time” for these specific types of daily administrative and personal tasks, and collect details such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., for future electronic data analysis. (Recommendation #11)

DEPLOYMENT

There were 43,918 events recorded in the CAD data associated with community-initiated and field initiated records. These records occur between January 1, 2017, and December 31, 2023. In the table below, we examine the number of officers associated with an event over the seven-year period. Most events were associated with one officer (61.49%) deployed, with decreasing percentages associated with two officers, three officers, and so forth. These records were analyzed based on the hour of day, weekend and weekday, day of week, month, and season to supply a more holistic examination of the deployment of units.

As the data depicts in Table 13 below, a majority of community calls for service are handled by one officer, 42.47 percent, and a smaller portion or 41.78 percent are handled by two officers. The remaining 15.75 percent of calls are handled by three or more officers. Further details on the types of calls requiring additional units can be found in the Data Analysis Report in the appendix.



TABLE 13: Assigned Units by Number of Units, by Call Source and Year

Assigned Units	Community-Initiated							Field-Initiated							Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community-Initiated	Field-Initiated
One Unit	1,964	1,683	1,308	950	745	806	860	4,099	4,855	1,898	2,402	1,196	1,170	1,284	8,316	16,904
Two Units	1,779	1,452	1,042	973	860	903	1,171	1,188	1,401	656	763	1,018	718	662	8,180	6,406
Three Units	361	541	389	364	324	363	356	108	228	118	125	181	109	66	2,698	935
Four or More Units	72	45	49	76	32	51	62	11	22	7	21	12	8	11	387	92
Total	4,176	3,721	2,788	2,363	1,961	2,123	2,449	5,406	6,506	2,679	3,311	2,407	2,005	2,023	19,581	24,337

In the following table, the average number of units responding units reveals more assigned units are required for suicidal persons, suspicious activity, mental health, fire, and crime-public calls for service.

TABLE 14: Average Assigned Units, by Call Source, and Year – with Averages

Record Categories	Community-Initiated Contact								Field-Initiated Contact								Agency
	2017	2018	2019	2020	2021	2022		Average	2017	2018	2019	2020	2021	2022	2023	Average	Average
Admin	1.23	1.16	1.25	1.25	1.32	1.25	1.26	1.23	1.07	1.00	1.40	1.20	1.00	1.00	1.25	1.13	1.22
Agency Assist	1.58	1.80	1.81	1.85	1.82	1.87	1.92	1.81	1.35	1.52	1.32	1.25	2.00	1.93	1.32	1.47	1.77
Alarm	2.18	2.23	2.18	2.23	2.18	2.16	2.20	2.19	2.00	1.67	2.00				2.00	1.86	2.19
Animal	1.60	1.68	1.37	1.59	1.50	1.51	1.83	1.62	1.27	1.35	1.00	1.11	2.00	1.33	1.89	1.34	1.59
Bike Enforcement						1.33	1.50	1.40	1.53	1.87	1.57	2.00	1.25		2.00	1.68	1.66
Check-Area	1.49	1.55	1.67	1.67	1.78	1.82	1.58	1.64	1.60	1.83	1.31	1.50	1.38	1.68	1.11	1.63	1.64
Crime-Person	1.38	1.57	1.65	1.63	1.56	1.85	1.96	1.61		2.00				2.00		2.00	1.62
Crime-Property	1.81	1.72	1.70	1.76	1.52	1.69	1.70	1.71	1.43	1.67	2.00	1.50	1.50	1.40	1.80	1.57	1.71
Crime-Public	2.56	2.33	2.63	2.24	2.33	2.71	2.50	2.47									2.47
Crime-Substance	1.33	2.00	2.29	2.00	1.67	1.67	2.50	1.96				1.00	2.50	2.00		2.00	1.96
Deceased Person					2.33	2.00	1.83	2.00									2.00
Disturbance	1.95	2.27	2.19	2.30	2.23	2.15	2.15	2.17	2.60	2.50	1.33	2.00		2.00	2.00	2.13	2.17
Emergency	1.90	1.89	1.93	1.91	1.84	1.97	1.85	1.89									1.89
Extra Patrol	1.14	1.32	1.13	1.48	1.07	1.09	1.00	1.21	1.00	1.07	1.04	1.04	1.06	1.03	1.04	1.04	1.05
Fire	2.85	2.27	3.00	2.93	1.86	2.50	2.56	2.62			3.00			1.00	2.00	2.00	2.60
Foot Patrol				1.00	1.00			1.00	1.16	1.18	1.24	1.46	1.33	1.32	1.37	1.29	1.29



Harassment	1.00	1.29	1.20	1.00	1.00	1.22	1.25	1.17									1.17
Investigation	1.55	1.42	1.41	1.14	1.48	1.44	1.80	1.46	1.28	1.26	1.26	1.41	1.37	1.42	1.22	1.31	1.35
Medical	1.75	1.50	2.00	1.00	1.33	1.67	1.67	1.63		3.00				2.00		2.33	1.70
Medical/Agency Assist	1.45	1.76	1.88	1.96	2.24	1.97	1.88	1.71		2.00	1.00		1.00	1.50	1.00	1.43	1.71
Mental Health	2.29	3.33	2.38	2.90	2.58	3.20	2.50	2.64	3.00	1.00						2.00	2.62
Miscellaneous	1.26	1.32	1.26	1.35	1.42	1.32	1.43	1.31	1.05	1.03	1.04	1.03	1.17	1.22	1.12	1.04	1.16
Miscellaneous/Invest.							2.00	2.00									2.00
Missing Person	1.36	1.47	1.93	2.27	2.22	1.69	1.75	1.77			3.00					3.00	1.78
Operation (Sierra Madre Search & Rescue Page)	1.60	1.25	1.50	1.40	1.00	1.50	1.00	1.41									1.41
Parking																	
Parking/Traffic Related	1.14	1.19	1.12	1.18	1.20	1.14	1.20	1.17	1.05	1.02	1.03	1.13	1.00	1.03	1.41	1.06	1.11
Pedestrian Contact	2.00	2.00		1.67	2.00	3.00	2.00	2.00	1.90	2.38	1.90	1.90	2.05	1.83	1.93	1.95	1.95
Pedestrian Contact/Invest.			2.00	1.33		1.00	3.00	1.67	1.45	1.25	1.26	1.26	1.35	1.50	1.48	1.33	1.34
Property	1.15	1.05	1.09	1.05	1.11	1.18	1.11	1.11	1.00		1.00	1.00	1.00	1.00	1.00	1.00	1.10
Pursuit-Foot										1.00						1.00	1.00
Pursuit-Vehicle									1.00					1.00		1.00	1.00
School Patrol	1.00	1.00		1.00	1.00		1.00	1.00	1.01	1.04	1.02	1.00	1.00	1.06	1.03	1.02	1.02
Special Assignment	1.75	2.05	2.27	3.00	2.40	6.93	2.33	2.92	1.20	1.61	1.39	1.81	1.75	1.39	1.63	1.55	1.94
Suicide/Suicidal Person	3.20	3.00	2.60	4.00		4.00	2.00	3.06									3.06
Suspicious	1.99	2.19	2.18	2.29	2.22	2.21	2.18	2.15	1.66	1.81	1.91	1.67	1.84	1.82	1.78	1.78	2.06
Suspicious Activity	2.20	3.00		3.25	3.00		3.00	2.75									2.75
Traffic	1.65	1.62	1.74	1.71	2.00	1.52	1.19	1.65	1.14	1.20	1.22	1.00	1.75	1.00	1.00	1.17	1.56
Traffic Accident	2.00	2.17	1.86	2.35	2.35	2.05	2.11	2.11	1.89	1.91	1.80	1.00	2.00	1.83	1.60	1.80	2.09
Traffic Enforcement	1.27	1.70	1.33	1.27	1.29	1.00	1.14	1.29	1.42	1.45	1.49	1.47	1.67	1.64	1.54	1.50	1.50
Transient							2.25	2.25							2.00	2.00	2.22
Unknown Trouble	1.97	2.33	2.50	2.75	2.67	3.00	2.73	2.34	2.00							2.00	2.33
Warrant	1.40	1.00	1.33	2.00	1.00	2.00		1.35	1.50	2.00	1.00	2.00				1.60	1.40
Welfare Check	1.96	2.30	2.22	2.20	2.15	2.08	2.14	2.15									
Average	1.66	1.73	1.71	1.83	1.83	1.88	1.86	1.77	1.31	1.34	1.31	1.23	1.27	1.31		1.30	1.63



Charts 9 and 10 below depict the community-initiated calls for service average assigned units per each category of call through the seven year period analyzed. It is apparent that suicidal and mental health calls, fire, crime-public, disturbances and alarms require a higher number of assigned units.

CHART 9: Community-Initiated Average Assigned Units, by Call Category – with Averages Part I

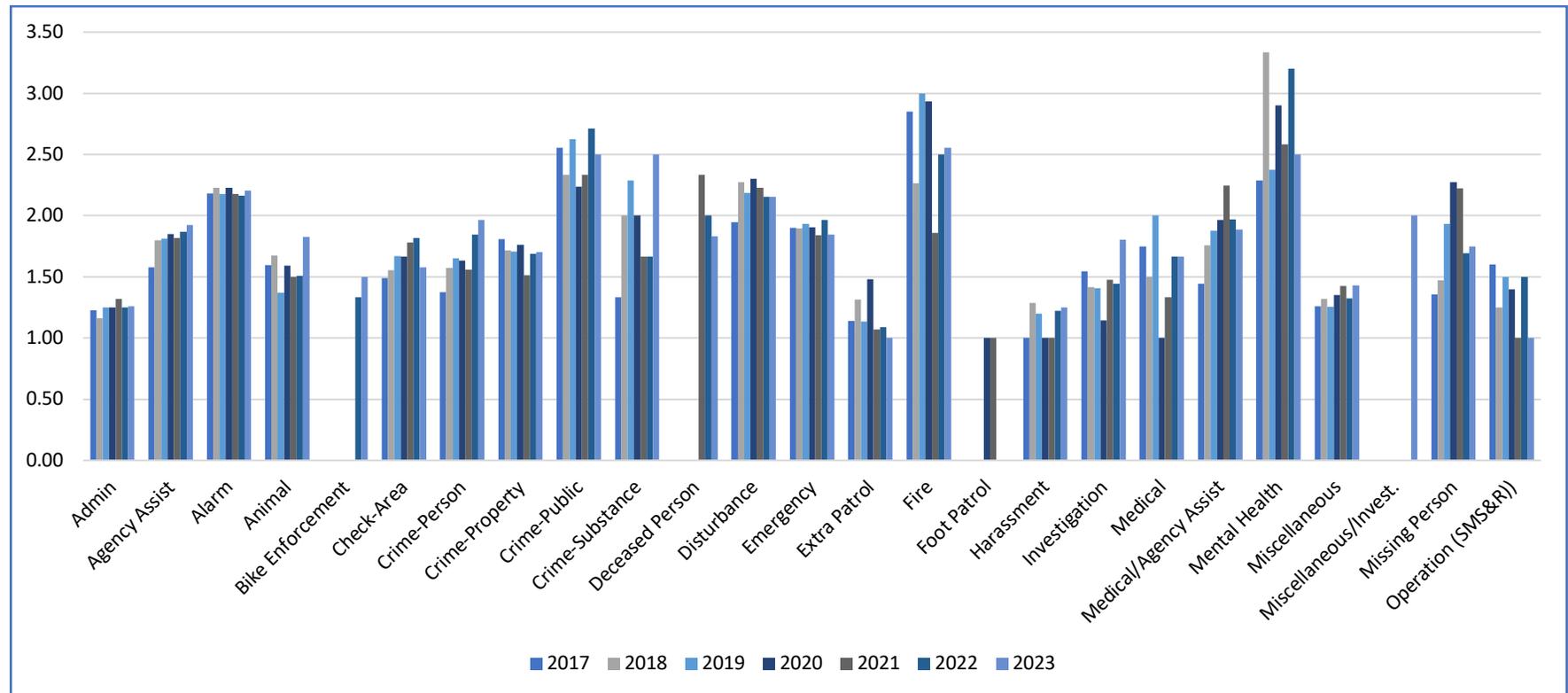
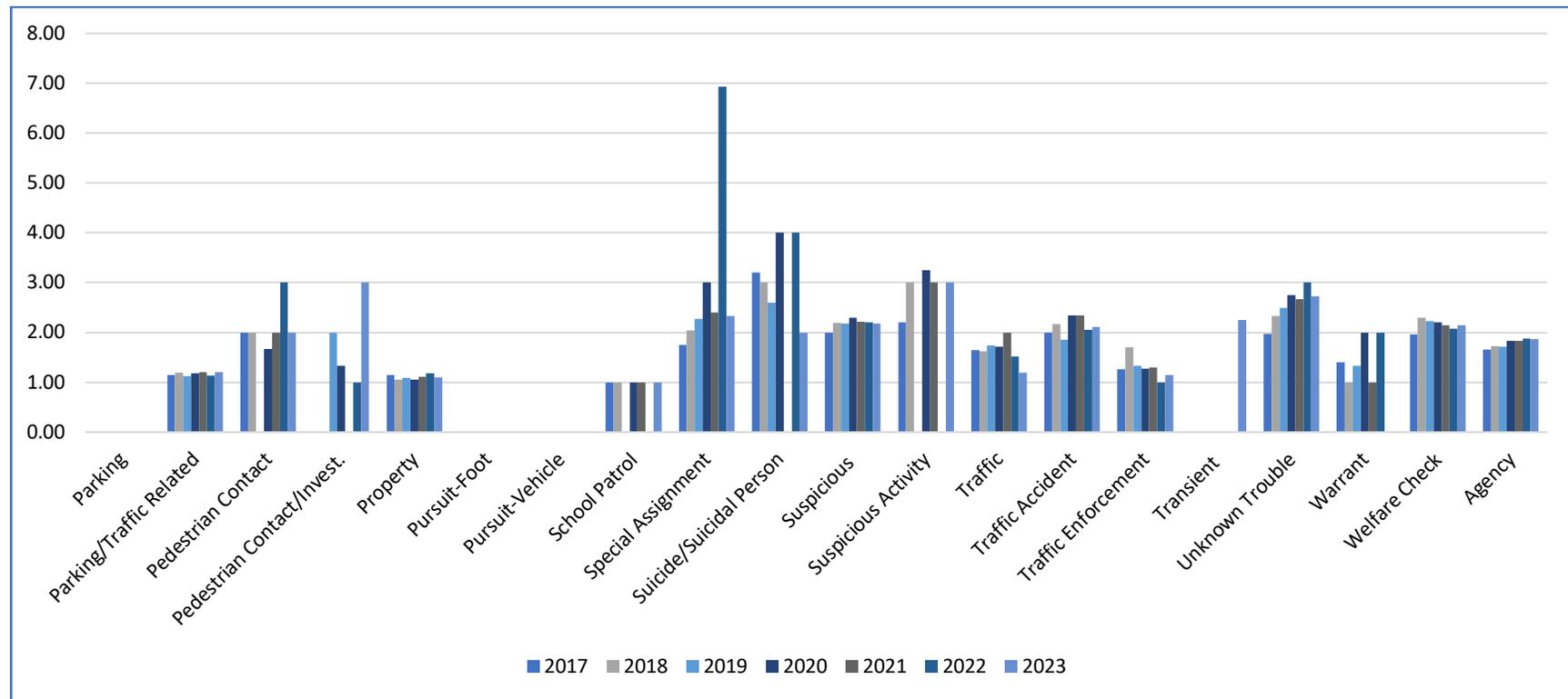




CHART 10: Community-Initiated Average Assigned Units, by Call Category – with Averages Part II



Looking beyond the number of units assigned to a call for service, we next examine those types of calls that take significant time. Contemporary police and sheriff’s agencies are focusing on de-escalation and other ways to resolve crisis calls more effectively. In order to successfully handle these call types, time is required to slowly, methodically, and compassionately provide a safe environment for the individual(s) in crisis, as is seen in the data. In speaking with SMPD staff, Meliora PSC learned like other agencies in California, the department has focused on de-escalation as well as taking more time on community contacts that require officers to complete Racial Identity Profiling Act (RIPA) reporting, which is reported to the Department of Justice and outside the scope of this assessment.



CHART 11: Community-Initiated Unit Total Event Duration, by Call Category, by Year – with Averages Part I

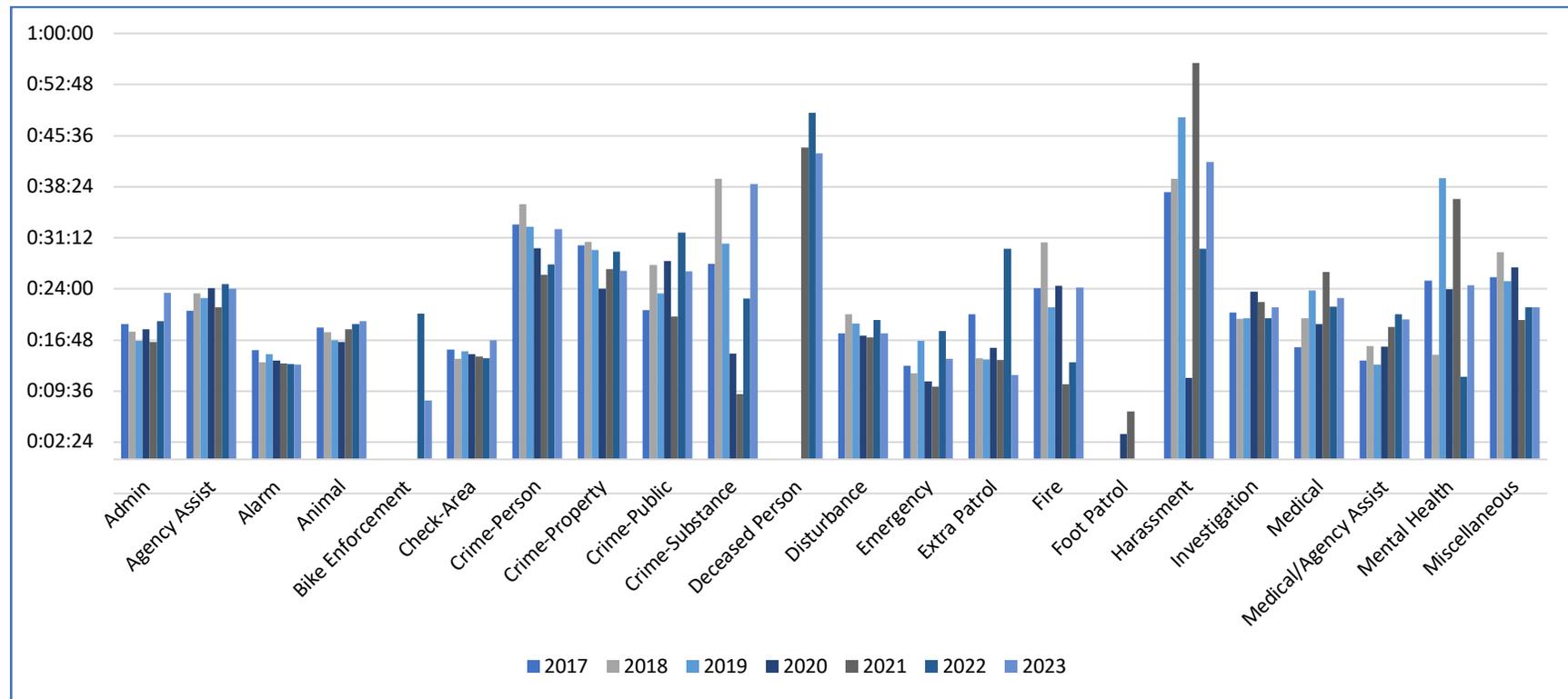
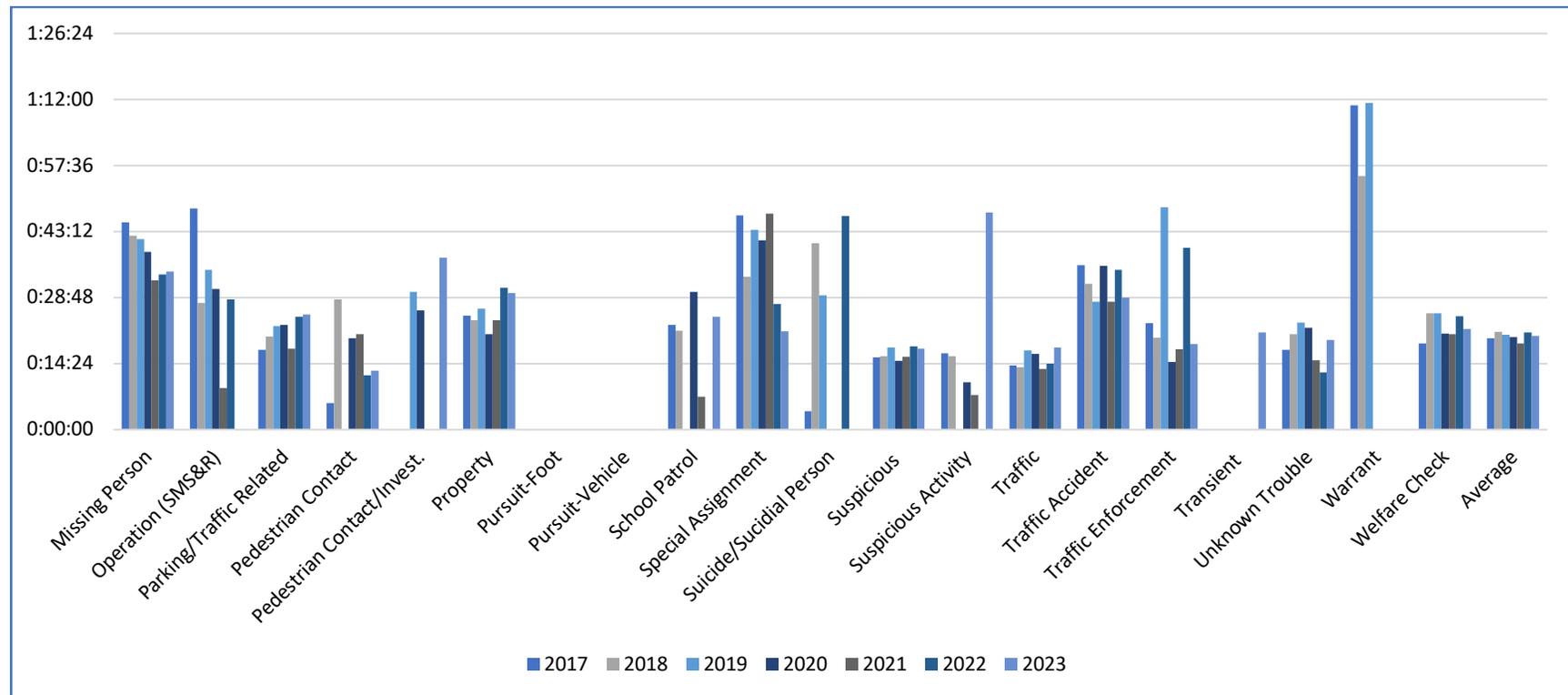




CHART 12: Community-Initiated Unit Total Event Duration, by Call Category, by Year – with Averages Part II



The charts above indicate warrant, deceased person investigations, mental health and crime substance community-initiated calls for service expend the most time.



RESPONSE TIMES

Being adequately staffed to respond to emergency calls for service is a key responsibility for any police department. In order to assess response times, Meliora PSC examined the response times of a variety of calls from emergency calls to more routine calls for service. A review of the call priorities to ensure they are aligned with the goals of the agency is provided later in the Dispatch portion of the report.

Response times reflect the agency’s time (from receipt of a call for service to arrival) to respond to the community’s request for assistance, as such, we focus the Response Time portion of the data analysis on community-initiated calls for service. These segments reflect the dispatch time – from a call being created and dispatched where the officer acknowledges they are en route; and travel time – the duration of time to travel to the call location. The dispatch time combined with travel time comprises the total response time. As illustrated below, for the past seven years the average response time for all community-generated calls is less than the 5-minute standard for emergency calls. SMPD is to be commended for not only ensuring officers respond to an emergency in five minutes or less, but all calls for service are responded in a timely fashion.

When evaluating response times based on priority, it is important that Priority 1 calls receive the most attention. Priority 1 calls are the highest level of emergency and require an immediate response as they deal with life emergencies and in-progress crimes. The difference of a few minutes could impact life-saving efforts as well as determine how quickly a wanted person is located and apprehended. The industry standard is five minutes or less for Priority 1 calls. It is apparent from Table 15 below that for the past seven years, Priority 1 calls average from under five minutes, respectively, for total response time (dispatch and response times combined).

TABLE 15: Response Time Record Status and Average Minute, by Record Priority, by Year

Call Priority	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
1	00:40	00:36	00:45	00:50	00:52	01:09	01:14	02:35	02:18	02:28	02:49	03:04	02:29	02:55	11:24	14:07	12:20	12:47	09:52	13:54	12:41
2	00:54	00:48	00:48	00:50	00:43	00:58	00:46	02:54	02:55	03:16	03:35	03:24	03:28	03:34	12:48	13:28	13:28	11:24	11:08	12:32	12:03
3	00:57	00:51	00:51	00:49	00:44	00:58	00:55	03:12	03:12	03:19	03:10	03:13	03:11	03:10	10:30	10:39	10:48	09:30	10:24	11:49	11:38
4	00:56	00:43	00:53	00:35	00:40	01:09	00:47	03:02	03:25	03:04	03:32	03:02	02:58	03:08	10:52	09:23	10:56	11:13	10:16	13:08	11:56
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57



Staffing Analysis

Proper police patrol staffing is a key decision weighing on communities across the country. This dilemma is not new, but is more critical in today's current fiscal environment. Communities expect police departments to have sufficient staffing to respond immediately to emergency calls for service, timely to non-emergency calls for service, and adequately to handle quality of life issues. Due to the differences presented in every community from population size, to rural versus suburban, to land size and topography, just to name a few variables, there is no single calculation to arrive at the appropriate staffing number. Furthermore, communities expect the officers to be properly trained and experienced to provide a high level of service.

Historically, officers-per-thousand population was one way in which cities determined proper staffing. However, the International Association of Chiefs of Police indicates that ratios are totally inappropriate as a basis for staffing decisions as the difference from suburban, to urban to rural communities impacts staffing.

Agencies across the country use a minimum staffing model that takes into account the jurisdiction's specific needs. The agency's management team determines the minimum staffing levels based on past practice and call volume, and in some instances minimum staffing levels are codified in policy.

The International City Manager's Association recommends staffing be determined based on a *Rule of 60* guideline². This three-pronged approach is predicated on the following:

- 60 percent of the total number of sworn officers be assigned to patrol
- Average workload for patrol staffing should not exceed 60 percent
- Total service time should not exceed a factor of 60

As stated in the *Analysis of Police Department Staffing* report,

Uniformed patrol is considered the backbone of policing. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and provide law enforcement services to the public.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

² An Analysis of Police Department Staffing: How many officers do you really need? McCabe, James, 2013, International City Manager's Association White Paper.



From an officer's standpoint, once a certain level of CFS activity is reached the officer's focus shifts to a CFS-based reactionary mode. Once a threshold, or a saturation point, is reached, the patrol officers mindset begins to shift from a proactive approach in which he or she looks for ways to deal with crime and qualify-of-life conditions in the community to a mindset in which he or she continually prepares for the next CFS. After saturation, officers cease proactive policing and engage in a reactionary style of policing. Uncommitted time is spent waiting for the next call. The saturation threshold for patrol officers is believed to be 60 percent.

Using the *Rule of 60* as part of the staffing analysis, Meliora PSC noted the following.

RULE OF 60 – PART 1

In applying *Part 1* of the *Rule of 60*, SMPD as of January 2024, SMPD is currently budgeted (allocated) 18 sworn positions and all 18 sworn positions are filled. In today's challenging recruitment and retention environment in policing, this is a noteworthy accomplishment and indication of a positive internal organizational culture. Of the 18 sworn positions, 13 sworn positions are assigned to Patrol, which is 72 percent. As such, patrol staffing exceeds the first part of the *Rule of 60* guideline.

RULE OF 60 – PART 2

The second part of the *Rule of 60* guideline indicates average workload for patrol staffing should not exceed 60 percent. In minutes, this would mean 100 percent of workload is equal to 60 minutes, and 60 percent of workload is equal to 36 minutes. Should the average workload minutes exceed 36 minutes consistently in a 24-hour period, it would indicate the department is understaffed. Conversely, if the average workload minutes was significantly less than 36 minutes, then it may indicate the department is overstaffed. Simply exceeding 36 minutes during an hour time frame from time-to-time in a 24-hour period alone does not indicate an agency is understaffed. Meliora PSC cautions that no one portion of the *Rule of 60* guidelines can be applied independently. As mentioned previously, staffing decisions must take into considerations distance/terrain, rural vs metropolitan, and other distinguishing characteristics about the agency and community.

As we examine the average workload for patrol staffing, Meliora PSC analyzed CAD data for seven years to include pre and post-pandemic 2017-2023. The tables and charts that follow are based on the average workload in minutes of the primary unit based on the average of total event time and total service time of officers on a call. Workload that included all officers on a call always provides the highest amount of time as data assumes all officers were on scene for the entire duration of the call. While we recognize that in reality, assisting officers may arrive and clear the call while it is still ongoing when additional/assisting officers are no longer needed, SMPD CAD data was unable to distinguish in detail the specific times of assisting



officers other than the primary unit/officer assigned. Therefore, total service time depicts the maximum average service time per hour versus actual total service time.

The overall average occupied time for the primary unit during the seven-year trend analysis was 14:30 minutes for all calls for service, as depicted in Chart 13 below. The total service time/maximum average service time of officers on all calls was 24:24 minutes. The data illustrated the overall average total service time for the seven years consistently within the 36 minute or *Rule of 60* threshold indicating the SMPD meets this standard.

In Table 16 below, we examine the average community-initiated workload in minutes, by hour of day. The primary unit average occupied times (average of total event duration) column reflects the seven-year trend from 2017-2023 by hour as does the total service time (all officers on calls). Overall, the seven-year average shows the overall occupied time for the primary unit on community-initiated calls for service was 20:24, and the overall average total service time was 35:58. As time spent serving the public is typically greater than averages when including field-initiated activities that are less in duration, these times are consistent with a full-service police agency.



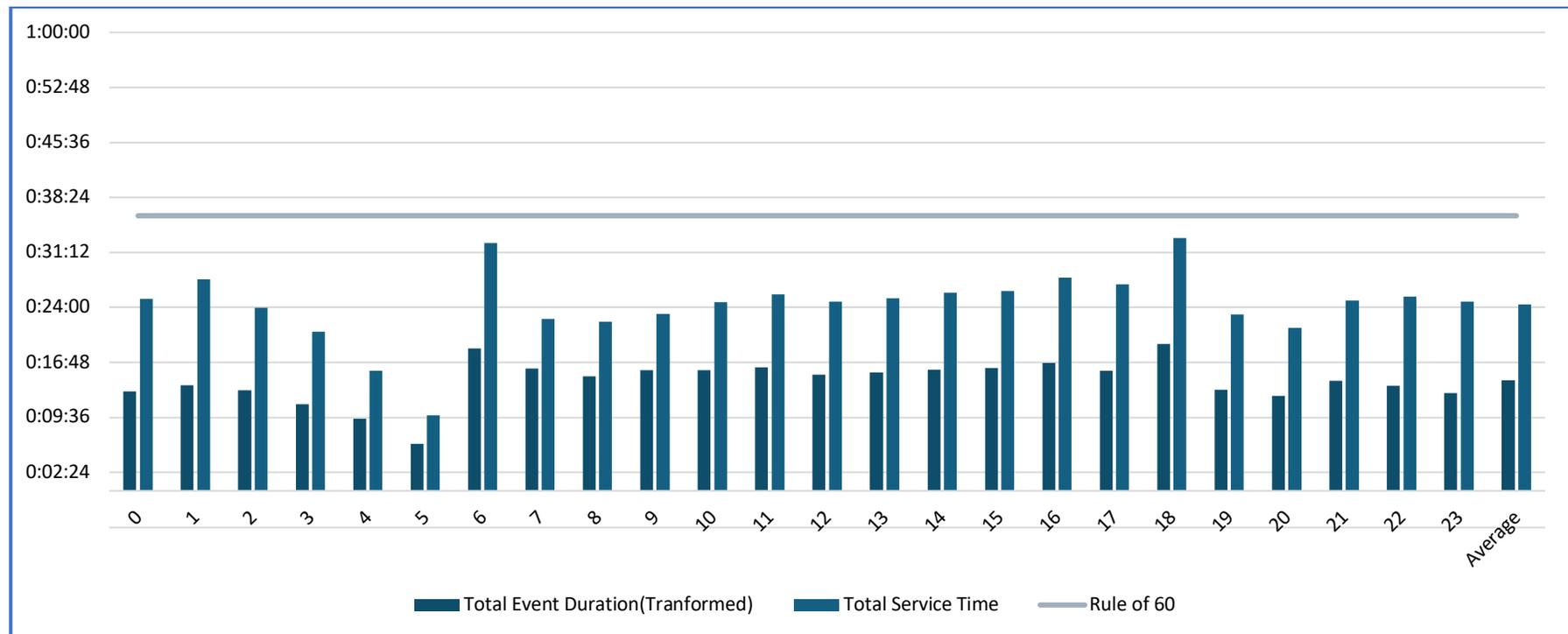
TABLE 16: Community-Initiated CAD Unit Total Event Duration and Total Service Time, by Hour, by Year

Community	Average of Total Event Duration (Transformed)							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
0	0:19:11	0:20:31	0:18:10	0:17:41	0:15:33	0:19:45	0:19:54	0:31:55	0:39:21	0:31:48	0:34:02	0:33:24	0:40:42	0:46:35	0:18:51	0:36:11
1	0:17:14	0:22:38	0:19:31	0:14:41	0:17:40	0:24:11	0:18:52	0:30:33	0:40:28	0:36:03	0:28:56	0:41:00	0:59:46	0:40:36	0:19:03	0:38:30
2	0:17:38	0:16:25	0:19:04	0:13:52	0:20:05	0:15:49	0:15:49	0:32:27	0:32:10	0:36:43	0:27:24	0:45:18	0:30:14	0:37:22	0:16:42	0:33:36
3	0:14:51	0:18:01	0:19:46	0:14:19	0:15:45	0:16:27	0:17:19	0:26:16	0:32:24	0:35:28	0:32:59	0:34:28	0:39:30	0:39:49	0:16:42	0:34:01
4	0:14:40	0:17:11	0:22:43	0:15:39	0:11:47	0:15:27	0:16:27	0:25:10	0:33:31	0:46:33	0:38:15	0:23:40	0:29:22	0:31:06	0:16:15	0:32:27
5	0:14:09	0:11:49	0:12:19	0:13:49	0:09:54	0:13:57	0:16:43	0:24:41	0:22:23	0:23:31	0:31:18	0:22:03	0:33:16	0:31:14	0:13:17	0:26:27
6	0:20:31	0:19:51	0:21:53	0:25:39	0:25:01	0:23:20	0:18:30	0:34:00	0:32:30	0:39:56	0:46:33	1:10:35	0:46:59	0:35:52	0:21:37	0:40:37
7	0:20:08	0:20:45	0:19:53	0:24:19	0:22:30	0:22:34	0:20:29	0:34:15	0:35:17	0:31:55	0:39:23	0:34:58	0:37:26	0:34:57	0:21:09	0:35:04
8	0:17:58	0:19:14	0:19:57	0:19:01	0:20:10	0:23:52	0:21:09	0:27:57	0:31:59	0:30:59	0:28:00	0:32:55	0:37:02	0:33:33	0:20:01	0:31:35
9	0:20:35	0:20:29	0:21:53	0:21:12	0:18:26	0:21:34	0:17:35	0:32:49	0:31:17	0:30:29	0:33:07	0:31:42	0:35:31	0:29:31	0:20:18	0:31:58
10	0:18:45	0:20:55	0:20:25	0:19:09	0:18:16	0:21:06	0:20:51	0:29:50	0:33:51	0:33:19	0:37:31	0:32:01	0:31:58	0:35:34	0:19:55	0:33:12
11	0:20:00	0:19:28	0:20:54	0:21:30	0:19:52	0:22:00	0:19:45	0:31:27	0:31:03	0:31:10	0:35:25	0:36:31	0:40:23	0:33:54	0:20:23	0:33:46
12	0:17:09	0:19:41	0:19:55	0:19:34	0:17:58	0:21:08	0:20:59	0:30:05	0:34:00	0:33:05	0:36:43	0:33:55	0:32:58	0:40:10	0:19:10	0:33:45
13	0:19:45	0:20:04	0:22:38	0:24:09	0:19:16	0:21:23	0:21:38	0:33:33	0:32:20	0:38:47	0:39:49	0:33:29	0:41:17	0:38:05	0:21:00	0:36:01
14	0:19:42	0:23:00	0:20:59	0:21:43	0:20:33	0:22:30	0:20:45	0:33:33	0:42:02	0:32:01	0:36:58	0:34:25	0:43:47	0:36:52	0:21:13	0:36:49
15	0:20:00	0:21:21	0:23:25	0:21:19	0:19:59	0:20:54	0:20:49	0:33:48	0:38:25	0:37:23	0:37:40	0:35:29	0:37:06	0:32:58	0:21:08	0:36:05
16	0:22:06	0:21:18	0:20:05	0:21:10	0:16:48	0:23:02	0:22:22	0:38:21	0:37:01	0:35:47	0:38:34	0:27:15	0:41:06	0:38:37	0:21:12	0:37:02
17	0:19:25	0:18:10	0:17:16	0:18:05	0:16:33	0:22:23	0:19:41	0:31:14	0:34:26	0:30:31	0:34:42	0:33:25	0:39:35	0:36:03	0:18:50	0:33:51
18	0:24:17	0:22:32	0:24:13	0:21:55	0:23:43	0:26:48	0:25:45	0:39:54	0:37:16	0:42:36	0:39:06	0:43:18	0:52:15	0:50:22	0:24:03	0:42:52
19	0:21:12	0:20:02	0:19:39	0:19:41	0:20:32	0:19:54	0:20:43	0:36:08	0:39:03	0:36:17	0:37:09	0:39:16	0:39:06	0:38:36	0:20:17	0:37:49
20	0:19:51	0:23:15	0:21:15	0:21:43	0:17:29	0:20:26	0:22:47	0:31:58	0:41:00	0:36:37	0:35:52	0:34:06	0:41:26	0:47:40	0:21:07	0:37:41
21	0:21:44	0:27:39	0:19:36	0:23:41	0:19:07	0:19:24	0:18:48	0:32:12	0:44:25	0:34:28	0:41:43	0:38:37	0:40:14	0:38:01	0:22:15	0:38:13
22	0:20:30	0:23:14	0:21:40	0:19:34	0:14:00	0:18:27	0:18:09	0:32:23	0:38:58	0:41:37	0:34:42	0:30:07	0:35:22	0:40:33	0:20:00	0:36:01
23	0:20:26	0:24:08	0:20:38	0:15:38	0:16:55	0:19:00	0:16:08	0:36:52	0:45:40	0:37:11	0:33:37	0:37:26	0:44:00	0:35:08	0:19:30	0:38:50
Average	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:32:51	0:36:53	0:35:01	0:36:20	0:35:09	0:39:39	0:38:12	0:20:24	0:35:58



Chart 13 provides a visual illustration of the *Rule of 60 – Part 2* – for the seven-year trend. Total service time is consistently below the *Rule of 60* throughout the 24-hour period. As mentioned earlier in the report, the workload Meliora PSC is able to analyze does not include specific details of the administrative time where officers were writing reports, following up on investigations, meal breaks, etc. Had that data been available, the primary unit average occupied times as well as maximum total service time workload would have increased.

CHART 13: Average Occupied Time for Community-Initiated and Field Initiated Records, 2017-2023





RULE OF 60 – PART 3

When interpreting the workload by hour, the total service time should not exceed 60 minutes per hour based on the *Rule of 60* guidelines. Such a result would indicate the event would spill into the next hour potentially compounding resource issues and was not present in this case.

The fact the overall total service time provides the maximum service time and due to the SMPD falling within the *Rule of 60 – Part 1* guideline, and the majority of total service time falling below the *Rule of 60 – Part 2* threshold, most calls and activity also fall within *Rule of 60 – Part 3*.

The *Rule of 60* staffing analysis is a valuable benchmark to determine staffing, but should also be included with other factors. Therefore, officer activity totals were examined to ascertain the activities handled per day and subsequently per officer.

Table 17 below breaks out calls for service data as well as specific activities which are part of calls per day. If we assume officer activity is handled equally, and 9 officers were assigned in patrol for 155 shifts (182 possible shifts in a year less 15 percent due to time off as mentioned earlier), the following breakdown illustrates the activities per day and per officer.

TABLE 17: Officer Activity Totals, Per Day, 2023

Activity	Total	Activity Per Day	Per Officer per Year	Per Officer per Shift
All calls for service	6,624	18.15	736.00	4.75
Community-initiated calls	4,598	12.59	510.89	3.30
Field-initiated calls	2,026	5.55	225.11	1.45
Reports	576	1.58	64	0.41
Traffic Stops	957	2.62	106.33	0.69
Citations	582	1.59	64.67	0.42
Arrests	34	0.09	3.78	0.03
Parking Citations	989	2.71	109.89	0.71

The table above illustrates the average officer activity level as follows:

- 6,624 total calls per year = 736.00 total calls per officer per year or 4.75 calls per shift.
- 4,598 community-initiated calls = 510.89 community-initiated calls per officer per year or 3.30 community-initiated calls per shift.
- 2,026 field-initiated calls = 225.11 field-initiated calls per officer per year or 1.45 field-initiated calls per shift.
- 576 reports = 64 reports per officer per year or 0.41 per shift (nearly one report every other shift).
- 957 traffic enforcement = 106.33 traffic enforcement activities per officer per year or 0.69 per shift (nearly one traffic enforcement contact every shift)



- 582 citations = 64.67 traffic citations issued per officer per year or 0.42 citations per shift (nearly one citation every other shift).
- 34 arrests = 3.78 arrests per officer per year or 0.03 arrests per shift (nearly one arrest every three months).

These estimates are on the high side since not all activities are conducted by officers. Sergeants and command staff occasionally handle calls for service, write citations and conduct traffic enforcement activities, so including them would have reduced the average per officer, albeit insignificantly.

Based on the activity breakdown in Table 17, and the seven-year trend for average workload of the primary officer of 14:30 minutes coupled with the average total service time of 24:24 minutes depicted in Chart 13, patrol is properly staffed to handle calls for service.

TRAINING LEAVE

As noted in the *Rule of 60* and activity levels along with Meliora PSC's observations and meetings during the site visit, SMPD is slightly understaffed and uses part-time officers to handle the workload and activities. Currently, all allotted sworn positions are filled.

However, there is another key aspect impacted by staffing which is training. The field of policing requires peace officers to not only be adequately trained, but trained to a high level. The trend in the policing industry of officers having less tenure in patrol due to attrition is not isolated to SMPD. Hence, the importance of being properly staffed in order to allow officers and supervisors to attend ongoing training is critically important. As we noted in the minimum staffing portion of the report, SMPD is understaffed by two sworn officer positions in patrol. With an average tenure of 2.8 years of experience, there is a need for more training to ensure solo patrol officers are provided the resources and training to grow their efficacy more quickly. As such, training leave may increase as compared to the past when SMPD officers were more tenured.

Field Training Program

The Field Training Program (FTP) is one of the most crucial functions in any police department. The purpose of the FTP is to train new officers so that each is prepared to function as a solo beat officer at the conclusion of their training cycle. All new officers, and those hired as lateral officers from another law enforcement agency, attend one of several local public safety training academies that are approved California POST Basic Academies. The academy provides the minimum training requirements for California. After successfully completing the academy, newly-trained officers are assigned to a field training officer (FTO).

Experienced officers are selected as FTOs to train police academy graduates and lateral officers. The FTOs serve as role models for new police-trainees and shape their behavior and



understanding of the department's vision, philosophy, and operational processes. Field training officers have the dual responsibility of providing police service in their assigned beats, as well as conducting training and evaluations of new officers.

The FTP is intended to facilitate an officer's transition from the academic setting to the performance of general patrol duties. Although an officer graduating from the academy has received a thorough introduction to basic police subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer. Newly assigned officers must receive additional training in the field where they can learn from officers who have a great deal of practical patrol experience. Trainees are evaluated and must display learning comprehension and apply what is taught. The FTP introduces a newly assigned officer to the personnel, procedures, policies and purposes of the department.

SMPD entry level officers shall be required to successfully complete the FTP, consisting of 18 weeks. Policy § 418 states the program is 10 weeks, but the POST manual states 18 weeks; hence, the policy needs to be reconciled. Policy § 418.5 states, "The training period for a lateral officer may be modified depending on the trainee's demonstrated performance and level of experience.

The FTP program is divided into four phases:

- Phase one, the introductory phase consists of the orientation periods (of at least one week) followed by several weeks of instruction and training.
- Phase two is more complex than the first phase and is the phase where trainees become more adept with their new role.
- Phase three is the last phase of formal training.
- Phase four is the test phase.

This last phase includes a period where the FTO "shadows" (observes) the trainee officer prior to being released as a solo patrol officer.

SMPD Policy § 418.7 states, "All documentation of the Field Training Program will be retained in the officer's training files and will consist of the following: (a) Daily Observation Reports, (b) Remedial Training Assignment Worksheets, (c) Supervisor Bi-Weekly Reports, (d) End-of-phase Reports, (e) POST Competency Requirements - Sign-Offs, and (f) A Certificate of Completion certifying that the trainee has successfully completed the required number of hours of field training program."

Offering trainees access to other functions within the department gives them a foundational understanding of the agency. Meliora PSC recommends consideration also be given to spending time in dispatch and records to gain an overall understanding of field operations where community members may initiate contact with the department as well as a week rotation through detectives and traffic so that officers gain a global perspective of case progression and accident investigation.



FIELD TRAINING OFFICER SELECTION

SMPD Policy § 418 – Field Training Program – “is intended to provide a standardized program to facilitate the officer’s transition from the academic setting to the actual performance of general law enforcement duties of the Sierra Madre Police Department.” SMPD’s policy says that an FTO is “an experienced officer trained in the art of supervising, training, and evaluating entry level and lateral police officers.” Meliora PSC recommends SMPD to establish a list of FTO qualifications for potential candidates in their policy. FTO qualifications could include:

- Possess the technical knowledge necessary for the successful job performance of a police officer. He/she shall be particularly adept at preliminary investigation and report writing, be conversant with the law, and aware of his/her policing responsibilities.
- Be skilled in interpersonal relations. He/she must be able to work with people under a wide variety of circumstances and be able to recognize and successfully manage potentially violent situations.
- Possess the verbal, writing, and teaching skills required to be an FTO.
- Able to perform in a coach-pupil relationship and evaluate others objectively.
- Possess a desire to participate and exhibit a commitment to the goals of the FTO Program and the Department.

The following selection process is included in SMPD’s Policy § 418.2.1:

- (a) Desire to be an FTO
- (b) Minimum of two years of experience and be off probation
- (c) Demonstrated ability as a positive role model
- (d) Participate in an internal oral interview panel
- (e) Evaluation by Supervisors

Meliora PSC encourages SMPD to include the following in the selection process of the policy.

- The degree to which the applicant officer possesses the qualifications listed above.
- Possess a POST Basic certificate.

Prior to being assigned as an FTO, the training officer is required to successfully complete the POST 40-hour FTO Course. Furthermore, every three years all FTOs must successfully complete the POST 24-hour FTO Update Course, which is mandated by 11 CCR § 1004. California Penal Code § 13515.28 mandates all FTOs meet crisis intervention behavioral health training (CIT). SMPD is complimented for including these provisions in the existing policy and ensuring all FTOs are complying. The department indicated that all FTOs have attended the POST 40-hour FTO Course as this is a pre-requisite to training, and all but two FTOs are current on the three-year FTO Update Course. During the course of the organizational assessment process, the two FTO’s out of compliance are now in compliance. All FTOs have attended 8 hours of mental health/crisis intervention behavioral health training. In addition to the above courses, SMPD is commended as they also send their FTO’s to the following training: FTO Field Supervisor course, Basic Officer Involved Shooting for First Responders course and the California Police Officer Association three-day symposium.



SUPERVISION

The FTP Supervisor is a critical role in any police department. Since the FTOs help new officers assimilate to the policies, procedures and practices of the organization, they also have a strong influence on department culture. As such, the FTP supervisor is key to ensuring the culture that new officers learn is consistent with a contemporary police organization seeking to evolve to best practices and committed to ongoing improvement. Policy § 418.3 – Field Training Officer Program Supervisor – responsibilities are described as:

- (a) Assignment of trainees to FTOs.
- (b) Conduct FTO meetings.
- (c) Maintain and ensure FTO/trainee performance evaluations are completed.
- (d) Maintain, update, and issue the Field Training Manual to each trainee.
- (e) Monitor individual FTO performance.
- (f) Monitor overall FTO Program.
- (g) Maintain liaison with FTO coordinators of other agencies.
- (h) Maintain liaison with academy staff on recruit performance during the academy.
- (i) Develop ongoing training for FTO.

The FTO sergeant role is a collateral duty for a patrol sergeant. Meliora PSC learned there is one FTO sergeant, who is responsible for all recruit police officer trainees in the department. Although not included in the SMPD FTO Program policy, the FTO sergeant routinely oversees the following:

- Responsibility for the direct supervision of the FTO Program.
- Manage day-to-day scheduling issues that relate to FTO/trainee assignments.
- Monitor individual FTO performance.

In addition to supervisory oversight of trainee officers, there are additional administrative duties to ensure the proper oversight of the program. Meliora PSC recommends these additional administrative duties and responsibilities be added to the Field Training Officer Program policy.

The FTO Program supervisor is required to complete a POST-approved Field Training Administrator's Course within one year of appointment to the position, as mandated by 11 CCR 1004(c). SMPD's FTO Supervisor has attended this course.

The FTO Administrator is normally filled by a lieutenant; however, SMPD does not have a lieutenant position so these duties are handled by the Captain. The Captain attended the FTO Coordinator course several years ago. Per SMPD Policy § 418.6.3 – Field Training Administrator, "The Field Training Administrator will review and approve the Daily Observation Reports submitted by the FTO through his/her immediate supervisor. The Daily Observation Reports are not official until approved by the Field Training Administrator." Earlier in the report, Meliora PSC recommended that SMPD return the Lieutenant position. Also mentioned earlier, the Captain is tasked with numerous responsibilities that lessen a more adequate span of control; this is an example of a responsibility that could be overseen by a lieutenant.



With regard to FTO ongoing training, Meliora learned that in practice, FTO meetings are held once a month unless there are no police trainees in the FTP. The meetings occur with the FTOs and FTO supervisor and cover reviewing the Daily Observation Reports and trainee progress, expectations for different phases, Standardized Evaluation Guidelines (SEGs), and any necessary and/or contemporary FTP training. Meliora PSC learned that FTP monthly meeting agendas are not provided. Meliora PSC recommends input from the FTOs be sought prior to the meeting and included in the monthly FTP meeting agenda, which should be retained for documentation purposes. The meetings occur in person or on zoom, depending on FTP personnel’s schedule. SMPD is commended for using technology to ensure monthly meetings occur.

FTP OUTCOMES

Table 18 reflects SMPD is committed to creating a positive training environment and police officer trainee success rates improved from 2020 to 2023.

TABLE 18: FTO Program Results, 2019-2023

	2019	2020	2021	2022	2023
Sworn FTOs	3	3	5	5	7
Sworn Officer Trainees	1	3	2	3	3
Officer Trainees Passing FTO	1	1	2	3	3
Passing Percentage	100%	33.3%	100%	100%	100%
Dispatcher CTOs	2	3	3	3	3
Dispatch Trainees	1	1	0	2	1
Dispatch Trainees Passing CTO	1	1	0	1	1
Passing Percentage	100%	100%	N/A	50%	100%

Source: Sierra Madre Police Department.

The department, and in particular, the FTP sergeant and FTOs are to be commended for their commitment to the FTP program rather than treating the FTP as a “rite of passage” evaluation process. Rather, FTOs work with their respective trainees to determine their suited adult learning style (auditory, visual, experiential, etc.) to maximize the learning environment and opportunity for success.

FTP MANUAL

SMPD uses POST’s Field Training Manual (Volume 1) and the Standard Evaluation Field Training Guide (Volume 2) as their FTP Manual, including the forms to document training. The FTP Manual includes various sections within the manual to provide the opportunity to include agency specific activities. SMPD’s Field Training Program guide was approved by POST in December 2021. Meliora PSC recommends the FTO Manual be reviewed annually to ensure compliance with statutes and best practices.



FTO RECOMMENDATIONS

- Consider having trainees spend time in dispatch, records, detectives, and traffic. (Recommendation #12)
- Update the FTO policy to include a list of FTO qualifications for potential candidates. (Recommendation #13)
- Include the additional administrative duties and responsibilities in the Field Training Officer Program policy. (Recommendation #14)
- Seek input and provide monthly FTP meeting agendas to be retained. (Recommendation #15)
- Review the FTO Manual annually to ensure compliance with statutes and best practices. (Recommendation #16)

School Outreach

The United States Department of Justice defines school resource officers (SRO) as a sworn law enforcement officer responsible for the safety and prevention in schools. In California, SROs are typically employed by a local police department or sheriff's office and collaborate closely with school administrators to create a safer environment for both students and staff.

SRO's typically have additional duties, including mentoring and conducting presentations on youth related topics. They are often responsible for conducting threat assessments at school and formulating a rapid response emergency plan, which is readily available to first responders, including dispatchers. California Penal Code § 832.2 and § 832.2 (f), (g), and (h) set the standards for SRO training in the state. California POST offers training courses for SROs and tracks attended training.

SMPD is not budgeted for any SRO positions, instead patrol officers complete SRO duties while on duty and as a co-lateral duty. SMPD patrol officers do not attend SRO courses. Adding two officers, mentioned earlier in the report, would also enable SMPD to collaborate more closely with the schools and school board.

The City of Sierra Madre has five schools patrolled by SMPD: four mixed private elementary and middle schools and one public middle school.

SRO programs can play a key role in maintaining and increasing safety in schools and the community. If SMPD had an SRO program, the police department and schools would benefit from developing a Memorandum of Understanding (MOU) to clearly document the roles, responsibilities, and expectations of the SROs, school officials, students and parents. SMPD could consider developing an MOU with the school district/schools in their city.

SROs can play a key role; the alliances built with school administrative staff, teachers, and students are critical to school safety and crime prevention. The use of SROs is also seen as an investment in youth by way of mentoring and building trust.



SMPD is complimented for the school partnerships even though a formal SRO program does not exist. During the site visit and ride alongs, it was clear that patrol officers work to build contacts with school administrators and participate in school activities that enhance the police-school partnership. This includes actively patrolling the schools in the City and providing presentations on active shooter and personal safety. Meliora PSC encourages the SMPD to consider increasing patrol officers and the professional staff (e.g. community service officer) assigned to their community outreach unit and have these positions work more closely with the schools. For further information about community outreach see the community services section of this report.

Traffic

Traffic safety and the efficient flow of traffic are always key factors for any community. Per SMPD Policy § 500 – Traffic Function and Responsibility – the goal of traffic law enforcement is to reduce traffic collisions. Contemporary police agencies accomplish this by applying the three E’s: *education, enforcement, engineering*. Policy section, § 500.3.1, outlines warning citations where the public can be educated for violations that may be inadvertent.

Consistent with similarly sized police agencies, SMPD deploys one full-time traffic officer. Patrol Officers also do their part by making traffic enforcement an area of focus while on patrol.

STAFFING, SCHEDULE AND SUPERVISION

TABLE 19: Traffic Staffing, FY 2022-23

FY 2022/23	Authorized	Actual	Vacant
Officer	1	1	0
TOTAL	1	1	0

SOURCE: Sierra Madre Police Department.

The sole traffic/patrol officer predominately works day shift from 6:00 a.m. to 6:00 p.m. Monday through Thursday. The traffic position work schedule is flexible depending on current traffic data, community traffic concerns and/or city special events where traffic congestion is expected; there are times the traffic officer works a Friday, Saturday, or Sunday and adjusts his work hours. Although the traffic officer’s main responsibility is traffic management and is responsible for investigating comprehensive traffic accidents and all hit and run cases, he assists to fill minimum staffing in both patrol and dispatch when necessary. Staff indicated that due to staffing being at minimum frequently, the “traffic” officer is not deployed for traffic purposes rather for patrol functions. Adding two patrol officers to the budget will minimize or eliminate the use of the traffic officer being used for patrol duties. Meliora PSC encourages SMPD not to use the traffic officer to fill in for dispatch for extended hours or days as their work classifications are different as well as their POST mandates are different. A patrol sergeant supervises the traffic officer.



SMPD does not have stand-alone traffic management software which could produce a report or analytics to mitigate frequent traffic accident locations and help address community traffic concerns. SMPD is encouraged to inquire with their CAD/RMS vendor (EIS) to see if they offer such a module. Due to the small community size, the traffic officer relies upon his experience, SMPD's summary motor vehicle accident location data, tickets/citations issued by category, and the JAMAR law enforcement radar speeding complaint management system. See the traffic equipment section below for further information on the use and helpfulness of the JAMAR system.

Furthermore, with current traffic collision trend data, the traffic officer could be a conduit of information for patrol officers so the department could be more responsive to traffic safety in the community.

SELECTION

Per Policy § 1002 – Special Assignments, the selection process for traffic officer is based on experience and interest provided in a memo that is then provided to the Chief via the chain of command. The traffic officer was selected based on his traffic experience from working patrol, his interest in the position and following the guidelines of SMPD's specialty position selection process. During Meliora PSC's site visit, it was evident that the traffic officer has extensive knowledge and historical information relative to Sierra Madre's traffic data information and acquisition and use of their traffic equipment.

TRAFFIC TRAINING

A review of department training records indicated the traffic officer attended the POST basic accident investigation 40-hour training and the POST traffic intermediate investigation 40-hour training. The traffic officer has also attended the following training: vehicle racing, bike patrol, data master course, radar and radar-laser training. Meliora PSC recommends the traffic officer attend advanced traffic investigation.

Due to the importance of traffic safety and accident investigations, some POST police academies include this course within the basic police academy. Meliora PSC inquired if other SMPD personnel have attended the 40-hour traffic collision investigation training; we learned two of the four sergeants have attended the course. Due to the importance of keeping the community safe, the department's commitment to ensuring officers are trained in traffic investigations is in keeping with best practice. Meliora PSC learned the department intends to send more officers; however, this as well as other training courses are backlogged due to limitations imposed on attending training due to staffing and budget.

The 40-hour basic accident investigation course is a pre-requisite to other traffic collision courses, including intermediate and advanced collision investigation courses. Additionally, digital crime scene documentation as well as specialized collision training to include auto-



pedestrian and motorcycle collision investigation is preferred. Meliora PSC encourages SMPD consider sending officers to intermediate, auto-pedestrian, and motorcycle collision investigations.

The nature of traffic collision investigation does not require a sworn peace officer to conduct the investigation. In fact, several police agencies use professional staff members to conduct traffic collision investigations. Professional staff traffic collision investigations can be handled by professional staff field personnel. In SMPD’s case a Community Service Officer (CSO) could be utilized. By including a vast array of services, the department can establish a professional staff career track for upward mobility in the future as well as cost-savings where professional staff are adept at handling the same or similar duties of a sworn officer. Meliora PSC recommends CSOs be trained in basic traffic collision investigations to assist in handling, particularly, non-injury traffic collisions.

Major traffic collisions require a qualified team to conduct extensive investigations. Contemporary police agencies recognize that fatal traffic collisions are an unattended death that could be determined to be an accident, or in some cases, an actual crime ranging from manslaughter to homicide. As such, experienced investigators and crime scene specialists must be well trained and available to respond to such incidents. The City of Sierra Madre is fortunate to have had none over the past several years. Due to the small number of fatal traffic collisions, the department’s practice is to seek mutual aid through the California Highway Patrol MAIT (Multidisciplinary Accident Investigation Teams) to be the lead agency for high-level traffic incidents and fatal traffic collision investigations is warranted. SMPD Policy § 501.4.5 – Traffic Collisions on Roadways or Highways – indicates traffic collision reports shall be taken when they occur on a roadway or highway within the jurisdiction of the SMPD under any of the following circumstances: (a) When there is a death or injury to any persons involved in the collision (b) When there is an identifiable violation of the Vehicle Code (c) When a report is requested by any involved driver. Meliora PSC recommends Policy § 501 be updated to include contacting the California Highway Patrol to conduct fatal traffic accident investigations, a sound practice due to the low number of fatal traffic collisions.

TRAFFIC DATA AND MANAGEMENT

TABLE 20: Traffic Statistics by Year, 2019-2023

	2019	2020	2021	2022	2023
Total Calls for Service	97	78	93	95	75
Traffic Reports Written	47	40	40	55	38

Source: Sierra Madre Police Department.



TABLE 21: Traffic Collision Calls for Service; 2019-2023.

	2019	2020	2021	2022	2023	% Change 2022-2023
V.C. 20001(a) Hit and Run ; Felony	0	3	0	1	0	Decrease 100%
V.C. 20002(a) Hit and Run, Misdemeanor	18	9	12	12	11	Decrease 8.33%
DUI Driving while Under the Influence	0	1	0	2	0	Decrease 200%
Private Property	1	2	0	1	0	Decrease 100%
Non-Injury	64	50	69	59	50	Decrease 15.25%
Injury	14	13	12	20	14	Decrease 30%
Fatalities	0	0	0	0	0	No Change
Total Calls for Service	97	78	93	95	75	Decrease 21.05%

Source: Sierra Madre Police Department.

TABLE 22: Traffic Collisions by Day of the Week by Year; 2019-2023

	2019	2020	2021	2022	2023
Sunday	5	2	5	6	4
Monday	5	5	5	7	4
Tuesday	3	6	6	9	2
Wednesday	8	7	6	4	8
Thursday	5	9	4	7	4
Friday	13	4	5	11	7
Saturday	4	6	4	8	6
Total Reports Taken	43	39	35	52	35

Source: Sierra Madre Police Department.

Table 22 total numbers of traffic collisions by day for 2019-2023 is not consistent with the traffic statistics by year, Table 20. Meliora PSC brought this to the attention of SMPD in an attempt to address the issue. Early accounts revealed that it may be how the call was entered by dispatch and/or how the officer entered the type of report. For example, the non-injury hit and run cases may also be showing up in the count for non-injury non-hit and run cases. Meliora PSC recommends SMPD collaborate with their vendor EIS to correct the issue and/or give additional training to staff to ensure calls by officers and dispatchers are being entered consistently. The table below represents the top ten collision locations in Sierra Madre.



TABLE 23: Top 10 Traffic Collision Locations, 2019-2023

	2019 to 2023
Baldwin Ave./Orange Grove Ave.	8
Sierra Madre Blvd. / Michillinda Ave.	5
Sierra Madre Blvd. / Mountain Trail Ave.	5
Sierra Madre Blvd. / Baldwin Ave.	3
Sierra Madre Blvd. / Lima St.	3
Sierra Madre Blvd. / Holdman Ave.	3
Orange Grove Ave. / Michillinda Ave.	3
Orange Grove Ave. / Mountain Trail Ave.	3
Lima St. / Montecito Ave.	3
Santa Anita Ave. / Amo Dr.	3

Source: Sierra Madre Police Department.

Of the ten top traffic collision locations, one was significantly higher, Baldwin Avenue and Orange Grove Avenue, with a total of eight traffic accidents; no citations were issued in 2022 and 2023 at that intersection.

The second highest two traffic collision locations: Sierra Madre Blvd./Michillinda Ave. and Sierra Madre Blvd./Mountain Trail Ave.) had five each. One of those locations , Sierra Madre Blvd. and Mountain Trail Ave., was a top 2022 and 2023 enforcement location. The other , Sierra Madre Blvd. and Michillinda Ave., was a 2023 top enforcement section.

The fourth through tenth top traffic collision locations had three traffic accidents each and two of those locations were a top 2022 and 2023 enforcement location, Sierra Madre Blvd. and Baldwin Ave. and Sierra Madre Blvd. and Lima St.

SMPD’s traffic education and enforcement efforts should be focused on areas where traffic collisions occur with an emphasis on the primary collision factors. Social media may be a useful education tool.



TABLE 24: Top Eleven Traffic Enforcement Locations, 2022 -2023

	2022	2023
Sierra Madre Bl. / Hermosa		12
Sierra Madre Blvd. / Baldwin Ave.	4	5
Sierra Madre Blvd. / Mountain Trail Ave.	6	4
Sierra Madre Blvd. / Lima St.	3	2
Baldwin Ave. / Highland Ave.		2
Grandview Ave. / Auburn Ave.		2
Sierra Madre Blvd. / Sunnyside	6	2
Baldwin Ave./Orange Grove Ave.		
Sierra Madre Blvd. / Michillinda Ave.	3	
200 Blk. N. Michillinda	3	
Sierra Madre Blvd. / Auburn Ave.	3	

Source: Sierra Madre Police Department.

TABLE 25: Hit & Run Traffic Collisions, 2018-2023

Year	Property Damage	Injury Collisions	Fatal Accidents	Total Collisions
2019	18	0	0	18
2020	10	2	0	12
2021	10	0	0	10
2022	11	1	0	12
2023	11	0	0	11

Source: Sierra Madre Police Department.

TABLE 26: Traffic Citations, 2019-2023

	2019	2020	2021	2022	2023
Traffic Hazardous	837	484	869	692	439
Non-Traffic	52	76	83	65	51
Traffic Non-Hazardous	43	41	60	43	74
Traffic Non-Correctable, Non-Hazardous	123	116	90	24	17
Warnings	34	27	13	1	1
Administration	1	0	0	0	0
TOTAL	1,090	744	1,115	825	582

Source: Sierra Madre Police Department.



TABLE 27: Traffic Citations (Limited Violation Breakdown), 2019-2023

	2019	2020	2021	2022	2023
V.C. 22350 – Speeding	355	146	445	245	123
V.C. 22450 (a) – Stop Sign	183	143	161	272	200
V.C. 12500 (a) – Unlicensed Driver	64	54	61	25	32
V.C. 14601 – Driving with a Suspended License	25	33	18	19	13
V.C. 22102/21461(a) Making a U-turn in a Business District / Disobedience to a traffic control device	256	173	190	105	38
DUI All V.C. sections and both Alcohol and Drugs	12	6	42	11	1

Source: Sierra Madre Police Department.

Department staff noted that there were a few factors that contributed to statistic decreases such as COVID, various legislative changes, and the traffic officer assigned to other assignments and/or filling in for minimum staffing.

TABLE 28: Top 10 Primary Collision Factors, 2019-2023

	2019 to 2023
V.C. 2002 (a) – Hit & Run, Misdemeanor	13
V.C. 22450 (a) – Stop Sign	9
V.C. 21800 (a) – Yield to Right of Way	8
V.C. 21801 (a and b) – Turning Left or making a U-turn to the left	8
V.C. 22106 – Starting a vehicle stopped, standing, or parked on a highway	6
V.C. 21802 (a) – Stop at intersection with stop signs and yield to motorist already at the intersection	5
V.C. 22350 – Speeding	5
V.C. 21950(a) – Yield to pedestrian in crosswalk	4
Medical	4
Unknown	3

Source: Sierra Madre Police Department.

There is no industry standard for the number of citations to be issued by an officer and quotas are explicitly prohibited by law. SMPD is to be commended for including this information in Policy § 500.3 – Enforcement – it states the department does not establish ticket quotas and



the number of arrests or citations issued by any officer shall not be used as the sole criterion for evaluating officer overall performance (Vehicle Code § 41603). However, the department can expect time and effort be directed at traffic collision mitigation efforts to include stopping violators and either educating or issuing the driver a citation.

OFFICE OF TRAFFIC SAFETY

In 2022 SMPD was awarded an Office of Traffic Safety (OTS) grant for \$30,000. The purpose of the grant was to mitigate DUI's and distracted drivers, provide community traffic education, and the education of traffic incidents by placing a decoy vehicle around the City and the use of electronic information boards.

TRAFFIC COMPLAINTS

Meliora PSC inquired about the process for community members to request traffic enforcement in their neighborhood or report a traffic concern in the City of Sierra Madre. Staff indicated that traffic enforcement requests may be made through calling the department or requested online through the SMPD website. Each community traffic complaint, whether received by phone or via e-mail, is entered as a call for service regarding the primary location and nature of the complaint. Calls are closed out stating the result of the call; for example: citation issued or other information. Tracking community traffic concerns separately could present an opportunity for the department to be more strategic and efficient when receiving tips and/or concerns related to traffic safety in the City. The traffic complaints could be compared to traffic collision locations as a means to enhance safety. Meliora PSC recommends SMPD establish a traffic complaint code in CAD exclusively for citizen traffic complaints tracking and management.

Meliora PSC recommends a process be developed that builds upon the calls and/or emails requesting extra traffic monitoring and enforcement. The system should include a searchable database so that monthly, quarterly, and annual reports can be added to a management dashboard that illuminates traffic safety issues throughout the year. The information should also be part of the sergeants' responsibilities in briefings to inform the patrol officers of hot spot areas to be monitored and addressed. Disposition codes should be updated in CAD so that outcomes such as monitored area, citation issued, and/or warned could be included for data mining /tracking in the future. By creating a process to track traffic-related complaints by category and include the department's response, this information could also be useful in bringing closure to the calling party as a means to continue building trust as a responsive 21st century police agency.

EQUIPMENT

In 2015, SMPD acquired JAMAR Technologies traffic data collection equipment, including the Black Cat radar unit. During Meliora PSC's site visit the traffic officer was professional and



knowledgeable regarding the use, deployment, deployment history, and quality control use of JAMAR technology. The system is used and placed in a variety of locations such as high traffic collision locations or community traffic complaint locations. The compact movable system takes under 10 minutes to set up by attaching it on a street pole and left to acquire traffic data which is remotely sent to SMPD. During the site visit, Meliora PSC observed the traffic officer logged onto the system and showed a sample of an actual speed enforcement evaluator report. In addition to the traffic safety data, the system provides useful information and surveys for the Traffic Engineering Department. SMPD is complimented for using such a robust form of technology in an effort to be proactive in traffic enforcement, engineering, and safety.

TRAFFIC RECOMMENDATIONS

- Assign the traffic officer to attend an advanced traffic accident investigation course. (Recommendation #17)
- Assign the CSOs to attend training in basic traffic collision investigations. (Recommendation #18)
- Update Traffic policy § 501 to include contacting the California Highway Patrol to conduct fatal traffic accident investigations. (Recommendation #19)
- Collaborate with their CAD/RMS vendor to correct the traffic statistic discrepancy and/or give additional training to staff to ensure calls by officers and dispatchers are being entered consistently. (Recommendation #20)
- Establish a traffic complaint code in CAD exclusively for citizen traffic complaints tracking and management. (Recommendation #21)
- Develop a process and tracking log that builds upon the calls and/or emails requesting extra traffic monitoring and enforcement. (Recommendation #22)

Parking Enforcement

The City of Sierra Madre currently has a professional services agreement with Inter-Con Security Systems, Inc. (Inter-Con) for their parking enforcement needs. The contract services with Inter-Con expired June 30, 2024, and as of July 1, 2024, renews on a month-to-month basis. Inter-Con provides the personnel to perform the services for parking enforcement. Each employee hired to perform contract services for SMPD has been through a background screening, physical examination and drug screening by Inter-Con. The Department of Justice also mandates them to complete the California Law Enforcement Telecommunications System test bi-annually conducted by SMPD personnel. Per the contract, the Parking Enforcement Officer (PEO) schedule is Tuesday through Saturday from 11:00 a.m. to 4:00 p.m., five hours per day and 25 hours per week, for a total of 1,300 hours annually.

The billing rate for this position is \$32.10 per hour with an overtime rate of \$48.15 per hour. Inter-Con's services cannot exceed \$41,730.00 unless specifically approved in advance and in writing by the City. The actual compensation for the PEO position is \$17.75 per hour. Rate modifications, when they occur, are performed as equal pay and bill increases based on rate



markup. It is Inter-Con’s policy to follow local minimum wage changes as they occur. A review of parking citations issued by Inter-Con shows a decrease as reflected in Table 29 below.

TABLE 29: Inter-Con Parking Citations Issued, 2021-2023

2021	2022	2023
1,548	311	297

Source: Sierra Madre Police Department.

Regardless, the productivity level provided by Inter-Con Security Systems, Inc. should also be examined, as the number of citations written has decreased 81 percent over the last three years. In 2023, Inter-Con issued 1.14 citations a workday. In light of this, SMPD may consider applying the \$41,730.00 contract amount to a Community Services Officer (CSO) to assist with parking citations, non-injury traffic collision investigations and other duties as needed. Of note, the fully burdened hourly rate of \$17.75 per hour does not consider parking cite smartphone technology, radio, vehicle/bike, and camera.

EQUIPMENT

All equipment for the parking enforcement officers is provided by Inter-Con including the utilization of smartphone technology. These phones are installed with Inter-Con software that enables digital timekeeping, GPS tracking of security personnel, and virtual performance inspections offered by a 24/7 Security Operations Center located in Pasadena, CA. Inter-Con also provides a bicycle for the PEO. Currently, they utilize an electric bike. The PEO is issued a uniform that SMPD pays for that consists of a parking polo with City name, black pants, a jacket, parking safety vest, black leather belt, shoes, ball cap and an Inter-Con badge.

REVENUE

The following table is the parking citation counts for the City of Sierra Madre.

TABLE 30: City of Sierra Madre Parking Citation Totals, 2019-2023

Year	2019	2020	2021	2022	2023
Citations Issued	548	307	1741	1142	989
Closed Counts by Year (Paid, dismissed or voided)	448	151	988	807	568
Contested Cite Count	63	43	232	172	165

Source: Sierra Madre Police Department.

Meliora PSC reviewed the contract with Inter-Con Security Systems, Inc. and Phoenix Group. Any revenue made from parking citations issued by Inter-Con parking, parking citations issued by SMPD officers, and overnight parking permits is deposited in the City budget not the police department budget.



The City of Sierra Madre has relied on Inter-Con Security Systems, Inc. for their parking enforcement needs for several years. SMPD may benefit from transitioning to hiring a CSO or Cadet. By hiring a City employee to cite daily violators and manage parking enforcement, the City can maximize greater control over enforcement operations. This would also allow for the City to retain a larger share of the revenue generated from parking citations.

- *Cost savings:* While initial startup costs may be incurred for hiring and training new personnel the ongoing operational expenses may be lower than paying an external vendor.
- *Accountability/Oversight:* Direct oversight of parking enforcement by police personnel can allow for greater accountability and transparency in enforcement activities. City employed CSO's would be directly accountable to police department supervisors.
- *Flexibility:* Having a CSO or Cadet dedicated to SMPD offers greater flexibility in tailoring enforcement strategies to the City and the department, for example with parking at the "Trailhead" location. The CSO or Cadet could also assist with other patrol duties like abandoned vehicles, assisting with traffic control and/or traffic investigations, and assisting with perimeter control at police scenes.
- *Community Engagement:* The department has a vested interest in building positive relationships with residents, businesses, and visitors. The presence and visibility of City employees in the community can facilitate with communication, education, and outreach efforts related to parking regulations education which could foster greater compliance with parking regulations.
- *Civilian Career Ladder:* By having various CSO positions, professional staff is provided other opportunities to grow their professional experience and expertise.

Meliora PSC encourages SMPD to explore transitioning to an in-house CSO or Cadet as it offers numerous benefits for revenue generation, cost savings, accountability, flexibility, and community engagement. By hiring a dedicated City employee to manage parking enforcement activities, the City can maximize revenue retention, improve operational efficiency, and enhance public trust in enforcement practices. While the transition may require initial investments in hiring, training, and infrastructure, the long-term benefits may outweigh the costs, positioning the city for sustainable revenue generation.

PARKING ENFORCEMENT RECOMMENDATION

- Consideration should be given to bringing the parking enforcement responsibilities in-house and adding Community Services Officer positions to provide this service in addition to possibly assisting with traffic accident investigations and other duties as needed. (Recommendation #23)



DETECTIVES

The Detective Unit is organizationally placed within the Detectives Division, which is commanded by the Captain. Under the direction of the patrol day shift sergeant, the Detective Unit investigates all crimes that occur in the City of Sierra Madre. Policy § 200.2.3 states that the Detectives Division consists of the Investigative Bureau, Crime Analysis Unit, Property and Evidence Section, and Forensic Services. Factually the Investigations Bureau (referred to as Detectives) and the Property and Evidence Section are the only areas that are within the Detectives Division. Meliora PSC recommends Policy § 200.2.3 be amended to reflect which SMPD units, sections, bureaus exist. Additionally, Meliora PSC recommends SMPD’s patrol, traffic, and detectives be combined and renamed to Operations Section and this section be managed by a sergeant who reports to the Captain; see the Organizational Structure and Responsibility section of this report for further information.

Staffing

TABLE 31: Detective Staffing, FY 2022-23

FY 2022/23	Authorized	Actual	Vacant
Detective – Officer	1	1	0
Detective – Corporal	1	1	0
TRAP Detective – Corporal	1	1	0
TOTAL	3	3	0

Source: Sierra Madre Police Department.

For FY 2022-23, one detective (officer rank) staffed Detectives. Beginning April 2024, the detective unit increased by one; adding a detective, a police corporal. Detectives also have one part-time officer assigned to the unit. Detectives is supervised by the day shift sergeant, and in the new proposed organizational chart they would be supervised by the added sergeant.

Detectives are housed in one small office with two medium-sized desks and one small desk. There is one designated interview room that has audio and visual recording capabilities; however, the technology and interview room is outdated.

Additionally, there is one SMPD corporal assigned to the Taskforce for Regional Auto Theft Prevention (TRAP), which is a Los Angeles County multi-regional task force, see TRAP later in this section of the report. The TRAP detective is stationed off-site at the regional office.

DUTIES AND RESPONSIBILITIES

Detectives conduct criminal investigations for both misdemeanor and felony crimes. The responsibility of the detective is to respond to crime scenes, case follow-up, investigations,



presenting cases for prosecution and participating in court proceedings. Subpoena management is a function of Records.

SMPD Policy § 600.2 states, "It is the policy of the Sierra Madre Police Department to investigate crimes thoroughly and with due diligence, and to evaluate and prepare criminal cases for appropriate clearance or submission to a prosecutor." Detectives are to maintain close working relationships with other agencies - local, state and federal as well as the District Attorney's Office and other government entities.

The primary areas of responsibility of a detective include crimes against persons, financial and computer crimes, property crimes, and vehicle related crimes. The detectives concentrate on identifying, locating and apprehending criminals and fugitives, surveillance operations, authoring search warrants, serving warrants, extraditions, crime patterns and work to prevent future crimes to their community.

SMPD Policy § 318 states, "The purpose of this policy is to ensure that crime victims and witnesses receive appropriate assistance, that they are provided with information from government and private resources, and that the agency meets all related legal mandates." Further, that "The Sierra Madre Police Department is committed to providing guidance and assistance to the victims and witnesses of crime. The members of the Sierra Madre Police Department will show compassion and understanding for victims and witnesses and will make reasonable efforts to provide the support and information identified in this policy."

Policy § 318.3 Crime Victim Liaison states, "The Detective Sergeant shall serve as the crime victim liaison (2 CCR 649.36). The crime victim liaison will be the point of contact for individuals requiring further assistance or information from the Sierra Madre Police Department regarding benefits from crime victim resources. This person shall also be responsible for maintaining compliance with all legal mandates related to crime victims and/or witnesses."

SCHEDULE

Detectives work a 4/10 schedule, with reporting times varying from 7:00 a.m. to 5:00 p.m. One detective works Monday through Thursday, and the second detective works Tuesday through Friday. This allows for coverage during the five-day work week. Detectives may adjust their work schedule as necessary to facilitate investigative needs.

Detectives are on call for the evening hours and weekends. Typically, they are called in to handle high profile crimes such as sexual assaults, suspicious death investigations, and severe cases of child, elder abuse or domestic violence. If a homicide occurs, the on-call detective would be called in and work in coordination with the Los Angeles County Sheriff's Office whom SMPD has a mutual aid agreement with for cases of this nature.



STAFFING ANALYSIS

Accurate staffing is a key decision weighing on law enforcement leaders as they respond to their community's needs. This dilemma is not new but is more critical in today's current fiscal environment. Communities expect police departments to have sufficient staffing to respond to investigative calls for service adequately, efficiently, and to handle quality of life issues appropriately.

SMPD recently added an additional detective; Meliora PSC concurs with this and supports the decision to do so. Adding the additional detective gives both detectives time to devote to workable investigations while maintaining the goal of victim contact. SMPD also has a part-time officer assigned to detectives. Another benefit of having two detectives is for officer safety reasons; two detectives responding to conduct investigative follow-up including contacting potential suspects is advised. The part-time detective provides professional support by answering the detective phone calls, handles Missing Person's follow ups, and at times serves as the Crime Victim Liaison. This part-time officer could also assist with district attorney court runs.

SELECTION

When an opening in Detectives arises, SMPD's specialty assignment process takes place. See Specialty Assignment section of this report for further information on selection and rotation information.

TRAINING

All Detectives complete a formal training program upon assignment within the unit. Once assigned to the Investigations Division, a new detective must attend the required California P.O.S.T. Basic Investigations course. They also attend other training specific to their assignment to assist them in their expertise and capabilities such as Sexual Assault, Domestic Violence, Kids in Peril: Exploitation, Abuse and Death, Interview and Interrogation, Communication, Environmental crimes, Courtroom Testimony, Mental Health, and Computer Crimes.

There is no published Detective manual. Detective manuals prove to be extremely helpful to not only newer detectives, but those detectives who are faced with a situation they may never have handled before such as writing a search warrant on a specific crime. It also can be helpful to sergeants (and lieutenants) newly assigned to the section. Meliora PSC recommends creating a comprehensive Detective Manual.

INVESTIGATIONS

Detectives operate as one unit; it is not separated into sections such as investigations, special investigations nor adult crimes versus juvenile crimes. Adult and juvenile crime investigations can consist of both crimes against persons and property crimes. Detectives investigate crimes



such as sexual assaults regardless of victim or suspect's age, domestic violence, child abuse, sexual assault, missing persons, robberies, financial crimes, burglaries, thefts, vehicle related crimes, crimes committed by minors, juvenile delinquency, and Department of Children and Family Services (DCFS) referrals/cross-reports.

Detectives are responsible for investigating child abuse reports that are faxed to SMPD by DCFS 24 hours a day/7-days a week. At times, a report may be faxed into the police department on a Friday afternoon at 5:00 pm. When this occurs the on-duty patrol sergeant is responsible for checking these fax reports, triaging them and having dispatch create a call for service/history for them. The majority of these cases are not acute in nature; however, they still must be reviewed and triaged upon receipt to determine the urgency and assess if a patrol officer should be sent out to the victim's location as soon as possible. Most Electronic Suspected Child Abuse (ESCAR) reports are sent with a notation as to their priority level. When patrol directly manages these cases, they send the case and investigative follow-up to detectives. The ESCAR system is used to update cases on the reporting database, monitor and make appropriate disposition of cases, conduct audit of cases and make sure the cases are in compliance.

Detectives also have the responsibility of registering arson and sex offenders and conducting annual sex offender registration, compliance checks and updating California sex and arson registration databases. Sex registrations take about 20 minutes to one hour to complete. At the time of Meliora PSC's site visit, records show there are three sex registrants registered in the City of Sierra Madre.

Internet Crimes Against Children

The Internet Crimes Against Children (ICAC) taskforce has been in existence for 24 years in an effort to protect children. Over 5,000 Affiliated Law Enforcement and Prosecutorial Agencies participate in or assist with ICAC cases. As of 2021, approximately 90,000 individuals have been arrested by ICAC affiliated agencies. SMPD has been a member of ICAC since 2021.

SMPD has provided Sierra Madre community members with the following crimes against children prevention programs and training:

- Protect Our Youth Online Virtual Event (June 28, 2022)
- Prevention Sexting Tips for Parents and Youth (Publication)

ICAC management is as follows: use the ICAC system to assign cases, review cases using the ICAC assigned computer, conduct follow-up investigations using law enforcement databases, write search warrants if necessary and follow-up investigations on suspects and make arrests when warranted.



TABLE 32: ICAC Statistics, 2022-2023

ICAC	2022	2023
Cases	4	6
Arrests	2	0
Referral	1	4
No Further	1	1
No Crime	0	1

Source: Sierra Madre Police Department Annual Report.

Taskforce for Regional Auto Theft Prevention

The goal of the auto theft Investigations is to reduce the amount of vehicle theft, while increasing apprehension rates. The Taskforce for Regional Auto Theft Prevention (TRAP) is a Los Angeles County multi-regional task force that is funded by the state funded through DMV. The SMPD detective participant began in 2021 and has since participated. The SMPD detective is assigned to the San Gabriel Valley team, which consists of 10 team members from California Highway Patrol, El Monte PD, La Verne PD, Los Angeles County Sheriff’s Office, Pasadena PD, Pomona PD, San Gabriel PD, Sierra Madre PD, and West Covina PD.

TRAP’s Mission:

- Mission Reduction of auto theft and related crimes
- Field investigation training
- Additional investigative and suppression resources

The benefits of taskforce participation include but are not limited to:

- Los Angeles County support
- Advanced Training
- Exposure to surveillance, search warrants and complex investigations
- Helps build relationships with outside agencies
- Assists SMPD with their investigations
- Retention (more opportunities for personnel)

SMPD has provided Sierra Madre community members with the following auto theft prevention:

- 2021 – 2023 Catalytic Converter Operations
 - 76 Vehicles inscribed.
- Vehicle theft suppression operations.

SMPD is complimented for providing catalytic converter prevention operations. Catalytic converter thefts increased from 2021 to 2022, decreased from 2022 to 2023 and in 2024 are back on the rise nationwide. Thieves steal these items to profit from selling the precious metals contained within.



TABLE 33: TRAP Statistics, 2023

Cases Opened	Cases Cleared	Cases Closed	Cases Pending
78	44	22	12
Case Type			
GTA: 45	Credit Fraud/ID Theft: 18	Chop Shop: 8	Other: 7
Cases Cleared		Cases Closed	
44		22	
Arrests			
Total: 73	Felony: 63	Misdemeanor: 5	Bait Car: 5
Warrant Service			
Arrest Warrants: 6		Search Warrants: 39	
Filings Status			
Felony: 55	Misdemeanor: 1	DA Rejections: 8	Probation In Lieu Of: 1
Recoveries			
Total Vehicles:	1,218	Total Value:	\$19,367,138

Source: Sierra Madre Police Department.

Case Management

Case management is a critical element of a properly functioning Detective section. During Meliora PSC’s site visit we had the opportunity to look at their automated case management system. The detective is well versed in the system. Case management is a significant tool that detectives use to manage their investigative resources and functions, and supervisors to use to review and balance workload. SMPD is applauded for their use of the case management system.

SMPD’s current case assignment and management process is as follows:

- Initial police reports are prepared by patrol officers
- Report approved for content by patrol sergeant
- Case forwarded to Detectives as a complete investigation or for follow-up investigation.

Patrol typically takes the initial incident/crime report and handles the investigative part that is in the City. Detectives handle the investigative portions that are out of city such as collecting video, interviews of victims, witnesses, suspects that are out of city and search warrants. SMPD patrol officers are complimented for having an active role in the investigation of crimes. Often patrol officers author the initial report, evaluate the crime scene, dust for fingerprints, check for witnesses, and collect evidence. Those cases where they make an arrest, they are likely to interrogate the arrestee, write up the follow-up, book the person at the Pasadena Jail or County Jail system, and electronically send the case packet to Records. An electronic copy of the case



packet is also sent to detectives for final review and prior to being sent to the District Attorney's (DA's) Office. Every weekday morning, a patrol sergeant who serves as the detective sergeant (or his designee), reads cases with arrests waiting in the electronic queue and determines if the case is ready to be sent to the D.A.'s Office for filing.

The sergeant also reads all daily reports as well and determines which cases need attention from a detective. The sergeant will assign those cases needing attention to a detective. Cases are assigned by the sergeant based on case type, amount of loss, solvability factors, and detective case load. Cases not needing follow-up are complete and processed and/or filed accordingly.

Once a case is assigned to a detective, they are responsible for the investigation of the case to closure or inactivation (suspension) wherein they determine there are no workable leads. If follow-up is needed, the assigned detective takes the initiative to complete the task including authoring a supplemental report.

SMPD detectives provided Meliora PSC written protocols and procedures on their case management process. SMPD patrol sergeants and the detective sergeant as well as detectives, with supervisor oversight, have the ability to close investigative cases. Case management and clearance information is also a valuable tool for evaluating detective performance.

Misdemeanor and felony cases are handled by detectives and submitted into the Electronic Charge Evaluation Report (ECER) system and to court case filing.

Case audits are another key management and oversight feature in a well-run, fully operational Detective Unit. Audits, documentation, and resolution are critical components of proper investigative service delivery to the public as well as the victims of crimes.

Statistics on cases assigned to each detective, broken down by crime classification as well as statistics related to arrests, latent fingerprints lifted, DNA and biological evidence collected and submitted is information that could be obtained; however, it would take excessive staff time to complete as they would have to query the system by individual case. Table 34 below reflects the past five years of detective case data.



TABLE 34: Detective Case Status, 2019-2023

Case Status	2019	2020	2021	2022	2023	TOTAL
Active	0	0	0	1	30	31
Closed by Detective	392	403	586	498	306	2,185
Closed by Sergeant	145	106	70	128	75	524
Closed	50	19	26	23	17	135
Inactive	0	0	0	3	0	3
Court Filing *Pending Court	39	32	17	23*	21*	132
Court Rejected	15	15	1	0	0	31
TOTAL	641	575	700	676	449	3,041

Source: Sierra Madre Police Department.

TABLE 35: SMPD Filings (Includes Detectives, Patrol, Traffic), 2021 - 2023

Filing Rates	2021	2022	2023	Ratio
Cleared by Arrest	235	198	96	↓ 52%
Criminal Cases	470	660	561	↓ 15%
Felony Arrests	56	62	13	↓ 79%
Misdemeanor Arrests	348	136	83	↓ 39%
Case Rejected	129	55	56	↑ 2%

Source: Sierra Madre Police Department 2021-2023 Annual Reports.

TABLE 36: Cases, 2021 - 2022

Cases	2021	2022	Ratio
Detective Initiated Arrest	6	5	↓ 17%
Open/Pending Court	32	46	↑ 44%
Cases Filed	23	35	↑ 52%
Pending Filing	Unk.	46	N/A
Search Warrants	6	5	↓ 17%
Total Reported Cases	730	660	↓ 10%

Source: Sierra Madre Police Department 2021-2022 Annual Reports.

DETECTIVES RECOMMENDATIONS

- Amend Policy § 200.2.3 to reflect which units, sections, bureaus exist. (Recommendation #24)
- Combine and rename Patrol, traffic, and detectives to Operations Section; this section be managed by a sergeant who would report to the Captain. (Recommendation #25)
- Create a comprehensive Detective Manual. (Recommendation #26)



Crime Analysis

Crime analysis has several benefits such as aiding a police agency in deploying resources in a more effective manner, enhances public safety by identifying crime trends, and assists in creating crime prevention strategies. A crime analyst can be pivotal in compiling and reviewing data regarding crime and criminal activity.

SMPD does not have a formal Crime Analysis Unit. If crime information, statistics are needed for the department as a result of a public records request, or to write the department's annual report or to help identify crime trends, it is usually compiled by the Support Division Supervisor or by the Detective unit.

Meliora PSC recommends a newly added full-time Records employee be tasked with assisting with any crime analysis information when needed. This position could assist with preparing crime bulletins, assisting detectives in identifying crime trends, disseminating information to patrol regarding wanted persons or vehicles in a timely manner. The Records employee could also assist the social media team with announcements and/or update bulletins sent out to the community. It will be important to ensure the new employee receives appropriate training related to crime analysis.

CRIME ANALYSIS RECOMMENDATION

- Add one FTE Records position and assign Crime Analysis as an ancillary duty with proper training. (Recommendation #27)

Carry Concealed Weapons

STAFFING

The responsibility for processing Carry Concealed Weapons (CCW) permits is primarily completed by a Reserve Officer and overseen by a sergeant. As needed other personnel assist with CCW processing. The patrol/detective sergeant supervises the reserve officer. Meliora PSC recommends the CCW responsibility be done by a full or part-time employee rather than a volunteer reserve officer. This recommendation is not based on the reserve officers service, professionalism or commitment but rather because of human resources and volunteer management practices; for example: there is no CCW job description, no set training and no volunteer risk management process of identifying and migrating risk factors.

SCHEDULE

The CCW Reserve Officer does not have set hours in the sense he works a scheduled shift. Instead, the reserve officer tracks hours spent on processing applications.



CCW OVERVIEW AND PROCESS

The Reserve Officer comes into the office on average once a week to process applications and handle investigative and administrative work.

The SMPD website has a section specifically for Carry Concealed Weapon (CCW) Licensing. The website has information about the CCW process and what to expect regarding new applications and renewals, permit application update, authority, and requirements, how to apply for a CCW with steps included, document links, required training, and fee schedule.

Staff shared there are times where an applicant withdraws their application as they do not want to proceed with fingerprinting. If they proceed and submit their fingerprints via the Department of Justice (DOJ); print returns can take anywhere from 6-8 weeks to return from DOJ. If the fingerprints DO NOT return "clear" then the applicant is notified that they are denied their CCW application. If the fingerprints return "clear" then that applicant is moved to the processing file and a CCW background investigation is conducted.

The average time to complete one CCW investigation is about 2-3+ weeks (not including DOJ fingerprint returns), time varies depending on availability of information received and ability to contact the applicant.

New 2024 legislation, California Senate Bill 2 (SB2), requires more in-depth background checks. For example, CCW applicants are now required to submit three-character references and issuing agencies are required to interview the references as part of their investigative review.

To augment the awareness of CCW applicants regarding the impact of SB2, SMPD posted the following on their website Carry Concealed Weapon (CCW) Licensing section, it states, "As a result of new legislation that took effect on January 1, 2024, the Sierra Madre Police Department is in the process of reviewing and making changes to our CCW application process. Applicants are still welcome to submit a completed application, however, as a courtesy we want to inform you there may be delays in processing your application due to a recent court decision that impacts elements of the new legislation. Additionally, should you choose to complete the application currently in place, you may be required to provide additional documentation as part of the application process based on the new laws passed. Please continue to monitor this website for any additional updates." The posting of this information is consistent of a contemporary police agency's transparency.

It would be helpful to add a document on the SMPD's website outlining a summary of SB2; including a copy of Penal Code 26230, which contains a list of statewide places, properties, and conditions, where a CCW license will no longer permit one to carry a firearm.

Meliora PSC foresees that reference interviews will add extra time it takes to complete a CCW investigation. The SMPD is encouraged to track time spent on application processing to determine if added personnel are needed to process and investigate CCW applications.



SMPD follows and is aware of all current and new legislative mandates in processing, approving, and denying CCW applications, including the appeal process.

During Meliora PSC’s January 2024 site visit, we were able to meet with the CCW staff and observe how the in-house electronic tracking system works and see how CCW applications are tracked. The system appears to be sufficient given the limited number of applications Sierra Madre PD receives. Meliora PSC encourages SMPD to use a CCW electronic tracking system such as *Permitium* should their application numbers increase. An electronic system will aid in tracking and storing all data, records and reports for the CCW processing.

APPLICATIONS AND PERMITS

Prior to January 2023, SMPD deferred their CCW application and processing to the Los Angeles County Sheriff’s department, which is typical for an agency their size. From January 2023 forward SMPD receives and processes Sierra Madre CCW applications.

For the period between January 2023 to April 2024, a total of 19 CCW applications were submitted; 8 were delivered/approved and 11 are pending. As of January 27, 2024, there are a total of 14 CCW permit holders in the City of Sierra Madre including the 6 issued by LA County Sheriff’s prior to 2023 on behalf of Sierra Madre.

TABLE 37: Carry Concealed Weapon Applications, January 2023 – April 2024

Application Status	2023	2024
Withdrawn		
Delivered/Approved	8	
Pending	8	3
Approved (Pending Delivery)		
Denied		
Revoked		
Suspended (e.g. Moved out of State)		
Unknown / Expired		
# of Submitted Applications by Year	16	3

SOURCE: Sierra Madre Police Department as of April 2024.

CARRY CONCEALED WEAPONS (CCW) RECOMMENDATION

- Assign the CCW responsibility to a full or part-time employee. (Recommendation #28)



ADDITIONAL STAFFING

Part-Time Staff

Offering part-time work is an effective way to hire added staff while saving on benefit costs and afford an organization the opportunity to add or take away staff depending on needs. There are advantages and disadvantages to utilizing part-time staff.

Advantages:

- Flexibility to hire staff based on needs. Part-time staff help carry the workload while giving full-time employees an extra level of support.
- Cost effective solution, especially with high health care costs. Provides added staffing at a reasonable cost; allowing full-time staff to attend training or take time off.
- Ability to expand pool of full-time candidates.
- Bring in extensive amount of experience.
- Potential to increase employee retention by offering this option to full-time employees.

Disadvantages:

- Part-time employees may be less invested in your organization and may not have a connection to your organization or community.
- May not be consistently relied upon, as their primary job comes first.
- Lack of time “present” in your organization. Part-time workers are not around as much. Makes it difficult to ask questions about day-to-day operations and difficult for other employees to get to know them and work as a “team.”
- Workload differences may cause resentment among full-time staff.
- Part-time officers’ experience may not be imparted on full-time officers. There needs to be a plan and process in place for this to occur.

Meliora PSC encourages SMPD to capitalize on the advantages and manage the disadvantages. An example of managing disadvantages is part-time patrol officers do not take police reports but rather act as a “back-up” officer when responding to calls for service; this has the potential to cause resentment due to different workload expectations. Also, during the two-day site visit most of the part-time workers were not on duty and thus we were unable to meet with them in person. Examples are the part-time property and evidence staff and part-time patrol officers.

Part-time personnel information is mentioned throughout this report and include the following highlights:

- There are 14 SMPD part-time staff: 11 sworn and 3 professional staff.
- There is an opportunity to enhance fiscal management by SMPD doing more in-depth tracking of the use of part-time employees in order to help guide management decisions. See Fiscal Impact section for further information.



- Evaluations are recommended for part-time staff. See Evaluations section for further information.
- There is no procedure to evaluate the cost effectiveness of part-time vs. or in addition to full-time staff. See Fiscal Impact section for further information.
- The Property and Evidence staff should be a full-time position not a part-time position. See Property and Evidence section for further information.

Meliora PSC recommends SMPD further analyze the use of part-time staff.

- The workforce and work itself has significantly changed and continues to transform itself at a fast pace. Meliora PSC recommends SMPD reconsider having part-time patrol sworn staff perform the same duties as full-time patrol sworn, including jail transportation, vehicle impounds and taking police reports.
- Analyze and weigh the advantages of part-time use with the costs and outcomes. Track use of part-time costs and compare them with the cost and advantages of having full-time staff.

Meliora PSC suggests that there is a middle ground regarding patrol part-time staff use. For example, reduce the number of part-time officers and replace them with two full-time officers. Another example is to reduce or eliminate the number of part-time sergeant(s) and replace them with a full-time sergeant who could work a day shift schedule and manage Detectives, Traffic, Reserve Officers and jail services.

PART-TIME STAFF RECOMMENDATIONS

- Further analyze the use of part-time staff. (Recommendation #29)
- Reconsider assigning part-time patrol sworn staff to perform the same duties as full-time patrol sworn, including jail transportation, vehicle impounds and taking police reports.(Recommendation #30)

Reserve Officer Program

Police reserve officers serve as a function to assist sworn personnel and can do so in a number of ways. They can assist with patrol functions, special events, and detectives.

The State of California on Peace Officer Standards and Training state, “The California Reserve Peace Officer Program (RPOP) is composed of members of our society who choose to dedicate a portion of their time to community service by working as part-time employees or volunteers with law enforcement agencies. These officers work with full-time regular officers to provide law enforcement services at the city, county, district, and state levels. Approximately 600 law enforcement agencies currently employ nearly 6,200 reserve officers.”



The specific duties and responsibilities of reserve police officers often depend on their background, experience, and training. Reserve Officers may perform several common and specific law enforcement duties, including but not limited to:

- Uniformed patrol
- Investigations
- Search and rescue
- Special events
- Translators
- Computer specialists

The following lists the three levels for a California Reserve Police Officer:

- **Level III, Penal Code sections 830.6(a)(1) and 832.6(a)(3)**
They are to be supervised by a Level 1 Reserve officer or a full-time regular officer. Their duties may include office work, staffing public events, or prisoner transportation, the latter not requiring supervision.
- **Level II, Penal Code sections 830.6(a)(1) and 832.6(a)(2)**
Reserve officers perform general law enforcement assignments while under the supervision of a police officer who has completed a Regular Basic Course (police academy).
- **Level I, Penal Code sections 830.6(a)(1) and 832.6(a)(1)**
Reserve officers have graduated from a police academy and meet statutory training requirements. They may work alone and perform the same duties as full-time officers.

RESERVE OFFICER PROGRAM OVERVIEW

SMPD operates its Reserve Program under the umbrella of their Volunteer Program. SMPD Reserve Officers are considered unpaid volunteers. SMPD Policy § 342 – Volunteer Program states, “Volunteers are intended to supplement and support, rather than supplant, sworn officers and civilian personnel. Volunteers can be an important part of any organization and are proven to be a valuable asset to law enforcement agencies.” See the Volunteer Program section for further information.

Meliora PSC recommends SMPD amend the reserve policy so that it outlines bifurcating its Reserve Officer volunteer program from the volunteer program. While Meliora PSC is recommending that the volunteer program (see that section of this report) be supervised by a Community Relations Coordinator, SMPD should continue to have the Reserve Officer program be supervised by a sworn supervisor. The professional benefits of reserves being supervised by a sworn supervisor come in different forms; standardization, training and works in alignment with the organizational structure of police officer duties and training. Additionally, as mentioned earlier in the evaluation section of this report reserve officers should receive standard annual evaluations.



SMPD reserve officer job position description says, “The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Patrols a designated area of the city in a vehicle or occasionally on foot; enforces motor vehicle operation and parking regulations, the penal code and city ordinances; prevents commission of crimes; inspects, reports, and corrects conditions which may lead to crime or delinquency;
- Conducts complete traffic accidents, criminal, complaint and other investigations; writes reports on investigations; collects and preserves evidence; obtain witnesses; testifies in court;
- Apprehends crime suspects and/or makes arrests; performs jail booking procedures, including fingerprinting and photographing of prisoners;
- Gives first aid in medical emergencies;
- Mediates disputes;
- May be assigned to traffic regulation and safety education, or the general traffic safety program;
- Work minimum of 16 hours of service a month
- Attend a monthly meeting
- Work several mandatory events during the year.”

Police One magazine³ states, “Police agencies in the United States are largely based upon the model of Sir Robert Peel’s London-based Metropolitan Police and his nine principles of policing.” The principles of policing are mentioned a few times in this report. Police One further states, “Peel’s seventh principle focused on the importance for the police “to maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police.” So, the concept of a reserve program serves to ensure an understanding of the role of a police officer but also to bridge a police departments connection to its community.

The Reserve program is ideal for individuals who have an established career and do not wish to make a full transition to full-time police officer. Reserve officers can enjoy the best of both worlds, maintain their chosen career while helping to police their community. The Sierra Madre PD has eight Reserve Officer volunteers; see chart below for program numbers and typical duties and other information. SMPD provides its reserve officers with uniforms and equipment.

³ [Why police departments should hire reserve officers \(police1.com\)](http://www.police1.com)



TABLE 38: Reserve Officer Program Numbers and Typical Duties

Level of Reserve Officer	Level I	Level II	Level II
Number of	3	4	1
Duties	Primarily work Patrol or special assignment	Primarily work special assignment such as investigations, CCW permit processing	No Patrol duties; Special Events only in a traffic control capacity
Requirements	Must work 16 hours per month	No minimums	No minimums
Other	CCW privilege only when on duty if FTO program completed and in good standing.	CCW privilege only when on duty if FTO program completed and in good standing.	CCW on a case by case basis

Source: Sierra Madre Police Department.

RESERVE OFFICER SERVICE HOURS

SMPD’s reserve officer job description says, “work minimum of 16 hours of service a month.” Meliora PSC recommends SMPD require the same amount of volunteer hours for all reserve officer levels, not just Level I. For Level II officers, 16 hours could be broken down into two segments; one would be a mandatory 8 hours of patrol time so that they keep refreshed on field related law enforcement duties, and the second 8 hours doing desk related assignments. Level III reserves could serve their 16 hours of volunteer time doing desk related assignments or working special events.

Table 39 below shows the number of hours volunteered by each of the eight reserve officers.

TABLE 39: Reserve Officer Hours, May 2023 – April 2024

Reserves	Reserve Officer Level	Volunteer Hours	Monthly Average
1	Level I	604	50
2	Level I	31	2.6
3	Level I	25	2.1
4	Level II	495	41.2
5	Level II	339	28.2
6	Level II	162	13.5
7	Level II	0	0
8	Level III	88	7.3

Source: Sierra Madre Police Department.



Of the three Level I reserve officers, two do not meet the minimum requirement of 16 hours of volunteer service per month. The sergeant responsible for the reserve officer program should ensure all reserve officers are meeting the program requirements.

TRAINING AND SUPERVISION

SMPD utilizes the same field training program for Level I and II reserve officers as they do for full-time officers. They do not have a formal training program for Level III officers. SMPD is currently working on developing one to mirror on an appropriate scale the field training officer program and use of FTO manual. Meliora PSC encourages SMPD to complete the development of a field training program for Level III officers. All SMPD reserve officers are POST compliant.

The reserve officer program is supervised by a patrol sergeant, this is one of several ancillary duties for the sergeant. The reserve officers meet once a month as a group with the exception of summer and holidays. Their agenda consists of in house training to include Lexipol policy. Meliora PSC recommends reserve meeting agendas be retained, and when training is presented that information be forwarded to the training manager and included in the reserve officers personnel training file.

RESERVE OFFICER PROGRAM RECOMMENDATIONS

- Amend the Reserve Officer Policy so it identifies bifurcating the reserve program from its volunteer program. (Recommendation #31)
- Require the same amount of volunteer hours for all reserve officer levels and ensure reserve requirements are being met by all reserve officers. (Recommendation #32)
- Retain Reserve meeting agendas and forward to the training manager when training is provided. (Recommendation #33)

REGIONAL PARTNERSHIPS

Foothill Air Support Team

The SMPD continues its 20+ year partnership with the Pasadena Police Department in providing air support for the City of Sierra Madre. SMPD participates, along with eleven other cities, in the Foothill Air Support Team (F.A.S.T) program.

The Foothill Air Support Team was developed in 1999 after several local cities expressed an interest in airborne law enforcement. These agencies chose to form a joint helicopter patrol operation that could enhance their ability to deter criminal activity and apprehend offenders.

Currently, the FAST program partners with the cities of Alhambra, Arcadia, Covina, Glendora, Irwindale, Monrovia, Pasadena, San Marino, Sierra Madre, South Pasadena, and Pomona. To



participate in this partnership, each agency has agreed to provide a qualified and motivated police officer to perform the role of Tactical Flight Officer (TFO). SMPD does not currently have a TFO participating in the program.

The benefits of SMPD being a member agency of the FAST MOU are: receive regional air support services, access to technology such as FLIR (Forward Looking Infrared) night vision, enhance public safety in the city, provide mentorship to department personnel who are TFOs, and aid in retention of personnel in that it gives department members more opportunities to be part of a specialized team.

The TFO monitors police radios within the FAST cities and makes the decision whether to respond with the police helicopter. When it is determined that an airborne response would prove beneficial, the air crew will respond and provide an aerial platform for the ground units to utilize. This platform provides a tremendous level of intelligence, direction, and coordination to the officers on the ground. When not responding to calls for service, the air crew will monitor problem locations as well as critical infrastructure locations.

FAST helicopters are equipped with a Forward Looking Infrared (FLIR) camera that allows the TFO to search for suspects under the cover of darkness from a safer standpoint and find discarded evidence that would otherwise remain invisible. The FAST helicopters are also equipped with a Video Downlink System. This system provides real-time video for display at a command center, mobile units or a video management system. This valuable tool provides those on the ground a clear picture of what is being captured from the air unit.

FAST MOU

There is a memorandum of understanding between the Joint Powers Authority for Police Helicopter Services known as the Foothill Air Support Team (FAST) and the City of Sierra Madre. The MOU says from and after the effective date of July 1, 2015, the City of Sierra Madre approves and accepts the agreement, Sierra Madre and FAST shall comply with all the terms and requirements of the agreement. The last MOU was signed into effect June 16, 2015, by the Chief in place at the time and should have been updated when a new Sierra Madre PD Chief was appointed. Meliora PSC recommends SMPD ensure that this MOU is brought up-to-date to reduce any possibility of uncertainty between the involved parties. When the MOU is brought up-to-date this may also include a budgetary item to receive regional air support services as SMPD does not currently have a TFO assigned to FAST. They are however attending FAST meetings and the annual Chiefs and Captain meeting.

SELECTION

FAST staffing is comprised of officers from participating departments. Observers are solicited from all participating agencies. The selection process for FAST is outlined in the Specialty Assignment section of this report.



Tactical Flight Officers (TFOs) are required to serve a three-year term which can be considered a large commitment. Additionally, obtaining TFO certification is no easy task and candidates have been known to fail the process.

TRAINING

FAST provides observer training for officers from participating departments. The MOU states, "This training consists of 16 hours of classroom sessions and three shifts of airborne training. The participating departments will set their own criteria for participants in the training and make the personnel available for training. At the conclusion of the training program the participating departments will select their personnel for assignment to the regional program." Following training the new TFO works alongside a Pasadena Pilot to serve the FAST cities.

SCHEDULE

Each member cities supplies a police officer (observer/TFO) on a rotational basis, as to ensure all participating cities are receiving equal patrol time for each member city. Partnering agencies agree to allow their agencies designated TFO work twice a month for a 7-hour shift.

FOOTHILL AIR SUPPORT TEAM RECOMMENDATION

- Ensure all regional partnership MOUs are brought up-to-date to reduce any possibility of uncertainty between the involved parties. (Recommendation #34)

Crisis Response Unit

Crisis Response Units (CRUs) were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of patrol officers appear necessary. SMPD's CRU consists of the Special Response Unit (SRT) and Crisis Negotiation Team (CNT). SMPD is a member of a regional SRT known as Foothill Special Enforcement Team (FSET) to address specialized tactical responses and CNT to focus on skilled communications to de-escalate and assist in surrenders and/or peaceful resolutions.

FOOTHILL SPECIAL ENFORCEMENT TEAM

Though the potential for violent encounters is a part of everyday policing, from time-to-time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. FSET was founded in 2004. FSET responds to incidents such as hostage situations, barricade subjects,



active shooter situations, high-risk apprehensions, high-risk warrant service, and special assignments.

SMPD became a member of FSET in April 2023. SMPD Crisis Response Unit (CRU) is comprised of five members. Three FSET operators, one tactical dispatcher, and one Crisis Negotiator. As is common with other agencies, members of the team serve on CRU in a collateral role to their primary duty assignment, be that Patrol, Detectives or Dispatch.

The benefits of SMPD being a member of FSET are: receive LA County regional assistance, provide for greater safety to the community, provide advanced tactical training to SMPD personnel, aid in minimizing high-risk search warrants, provide mentorship to department personnel, and aid in retention of personnel in that it gives department members more opportunities to be part of a specialized team.

The California Attorney General's Commission on Special Weapons and Tactics Report (2002) defines SWAT teams, standards, levels of capability, and training requirements. Penal Code § 13514.1 requires SRT to comply with the Attorney General's report. The report identifies three levels of teams. Levels I and II are generally part-time teams staffed by personnel from various assignments and who serve on such teams as a collateral duty to their regular assignment. Such teams, though highly skilled, are often not trained or equipped for the most complex of situations. Guidelines call for Level I and II teams to train approximately 5 percent of their available time. Level III teams are full-time teams, generally only found in the largest of agencies, and require more training than that of Level I and II teams. Such teams are to train approximately 25 percent of their available time.

SMPD is absent a dedicated policy regarding their department's crisis response operating procedures. Crisis Response Unit (CRU) is mentioned in different areas of the policy manual such as the hostage and barricaded incidents policy and operations planning and deconfliction policy. Meliora PSC recommends SMPD develop a Crisis Response Unit policy and standard operating procedures (SOP) for the Crisis Response Unit to include SRT/FSET and CNT, and ensure it aligns with the Attorney General's report and penal code. Lexipol, the National Tactical Officers Association (NTOA), and the California Association of Tactical Officers (CATO) are excellent resources.



FSET MOU

The FSET memorandum of understanding intent of participating agencies is to pool certain resources whenever personnel, facilities, and equipment are available and create a regional response team. FSET is governed by the Chiefs of Police of the member police departments. Member agencies consist of the cities of Glendora, La Verne, Claremont, Monrovia, and Sierra Madre Police Departments.

SMPD provided an MOU that was not dated or signed and had a prior Sierra Madre Police Chiefs name on the agreement line. The MOU should be updated each time a new SMPD Chief is appointed. Mentioned previously, that SMPD ensure that all MOU's are brought up-to-date to reduce any possibility of uncertainty between the involved parties.

Schedule

The MOU states, "The agreement is completely voluntary in nature and places none of the jurisdictions under any obligation to respond to a request for the Foothill Special Enforcement Team that is unwilling or unable to honor. However, every reasonable effort based in part upon availability of funding, workforce and equipment will be made to accommodate all requests for service."

Selection

Qualifications and selection to this team are determined by individual departments. SMPD's selection process for FSET is outlined in the Specialty Assignment section of this report. Meliora PSC recommends the below items be outlined in the dimensions for specialty assignment selection process take place specifically for FSET operators:

- Interview, by both SMPD and FSET, evaluating recognized competence and ability as documented in performance evaluations, demonstrated good judgment and the critical role of SRT, specific skills, training, or appropriate education pertaining to the assignment, and commitment to the unit including unusual working hours, condition, and training obligations.
- Physical agility regarding SRT-related duties completed by FSET
- Firearms qualification completed by FSET
- Sergeant evaluation by SMPD regarding field tactical skills, teamwork, ability to work under stress, communication skills, judgment, and any specific skills that could benefit the team.

The MOU states that officers assigned to FSET shall have a minimum of two years' experience as a full-time police officer and that new members must attend and pass a basic SRT course, see training section below.

Members can remain on the team indefinitely as long as they are in good standing within the department and can pass the annual physical agility test and quarterly firearms qualifications.



Team members do not receive extra compensation for being on the team other than being paid overtime for training and activations if they are not on duty at the time of a call out.

Training

The MOU states that member agencies further agree that participating agencies will attend scheduled monthly training in accordance with POST, new personnel will attend a basic SRT course within one year of appointment, tactical officers shall maintain minimum levels of physical fitness and satisfactorily complete fitness tests and tactical officers shall be proficient with their firearms and pass all firearms tests.

All SMPD members of SRT have attended the basic SWAT Operator's course. SMPD's team leader (sergeant) has not attended the SWAT team leader course or the basic and advanced SWAT Commander course. Much of this has to do with the fact that this lead position is normally a lieutenant rank and it also has to do with staffing and scheduling. SMPD's highest ranking staff member on FSET is a sergeant. Meliora PSC encourages SMPD to at minimum send the sergeant to the SWAT team leader course.

FSET affords the opportunity for team members to receive the following training:

- Range, both day and night shooting qualifications
- Arrest and Control/Liability
- Drone technology use
- Tactical emergency medical support rescue
- Tabletop exercises
- Distraction devices
- Chemical agents

As previously mentioned, the California Association of Tactical Officers (CATO) and the National Tactical Officers Association (NTOA) are excellent resources for training and guidelines for best practices. Both of these organizations are dedicated to improving tactics and safety through education, peer contacts, and the sharing of tactical information. Both also provide training for members through an annual conference and ongoing tactical training classes such as:

- Chemical agent instructor course.
- SWAT team leader course.
- SWAT commander basic and advanced.
- CATO Training Conference.
- Ballistic Shield Operator Course.
- Long rifle basic, intermediate, and advanced courses.
- Noise Flash Diversionary Device Instructor course.
- Less lethal Instructor course.
- Low light instructor course.
- Armored vehicle operator's course.



SMPD staff indicated that not all SRT personnel are association members of either CATO or NTOA, although some have been previously. Meliora PSC recommends SMPD obtain membership for SRT members to join CATO and/or NTOA. By dividing the memberships between the two organizations, local and national information could be brought back to the team.

Team Management

Per the FSET MOU each participating FSET member agency shall provide one police lieutenant to be assigned to FSET if their staffing levels permit. Each lieutenant shall act as a liaison for their respective agency and shall assist with team management and supervision. SMPD does not have a lieutenant rank so one is not provided. Adding a lieutenant to oversee the operations section, a Meliora PSC already stated recommendation, falls in line with having a lieutenant assigned to FSET. Earlier in this report strategic foresight was detailed; having a succession plan which includes a lieutenant will better serve SMPD as they will have a management person that is better trained by being directly involved in a team like this and well equipped to handle a critical call in the city. SMPD’s Captain attends the quarterly Captains’ meetings.

FSET Deployments

Per the MOU, FSET will respond to critical incidents at the request of the on duty watch commander or higher authority of the jurisdiction affected by the incident.

The following table shows the number of SRT deployments for 2023. The relatively sparse number of deployments does not justify a full-time operation; FSET team membership is appropriately positioned as a collateral duty assignment for SMPD.

TABLE 40: SRT Deployments, 2023

	2023
Pre-planned SRT events (e.g. Warrant Service)	5
Critical Incident/Call-Out	5
Special Event	0
Total Activations	10

Source: Sierra Madre Police Department.

FOOTHILL SPECIAL ENFORCEMENT TEAM RECOMMENDATIONS

- Develop a Crisis Response Unit policy and standard operating procedures (SOP) for CRU and ensure it aligns with the Attorney General’s report and penal code. (Recommendation #35)



- Outline FSET operator dimensions in the specialty assignment selection process. (Recommendation #36)
- Obtain membership for CRU members to join California Association of Tactical Officers (CATO) and the National Tactical Officers Association (NTOA). (Recommendation #37)

CRISIS NEGOTIATION TEAM

Crisis negotiators have been a crucial element of police SWAT teams since the early 1970's. Crisis negotiators were established to provide skilled verbal communicators that can be utilized to attempt de-escalation and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or show suicidal intent. The deployment of these negotiators can have favorable results when situations are de-escalated and resolved peacefully. As noted in the Crisis Response Unit portion of this report, SMPD is a member of the FSET. There is one Crisis Negotiator and one Tactical Dispatcher representing SMPD on the team.

A Crisis Negotiator is trained to use dialogue in an attempt to de-escalate and effect a safe surrender. In some critical situations where a suspect(s) has taken hostages, barricaded themselves, or have suicidal tendencies a crisis negotiator must establish contact with the subject(s), identify their demands and most importantly work to resolve tense, often volatile standoffs without loss of life.

Selection

The Crisis Negotiator needs to possess the ability to demonstrate good judgment and understanding of the critical role of negotiator. They must have effective communication skills to ensure success as a negotiator, special skills, training, or appropriate education as it pertains to the assignment and commitment to the team.

The following requirements are considered when selecting a candidate for Crisis Negotiator:

- Two years of relevant experience is *preferred*.
- Possession of or ability to obtain any certification required by POST or law.
- Exceptional skills, experience, or abilities related to the special assignment.

The selection process for the Crisis Negotiator includes supervisor recommendations, a Captain interview, the Captain will then submit his/her recommendations to the Chief. The Chief will then decide whether or not to appoint an employee to the assignment. SMPD's Crisis Negotiator position is a collateral duty. The crisis negotiator is paid overtime for their CNT time when not on duty, such as training and activation call outs.

Training

The candidate selected as the Crisis Negotiator for SMPD attends the Basic Negotiators Course as approved by the Commission on Peace Officer Standards and Training (POST). CNT/Crisis Negotiators attend 1-2 FSET group training sessions per year. CNT/Crisis negotiators also train



together separately from FSET about 2 times a year. The California Association for Hostage Negotiators (CAHN) also provides relevant training at their annual conference; however, Meliora PSC learned that due to department staffing and budget constraints the Crisis Negotiator has not attended. Meliora PSC recommends the Crisis Negotiator attend the annual conference along with attending the POST Advanced CNT and POST domestic violence courses. Meliora PSC recommends SMPD obtain membership for the Crisis Negotiator to join CAHN which will allow for the negotiator to attend regional training conducted in the area for free. It also allows for timely notification of other CAHN sponsored events, invitation to their annual conference, opportunities to meet and network with other hostage negotiators, meet equipment vendors, and evaluate the latest technology suitable for SMPD.

Details on CNT deployments are covered in the FSET portion of this report. Last year the Crisis Negotiator was deployed 5 times. Meliora PSC recommends SMPD establish a process to track deployments, which can be used to conduct training and address any resource issues that may also be needed.

Tactical Dispatcher

Tactical Dispatchers respond directly to the staging area or command post of a critical incident call out. They handle all vital communications, organization, information, and data to maintain officer and public safety while there is an in progress critical incident. Tactical Dispatchers are becoming a necessity in the first responder world.

SMPD has one tactical dispatcher assigned to their crisis response unit, SRT/FSET team. SMPD has one tactical dispatcher that is qualified to respond to call outs with the CRU team. The tactical dispatcher responded to 5 callouts in 2023 and 1 callout thus far for 2024.

CRISIS NEGOTIATION TEAM RECOMMENDATIONS

- Assign the Crisis Negotiator to attend annual training and POST's Advanced CNT and domestic violence courses. (Recommendation #38)
- Obtain membership to California Association of Hostage Negotiators. (Recommendation #39)
- Develop a process to track all crisis response unit deployments. (Recommendation #40)



Jail

SMPD does not currently use their Temporary Holding Jail Facility. As defined by Title 15 of the California Code of Regulations (CCR), a “Temporary Holding facility” means a local detention facility constructed after January 1, 1978, used for the confinement of persons for 24 hours or less pending release, transfer to another facility, or appearance in court.⁴

Currently, SMPD contracts with Pasadena Police Department and is billed monthly for all bookings that processed within that billing month. Ideally it would be more convenient if SMPD could use their own jail facility; however, this can be financially unfeasible due to the following reasons:

- Jails require significant ongoing expenses for staffing, maintenance, utilities, and security regardless of the number of inmates.
- Operating a jail facility with a reduced capacity means that the above fixed costs could be a strain on the fiscal budget.
- Initial set-up costs including renovations, equipment purchases, and hiring/training staff may not be justified by the small number of arrests.
- Monies might be better allocated to community-based programs.

The following table reflects the arrest totals by SMPD in the past four years and booked at Pasadena Police Department.

TABLE 41: SMPD Arrests by Year, 2020-2023

Year	2020	2021	2022	2023
Felonies	19	19	23	9
Misdemeanors	40	47	24	25
TOTAL	59	66	47	34
Average per Month	4.9	5.5	3.9	2.8

Source: Sierra Madre Police Department.

Meliora PSC recommends that SMPD continue to utilize Pasadena Police Department as their booking location as it is more cost effective.

JAIL RECOMMENDATION

- Continue booking prisoners at Pasadena Police Department as it is more cost effective. (Recommendation #41)

⁴ <https://www.bscc.ca.gov/wp-content/uploads/Attachment-C-Title-15.pdf>



ADMINISTRATION



1.99		4,57
946.18		3,5
3,110.91		7,
3,630.90	8,398.91	8,7
7,890.83	3,890.00	1,85
8,557.97	1,881.93	3,900
9,738.95	811.46	6,308.7
7,093.09	8,437.04	8,887.93
879.93	955.48	600.28
3,989.08	1,890.99	1,338.99
9,279.03	6,441.38	5,073.06
3,909.88	3,881.03	3,890.31
772.21	3,470.37	9,268.13
	2,430.18	
	6,940.82	



SMPD Administration is the operation and control of the police department including making operational decisions, management of personnel, budget management and development and distribution of policies and procedures.

The Structure and Responsibility section mentioned earlier in the report addresses the recommended re-organization of the department into three divisions. In the suggested re-organization, the Captain would maintain responsibility for Administration: Finance/Budget and Personnel: evaluations, workers compensation and promotions.

Finance

SMPD does not have a formal Fiscal Services Unit, this responsibility rests with the Chief and Captain, with the Captain being responsible for managing all budget, financial administration, and reporting, grant and contract administration.

The City operates on a Zero-Based Budgeting (ZBB) method. ZBB is a method of budgeting in which all expenses must be justified for each new fiscal period. The process of zero-based budgeting starts from a “zero base,” and every function within an organization is analyzed for its needs and costs. The City adopts an annual budget.

FINANCIAL MANAGEMENT

Financial information is managed by the Captain and there are budget records for the police department. Budgets are built around what is needed for the upcoming period, regardless of whether each budget is higher or lower than the previous one. The work is done collaboratively with the City’s Finance Department. The record keeping appears to be up-to-date, accurate, and responsibly managed.

The police department section in the City Budget Book Final 23-24 states, “During the 2022-2023 fiscal year, the Sierra Madre Police Department (SMPD) faced many challenges and changes throughout the year. The Department saw several positions filled during the year; we hired a full-time and part-time dispatcher and backfilled several officer positions. The Department hired a police recruit who attended and graduated from the police academy in January of 2023. In addition, the Department increased its community outreach efforts and continued to keep crime rates down.”

There is an opportunity for the police department to enhance their fiscal management by tracking more in-depth data on the use of part-time employees in a way that can be utilized to help guide staffing and operational management decisions. SMPD is aware there are annual hour restrictions for Cal PERS retirees that are different from part-time employees who retired from other pension systems.

Meliora PSC recommends SMPD record and track part-time use cost by classification/use type as well as overtime costs. Classification means by job position to include professional staff and



use type means where the employee worked: for example, patrol day shift, patrol night shift, records, detectives, property and evidence, or dispatch. This can be compared to staffing data to determine if there is a need to add more full-time staff versus only using part-time staff. Refer to the part-time and overtime sections for further information.

Having data available to analyze trends in personnel costs including overtime use can also aid management decisions about shift hours and planned training days. Unexpected peaks in the use of part-time employees and overtime can be a red flag of an operational decision that has unintended consequences for staffing. Some agencies project a 12-month trend line of expected overtime expenditures for each section or cost center.

BUDGET PLANNING

The Captain also manages the budget planning process for SMPD. Although each year's budget process includes specific steps in the development of the current year's figures, the budget process also addresses the city's priorities, strategic and operational goals while at the same time incorporating the police departments mission, values, and vision.

Budget planning provides the Chief and Captain with an opportunity to engage their staff at every level of the organization and demonstrate how to prioritize organizational values within budget constraints. It is clear to Meliora PSC that Sierra Madre PD command staff maximizes this opportunity. The Finance Department issues clear and extensive budget process directions for all city departments. Predictable timelines are established well in advance, giving SMPD leadership the opportunity to not only be strategic when building a budget plan but to include their staff in the process as well.

The role of all police employees involved in the budget process is most critical in the initial stages of planning. The Captain keeps internal staff, specifically, the supervisors apprised of the process. The Captain seeks input from the sergeants and supervisor about the needs of the department. Information such as uniform and equipment needs are considered and used for the development of the PD budget. During Meliora PSC's site visit it was clear that SMPD staff maintain a feeling of ownership at all levels and are aware of the budget as well as budget limitations for a City their size. It is commendable that SMPD staff understand needs versus wants.

FINANCE RECOMMENDATION

- Record and track part-time use cost by classification/use type as well as overtime costs. (Recommendation #42)



Personnel Management

PERFORMANCE EVALUATIONS

SMPD Policy § 1001 – Evaluation of Employees addresses the performance evaluation system, “The Department’s employee performance evaluation system is designed to record work performance for both the Department and the employee, providing recognition for good work and developing a guide for improvement.” The policy further states, “The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.”

Sierra Madre PD staff shared that an employee performance evaluation shall be completed once each year by the employee's immediate supervisor on the anniversary of the employee’s date of hire except for employees who have been promoted in which case an Employee Performance Evaluation shall be completed on the anniversary of the employee’s date of last promotion.

Meliora PSC reviewed the steps SMPD supervisors use in evaluation preparation and processing and found them to be thorough and appropriate. SMPD is to be complimented for the evaluation steps and format of their Performance Report document, which outlines overall rating definitions and identifies job functions by category and specific points that should be considered in the determination for the rating. Job functions are broken down into the following five categories: Customer Service & Public Relations, Tactical Performance, Teamwork & Internal Relations, Work Habits, and Reports/Written Work. One may think that tactical performance is geared toward sworn staff; however, SMPD did a respectable job in adding specific points in this section that make this job function applicable to professional staff.

Meliora PSC encourages SMPD to consider stating the below information on the evaluation form itself to assist in ensuring all supervisors are following the same process:

- The purpose of a performance review and reports.
- The process for evaluations.

SMPD is also complimented in that the Captain provides feedback to the supervisor on the quality of the ratings given as part of the evaluation process. This aspect helps not only ensure fairness in evaluations as well as provide mentorship and guidance to supervisors in evaluation documentation.

A review of randomly chosen SMPD evaluations took place during Meliora PSC’s February 2024 site visit; evaluations appeared to follow the evaluation process and quality of ratings appeared to be on par.



Policy § 1001.3.1 states that evaluations are addressed for reserves in the Reserve Officer Policy § 326. Meliora PSC found SMPD's Reserve Officer Policy section §326.5.6 to cover reserve officer evaluations.

Meliora PSC asked for a description of the evaluation process for part-time employees both sworn and professional staff. SMPD advised that they do not complete evaluations for part-time employees. Meliora PSC recommends SMPD begin completing annual evaluations on all part-time employees, using the same process as full-time employees.

Meliora PSC found that the evaluation policy included § 1001.3 Evaluation Process, that "all sworn and civilian supervisory personnel shall attend an approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisory appointment." We confirmed all supervisors have attended this type of supervisory course.

SMPD manages and tracks deadlines for evaluations via an excel spreadsheet. They are in the process of acquiring LEFTA Systems' SHIELD Suite; a software application that addresses various high-liability areas and events within policing. SMPD will be utilizing this system to systematically track evaluations, due dates, and completion of evaluations. SMPD is to be commended for moving forward with this important management software that will improve the organization's efficiencies.

As of April 2024, our review of SMPD's completed evaluations found two past due evaluations in 2024 and no overdue evaluations for 2023, indicative of the agency placing a priority on timely employee feedback.

If an employee is out on leave, typically their evaluation will be given to them upon return to work. Exceptions are when an employee is due for a salary (step) increase in which case SMPD makes every effort to administer the evaluation to an employee. For purposes of tracking, evaluations are considered pending and not past due if SMPD is unable to administer the evaluation to an employee who is out on leave.

WORKERS COMPENSATION

Worker's Compensation claims are a factor in policing due to the hazardous nature of police work. Managing other injuries and medical conditions is also critically important due to the level of physical and mental acuity necessary to safely perform many of the jobs in the police department. Because absences due to both on and off-duty injuries contribute to significant staffing issues, both should be managed and monitored in concert.

The City of Sierra Madre workers compensation is managed by the City's Human Resources Department not the police department. The police department assists the city and police employees acting as a conduit and liaison, as necessary.

The City of Sierra Madre Personnel Rules and Regulations, Section 10 – Workers' Compensation says, " All injuries sustained in the course of employment shall be reported as soon as



practicable to the supervisor, who shall in turn promptly report the same to the Human Resources Department. The supervisor and Human Resources Department shall authorize medical treatment for the employee at one of the City's approved medical clinics. In the event the employee is physically incapacitated in such a manner as to prevent submission of a report, the supervisor shall complete and forward the required reports to the Personnel Officer within twelve (12) hours following the injury."

At the time of Meliora's site visit SMPD had one employee off on workers compensation and one employee on FMLA. SMPD ensures that if an employee is off due to workers compensation or FMLA, it is coded as such on their timesheet so that the city can appropriately track the data.

SMPD has policies and procedures in place to guide management of all types of injury and illness absences including:

- Policy § 406 – Hazardous Material Response.
- Policy § 705 – Personal Protective Equipment.
- Policy § 1007 – Sick Leave.
- Policy § 1008 – Communicable Diseases.
- Policy § 1016 – Fitness for Duty.
- Policy § 1022 – Occupational Disease and Work-Related Injury Reporting.
- Policy § 1028 – Temporary Modified-Duty Assignment.
- City of Sierra Madre Personnel Rules and Regulations, Section 10 – Workers' Compensation.

SPECIALTY ASSIGNMENTS AND PROMOTIONS

SMPD Policy § 1002 addresses specialty assignments and promotions. The policy says, "The Sierra Madre Police Department determines assignments and promotions in a nondiscriminatory manner based upon job-related factors and candidate skills and qualifications. Assignments and promotions are made by the Chief of Police."

The policy outlines special assignment positions, general requirements for specialty positions, evaluation criteria including listing desired traits by name for special assignment, and selection process for special assignments. The policy should also contain general requirements including traits such as leadership, decision-making, integrity, initiative; desirable qualifications such as time at the department along with knowledge, skills and abilities; and a defined selection process that also includes an interview process.

The process to be considered for a special assignment is as follows:

- Submit a memo of interest which should include the employees' interests and qualifications.
- Depending on the position, there may or may not be an interview.
- SMPD reviews the employees' qualifications and performance.
- The Chief and Captain discuss all pertinent information; the Chief then selects.



Meliora PSC recommends an interview and an annual evaluation review be conducted for all specialty positions. This ensures the process is consistent, better evaluates the candidate's work experience, assesses the employee's hard and soft skills and assists with professional growth.

The rotation of employees through special assignments is currently outlined in employee MOU's versus in the department policy. Meliora PSC recommends SMPD transition the specialty assignment rotation verbiage out of the MOU and into the department policy. This is especially important for smaller, patrol-centric agencies that do not offer more assignments as a means to retain officers. Due to the potential change in working conditions, SMPD and the Sierra Madre Police Association would need to meet and confer on this item.

Further, Meliora PSC recommends the policy include verbiage regarding mandatory rotation, with a specific number of years outlined in the policy. This procedure would aid SMPD in managing the organization by returning experienced personnel to patrol and providing opportunity for professional growth to personnel seeking special assignments. The number of years should be examined by SMPD to identify a number for each special assignment that is conducive to operations, historical knowledge, and expertise. Considering the personnel size of SMPD, Meliora PSC suggests the department have personnel in a specialty assignment for up to three years but no more than four years. More than three years in an assignment would limit the specialty assignment for others and not provide an opportunity for professional growth to a larger number of personnel.

For promotional requirements, the policy states that this information is available at the City's Department of Human Resources; this is typical for smaller size agencies.

Meliora PSC also reviewed job descriptions/job flyers for various police department positions. The document is broken down in the following categories: General Purpose, Classification Characteristics, Essential Functions, Qualification Guidelines, Physical and Mental Demands, Work Environment, etc. Candidates are ranked by score on their written and oral interviews.

An electronic personnel tracking system would provide SMPD with an efficient way to document all transfers throughout the department. Currently, all personnel promotions, moves to different assignments are kept in an employee's individual personnel file. For instance, should the department want to know where an employee has worked or who has worked on a particular assignment or desk they would have to go through an individual's personnel file or all personnel files to get the answer. Meliora PSC recommends SMPD utilize the LEFTA system, if possible, to electronically track all employees, their assignments, promotions, and other pertinent personnel data with viewing privileges limited to authorized personnel; thus, being able to quickly and efficiently query a system versus manually checking personnel files.



STRATEGIC FORESIGHT

Police departments would benefit from having a strategic foresight plan designed to future proof their organization to ensure seamless law enforcement operations in perpetuity. It should be a philosophy that drives the plan; succession planning strategic foresight is a mindset rather than a simple succession plan checklist type program. Strategic foresight is built through a foundation throughout the organization with a budget, goals, and philosophy. Organizations should look at this through a long-term lens.

Due to the increased number of police professionals leaving the profession through retirement, attrition, public sentiment regarding policing, and other reasons, it is imperative now more than ever that a contemporary police department have a strategic foresight plan. Strategic foresight helps ensure that agencies continue to effectively operate without disruption after a personnel transfer, when employees leave their organization, or retire.

Police executives are expected to prepare the future leaders of the organization which can mean allowing staff to develop by experiencing different assignments over several years. Depending on employee turnover or the size of a department this can vary.

To overcome the challenge of staff not benefiting from time to develop and grow in a variety of positions, agencies must focus on increasing training for staff to prepare them for advancement. Some organizations have brought outside trainers to the agency for training, ongoing coaching, and staff development. Another unique consequence of this challenge is many agencies are increasingly recruiting for supervisory and management positions from outside agencies due to limited experiences of staff within the organization.

The management and supervision of the SMPD falls on the shoulders of the Chief and Captain, and the Chief began in March of 2023.

A challenge for the SMPD is the tenure of the existing patrol officers, with the average years of experience being 2.8 years. The most junior officer has less than six months of experience, and the most senior patrol officer has 8 years of experience. The sole traffic officer has 25 years of experience. From a different lens the average tenure of the existing patrol sergeant rank is five years; the sergeants are the watch commanders and highest-ranking persons on duty during the night and weekend shifts. The most junior sergeant has three years of experience, and the most senior sergeant has 7 years of experience.

Some notable strategic foresight recommendations are:

- Include coaching in the career development plan.
- Develop talent by creating a strategic step-by-step succession plan.
- Create bureau, section, and unit manuals so key information is readily available. Manuals help retain critical information that may not be relayed when a person leaves or retires.
- Communicate the strategic foresight plan to department members.



- Track workforce key factors such as:
 - Number of employees who are eligible for retirement and their current assignments.
 - Ensure those eligible for retirement are distributed across the organization and not in one division.
- Identify years of service/tenure of employees. Those closer to retirement can impart important institutional knowledge on less tenured employees.
- Identify where junior/less tenured and experienced employees are assigned and make adjustments where possible.
- Track and monitor appointment dates, age at appointment, and separation trends. Ongoing attention will help forecast future staffing needs across different circumstances and also assist with retention efforts.

Meliora PSC recommends SMPD develop a strategic foresight plan and the executive staff communicate the plan and philosophy to the department.

During the assessment process, Meliora PSC noted an opportunity for improved management with the reorganization of the police department into three divisions, the addition of two lieutenants and one professional staff administrator. Details regarding this recommendation are outlined in the Structure and Responsibility section of this report. Also, throughout the report, Meliora PSC will further describe areas of opportunity in the organization to include proper staffing and span of control.

DIVISION / SECTION / UNIT MANUALS

A manual is a reference tool developed to assist personnel in performing the duties of an assigned position. Manuals also help to confirm efforts are not being duplicated within an organization as well as clearly define the expected roles and responsibilities.

Due to the multitude of responsibilities managed within the SMPD it is important that personnel who rotate through assignments have a way of learning and understanding their duties and responsibilities.

Meliora PSC learned that very few in-house manuals exist, and some units are using manuals from outside entities such as the POST FTO Manual. Additionally, staff confirmed that a manual would assist employees in their position. Meliora PSC recommends the SMPD develop manuals for each area of the department.

PERSONNEL MANAGEMENT

- Complete annual evaluations on all part-time employees, using the same process as full-time employees. (Recommendation #43)
- Conduct an interview and annual evaluation review for all specialty positions. (Recommendation #44)



- Transition the specialty assignment rotation verbiage out of the MOU and into the department policy and include a mandatory rotation schedule for special assignment positions. (Recommendation #45)
- Utilize the LEFTA system to electronically track all employees, their assignments, promotions, and other personnel data, with viewing privileges limited to authorized personnel. (Recommendation #46)
- Develop a strategic foresight plan and communicate the plan and philosophy to department members. (Recommendation #47)
- Develop manuals for each area of the department. (Recommendation #48)

Professional Standards Section

The SMPD does not have a standalone Professional Standards section; the duties and responsibilities that would typically fall under a section of this nature would be managed by a lieutenant.

See the Structure and Responsibility section of this report for further information about the recommended re-organization of the department to three sections; one of which is a stand-alone administration section. In the suggested re-organization, the administration section led by a lieutenant, who would report to the Captain, would have a professional standards unit, training unit, equipment management, and technology services.

DUTIES AND RESPONSIBILITIES

Professional Standards provides personnel services to the department's 56 members; 23 full-time employees, 14 part-time employees and 19 volunteers. Below is a summary of the professional standards staff responsibilities; however, this list is not exhaustive.

- Custodian of personnel records.
- Manage and supervise Personnel, Internal Affairs Investigations, Recruitment, Pre-Employment Investigations (Backgrounds), Hiring and Training.
- Ensure compliance with personnel related federal and state mandated laws.
- Claims manager.
- Oversee policy manual management.
- Serves as the liaison with the City's Human Resources Department.

CUSTODIAN OF PERSONNEL RECORDS

SMPD Policy § 1013 – Personnel Records, Department File § 1013.3 outlines what personnel records are maintained and for how long. The Captain described the SMPD's retention schedule which fell in line with the policy. The police department maintains personnel records such as background investigations, internal affairs investigations, and original evaluations. The city also maintains personnel records, such as step increases, City personnel documents and copies of personnel evaluations.



A review of the SMPD's personnel records policy content was done, the policy outlines SMPD's retention schedule as well as lists governing federal and state codes. Meliora PSC recommends SMPD staff who manage personnel records attend personnel records and public records act training. The Captain has attended public records act training.

PROFESSIONAL STANDARDS RECOMMENDATION

- Assign staff who manage personnel records to attend personnel records and public records act training. (Recommendation #49)

Personnel

The Captain is responsible for Personnel, including recruiting and retention, hiring, and training qualified individuals to work at the SMPD in both sworn and professional staff positions. As part of that function, the Captain serves as the primary point of contact for the City's Human Resources Department.

RE-INTEGRATION PROGRAM

A "Re-integration Program" is designed to re-integrate employees who have been off work for three or more months, due to an injury or other reasons, by providing them refreshers on pertinent information, systems, policies, as well as having the returning employees complete any training missed during their absence. SMPD does not have a formal re-integration program but do have returning employees receive refreshers on pertinent information, systems, policies, as well as having the returning employees complete any training missed during their absence and having sworn officers qualify at the gun range before going back in field service. Meliora PSC encourages SMPD to formalize a re-integration program.

RETENTION

Equally important to recruitment and hiring is retention. The first step in retaining employees is ensuring they are properly welcomed to the agency. Onboarding new hires is the welcoming process agencies do to integrate employees into the organization. The City's Human Resources Department conducts onboarding for new employees which covers mostly administrative paperwork and explanation of City benefits. The SMPD is praised for having a police specific new employee orientation also known as onboarding process. This orientation takes place during an employee's first two weeks at SMPD and is 10 hours in length. SMPD also has a two-page check-off list that is used to ensure all employees receive the same onboarding information. Additionally, the SMPD Communications and Records Units include the orientation information in their operations manual. Having a police department specific onboarding program allows the police department face-to-face time with a new employee to set goals and expectations as well as show its commitment to providing a positive work environment.



Employees are a valuable commodity to organizations, and it is in the police department's best interest to meet with employees to address issues that may result in staff seeking other employment. In addition to meeting with staff and learning about challenges that may cause them to contemplate leaving, conducting exit interviews with those who separate due to retirement, transferring to another agency, or leaving for other reasons, are insightful in understanding employee satisfaction, department culture, and areas for organizational improvement. Typically, the Chief has scheduled meetings with the Peace Officers Association (POA) to discuss emerging issues and departmental trends. These meetings also present an opportunity to discuss and gain insight regarding reasons why personnel may be contemplating leaving. Lastly, usually a member of the organization's executive staff will speak with a departing employee to gain insight into the organization and/or why the employee is leaving.

SMPD is complimented as the Chief personally conducts exit interviews with departing employees, as well as the City's Human Resource Department conducting employee exit interviews. Meliora PSC recommends both departments meet and share SMPD specific information that is learned from the independent exit interviews to improve overall organizational management.

RECRUITMENT AND HIRING

Recruitment, hiring, retention, and training of the best law enforcement officers is critical for an efficiently run organization and for a safe and flourishing community. Recruitment, hiring and retention of qualified people to serve the community has historically been a challenge for the policing profession. Recently, the task of finding character-minded individuals willing to join the profession has been reduced for a number of factors including increased external scrutiny, negative public perception of the policing profession, and increased risk of physical and reputational harm. Agencies are finding the need to evolve their recruitment and hiring process through new procedures, changes in incentives, and identifying and implementing best practices. The industry is also losing experienced police professionals who are opting to retire early or change careers and leave the industry all together.

Meliora PSC reviewed hiring data which showed that SMPD's average patrol officer tenure is 2.8 years. This number, however, does not account for lateral experience (only SMPD years of experience is counted).

SMPD Policy § 1000 – Recruitment and Selection – provides a framework for employee recruiting efforts and identifying job-related standards for the selection process and incorporates equal opportunities for all applicants. The department focuses on “those individuals who demonstrate a commitment to service and who possess the traits and characteristics that reflect personal integrity and high ethical standards.” The policy describes their recruitment strategy, the selection process, background investigation, disqualification guidelines, employment standards and documents information on probationary periods. The policy was reviewed and found to be thorough and reflective of contemporary hiring standards.



The use of social media and recruitment ads has historically been used by agencies across the region to reach out to potential candidates. However, the best recruiters are members of their own agency. According to a recent California Police Chiefs article⁵, small agencies find success with in-person visits of unaffiliated recruits in California police academies. Establishing relationships with interested candidates is a key step in developing committed employees. When candidates visit the agency, meeting with command staff as well as future peer officers, allows the new generation of police candidates the chance to get to know the department and begin to build relationships as a team member. Fortunately, the SMPD has not experienced recruitment difficulties; they do not have any officer vacancies. SMPD is commended for their recruitment and selection strategy.

As mentioned earlier in the City and department demographics section, it is important to analyze personnel data and applicant information to assist the police department in focusing recruitment efforts on enhancing diversity in hiring qualified employees that are reflective of the community it serves. Diversity in the workplace means having a workforce inclusive of diverse backgrounds and national origins as well as gender, cultural background, sexual orientations, and life experience. It also means that the organization fosters a sense of belonging that makes everyone feel like they are members of the team.

SMPD does not track personnel by gender or race, nor does it have a system in place to do so. Meliora PSC encourages SMPD to monitor the City’s demographic information and the agency’s personnel data. Meliora PSC recommends SMPD track personnel demographic information.

Staff was able to provide Meliora PSC gender information for current employees reflected in Table 42. The table includes all department members; full-time, part-time and volunteers.

TABLE 42: Sierra Madre Police Department Members Gender Demographics

POSITION	MALE	FEMALE
18 Sworn Full-time	17	1
5 Professional Staff Full-time	0	5
11 Sworn Part-time	10	1
3 Professional Staff Part-time	0	3
7 Reserve Officer Volunteers	7	0
12 Volunteers	9	3
TOTAL	43	13

SOURCE: Sierra Madre Police Department.

Earlier in the demographics section of the report, the City’s demographics were compared to SMPD demographics, and showed 6.9% of SMPD sworn members are women. As discussed, the 30x30 initiative seeks to advance the representation and experiences of women in policing; in short police organizations are encouraged to increase the number of women in policing to 30%

⁵ Ahearn, B. (2022). Recruiting for a Small Rural Sheriff’s office. *California Police Chief*, Winter 2022, 12-13.



by 2030. The 30x30 initiative further explains it uses scientific data to show that not until 30% is achieved will it impact culture versus assimilating into the status quo. The point of this scientific data is that women need to “thrive and not just survive.” The 30x30 initiative also serves to highlight culture, in that police and sheriff organizations are encouraged to transfer their culture to support and celebrate the value of diverse and underrepresented personnel.

PRE-EMPLOYMENT INVESTIGATIONS

The pre-employment background investigation is one of the most crucial investigations of a police department as those allowed to become members of the organization have a huge responsibility to lead their lives with the highest levels of integrity in keeping with the Law Enforcement Code of Ethics. Due to limited resources the SMPD outsources their pre-employment backgrounds. This is customary practice for more agencies as background companies can be hired on an as-needed basis saving valuable resources and getting investigations completed more quickly. SMPD is complimented in the efficient and cost-effective strategy to complete the hiring process, wherein timeliness is important in a competitive hiring environment.

The SMPD background investigation process uses the California POST Investigations manual which works in conjunction with the POST 10 dimensions that are incorporated into the background process. The dimensions are as follows:

- Integrity
- Impulse Control/Attention to Safety
- Substance Abuse and Other Risk-Taking Behavior
- Stress Tolerance
- Confronting and Overcoming Problems, Obstacles, and Adversity
- Conscientiousness
- Interpersonal Skills
- Decision-Making and Judgment
- Learning Ability
- Communication Skills

PERSONNEL RECOMMENDATIONS

- Share exit interview information gained from HR and the department related to SMPD. (Recommendation #50)
- Track personnel demographic information. (Recommendation #51)

Employee Wellness

The 21st Century Policing report, Pillar 6: Officer Wellness and Safety states, “The wellness and safety of LEOs (Law Enforcement Officers) is critical not only to themselves, their colleagues and



their agencies, but also to public safety.” The SMPD Wellness Program is governed by Policy § 1034. The policy states, “It is the policy of the Sierra Madre Police Department to prioritize member wellness to foster fitness for duty and support a healthy quality of life for department members.” SMPD is complimented for their awareness that a program of this nature is beneficial for their department members. Further, department administration is also aware that they need to further improve and expand this program.

Policy § 1034.3 states that the department should appoint a trained wellness coordinator. Meliora PSC recommends SMPD appoint a trained wellness coordinator or outsource this duty to an trained professional with police experience. Following the appointment of a coordinator SMPD should ensure that the coordinator is fulfilling the responsibilities of the position as outlined in their policy.

SMPD Policy § 1034.5 outlines the department's critical incident stress debriefing process. The wellness coordinator is responsible for organizing a debriefing. Since no coordinator is in place the Captain manages this task. Meliora PSC recommends the Wellness program policy should be amended until a wellness coordinator is appointed; temporarily assign this to a sergeant as an ancillary duty and provide the requisite training.

SMPD Policy § 1034.7 outlines the department's physical wellness program. This policy section further says that the wellness “coordinator is responsible for establishing guidelines for an on-duty physical wellness program.” SMPD Policy § 1034.8 states, “At least annually, the coordinator or the authorized designee should audit the effectiveness of the department's wellness program and prepare a report summarizing the findings.” Meliora PSC recommends SMPD conduct an audit annually of the wellness program.

SMPD Policy § 1034.9 states, “The coordinator or the authorized designee should collaborate with the Training Sergeant to provide all members with regular training on topics related to member wellness” and should forward to the training sergeant “training materials, curriculum, and attendance records.” Meliora PSC recommends wellness training is provided to the department and that training records be retained.

The Officer Wellness and Mental Health (Officer Wellness) Grant Program, established in the 2022 Budget Act (Assembly Bill 178, Chapter 45, Statutes of 2022), provided \$50 million to city and county law enforcement agencies for the purpose of improving officer wellness and expanding mental health resources. Of the \$50 million, SMPD received a California Wellness and Mental Health grant in the amount of \$15,000. The grant outlines that funding may be used for any of the following purposes:

- Establishing or expanding officer wellness units.
- Establishing or expanding peer support units.
- Services provided by a licensed mental health professional, counselor or other professional that works with law enforcement.
- Expanding mutual aid programs focused on officer wellness and mental health.



- Other programs and services that are evidenced based or have a successful track record of enhancing officer wellness.

The 2022 grant further states, “The five allowable uses are broad in nature. This was by design so that each recipient could determine how to utilize the funds to best meet the needs of the employees in their respective agency.” Recipients of Officer Wellness grant funds are required to report information related to grant administration, expenditures, and impact. Meliora PSC recommends SMPD begin to utilize the grant funds and report information related to this California Wellness and Mental Health grant as required by the State of California Board of State and Community Corrections.

PEER SUPPORT

The US Department of Justice COPS Office Peer Support for Officer Wellness February 2023 Volume 17 Issue 2 article states, “During difficult times, an officer may be more comfortable approaching a peer who understands the context and has experienced the same stressors.”

SMPD Policy § 1034.4 outlines the department’s peer support; however, they do not have a peer support team which is typical for a smaller agency of this size. Meliora PSC recommends this section be removed from their wellness policy. Meliora PSC learned that the department will be seeking the services of a local neighboring agency who has a trained peer support team to provide mental and emotional wellness support to help SMPD members cope with critical incidents and certain personal and professional problems.

The psychological effect of being off work for an extended amount of time can weigh profoundly on an employee and leave them feeling hopeless and alone. A peer support program and its team can be utilized to reach out monthly to SMPD members who are out due to an on-duty injury to check in on them.

EARLY INTERVENTION PROGRAM

An Early Intervention Program (EIP) is a resource for supervisory personnel to identify employees who may display symptoms of job stress, performance problems at early stages, or personal matters impacting their job performance and/or conduct. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and managers, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may be developing that is more difficult to identify. Tracking the indicators detailed in this program enables supervisors to examine the totality of an individual’s actions and make a more accurate assessment of the employee’s well-being.



The following table shows a sample of early intervention indicators and a threshold schedule that may be of value to the organization. Each agency that chooses to utilize an EIP should establish its own list of indicators and a threshold schedule that meets the needs of the organization, while considering workload demands present in that agency. This is only a sample for illustration purposes.

TABLE 43: Sample Early Intervention Program Thresholds

Incident Type	of incidents	Threshold
Administrative investigation	X	3 incidents within 12 months
Citizen complaint	X	3 incidents within 12 months
Missed court	X	2 incidents within 12
Use of force	X	4 incidents within 12
Vehicle accidents	X	2 incidents within 12
Vehicle pursuit	X	2 incidents within 12
Cumulative total	X	7 incidents within 12

It is important to note that the notification triggered by reaching a threshold in and of itself does not suggest a definitive problem with an employee, but rather, informs supervision of a high rate of total incidents, which is a number determined by the department. For instance, officers working in high-crime areas are more commonly involved in arrests and uses of force, thereby potentially triggering a notification even though their actions may be entirely appropriate. This applies to more proactive officers as well. Nonetheless, the department can look at the employees’ pattern of conduct and determine if there may be any concerns at the earliest stages. If so, the concern can be addressed through counseling, training, or as otherwise called for. Since SMPD does not have an early intervention program, Meliora PSC recommends SMPD implement an EIP.

EMPLOYEE WELLNESS RECOMMENDATIONS

- Appoint a trained wellness coordinator or outsource this duty and ensure the coordinator is fulfilling the responsibilities of the position as outlined in the department policy. (Recommendation #52)
- Amend the Wellness program policy until such time a wellness coordinator is appointed; temporarily assign a sergeant these duties as an ancillary duty and provide requisite training.(Recommendation #53)
- Audit the effectiveness of the department's wellness program annually and prepare a report summarizing the findings. (Recommendation #54)
- Provide all department members with regular training on topics related to wellness and retain training materials, curriculum, and attendance records. (Recommendation #55)
- Utilize grant funds received and report information related to the California Wellness and Mental Health grant as required by the State of California Board of State and Community Corrections. (Recommendation #56)



- Remove Policy § 1034.4, Peer Support program, from the wellness policy as no in house peer support program exists. (Recommendation #57)
- Implement an employee early intervention program. (Recommendation #58)

Policy Management

Considering the ever-changing challenges and legislative mandates in policing, maintaining a comprehensive and up-to-date policy manual is critical, yet difficult. Policies set the operational expectations and guidelines for the effective and efficient management of a police organization. As a result of the rapid rate of changes in the law based on court decisions, legislation, and current events, many agencies have sought Lexipol, an external source to provide policies that are consistent with best practices. The organization maintains the ability to modify policies to meet their specific operational needs and objectives. In addition to providing up-to-date policies, there is an app for every department member as well as the ability to include the training module to ensure policies are routinely being trained on and documented.

SMPD Policy Manual is 736 pages, not including attachments, and addresses most areas of the department. Throughout the report, references to policies and opportunities for additional policies or updated language have been recommended.

SMPD Policy § 103 – Policy Manual – section 103.3 indicates, “The Chief of Police shall be considered the ultimate authority for the content and adoption of the provisions of this manual and shall ensure compliance with all applicable federal, state, and local laws.” Section 103.6 states, “The Chief of Police will ensure that the Policy Manual is periodically reviewed and updated as necessary.” As long as the department does not change the basics of the policy Lexipol adds a layer of legal protection as Lexipol attorneys constantly review evolving laws, court decisions, and provide draft policy revisions for the department to review and adopt as appropriate. The recommended revisions are typically distributed a few times a year. However, the agency is responsible for staying abreast of the updates and conducting a review to determine applicability to the agency. The police department retains control of and responsibility for policy language.

The process for updating existing policies or adding new policies (such as when mandated), is managed through the Lexipol software system. Currently the administration and management of Lexipol is done by the Captain.

The Chief of Police has assigned each of the four sergeants a portion of the policy manual to review and provide areas of recommendations and/or updates needed; this is currently in progress. Adding a lieutenant to the proposed administrative section would aid in adding an added risk management layer where a manager could ensure that policies are aligned with department goals and objectives and engage or consult with the Captain and Chief for guidance or concurrence. Meliora PSC suggests that should SMPD revisit adding a lieutenant to the



organizational structure, the responsibility to keep the policy manual up-to-date should rest with that lieutenant.

Lexipol has a management and training platform. Lexipol states that their online Knowledge Management System (KMS) “provides electronic policy acknowledgement tracking, automatic archiving of policy versions and efficient distribution of policies and training to staff.” The KMS system increases the efficiency and timeliness of policy update reviews and subsequent acceptance or editing of new policy language. It can be conducted in a meeting environment with all key stakeholders, such as the supervisor (both sworn and professional staff), having read the requisite policies in advance. The team can review the agency’s policy updates online and present them on screen in the department’s briefing room. Attendees can comment and discuss the language to ensure subject-matter-experts and supervisors have ample voice before a decision is made about the policy language. The edits can be made in real-time and saved for distribution to agency members. Meliora PSC has found that review meetings improve input, inclusion, timeliness, and shared responsibility in policy compliance.

An area of opportunity for the SMPD is their process for employees reviewing, acknowledging, and updating policies. During the site visit, Meliora PSC noted that SMPD’s Lexipol services are not being fully used. An example in the Training section of this report is that Daily Training Bulletins (DTBs) are currently only being used for full-time sworn officers and reserve officers. SMPD staff advised that beginning July 2024, they will be increasing their service contract with Lexipol to have them do SMPD policy management, DTB and policy update issuance to department members as well as monitoring and compliance management of department personnel’s completion and review of both policy and DTB’s. With the increased service component, Lexipol will also send SMPD administration re-occurring compliance reports so that proper action can be taken if personnel are not in compliance. Meliora PSC recommends SMPD add the Lexipol app to department-owned mobile phones, desktops, and laptops so staff can access the policy manual, including remotely from the field.

Currently, if the Captain is prompted by Lexipol that an employee is out of compliance with either the policy review or DTB’s, the Captain will notify the employees respective sergeant who then ensures the employee becomes compliant. Meliora PSC inquired as to employee review of their latest policy version as well as the DTB acknowledgement; SMPD provided a report that indicated six department members are not compliant: four full-time, one part-time, and one reserve officer. Meliora PSC recommends SMPD transition to utilizing contemporary terminology, *professional staff*, in the Policy Manual versus using the default verbiage of *non-sworn* or *civilian*.

POLICY MANAGEMENT RECOMMENDATIONS

- Add the Lexipol app to department-owned mobile phones, desktops, and laptops, to provide staff instant access to policies and procedures. (Recommendation #59)
- Transition to utilizing contemporary terminology, *professional staff*, in the Policy Manual versus using the default verbiage of *non-sworn* or *civilian*. (Recommendation #60)



Internal Affairs

Ethical behavior is the cornerstone of public trust. For any public safety organization to maintain such trust, it must constantly demonstrate that its relationship with the community will be fair, objective and rooted in consistently applied ethical practices. Members of the SMPD are expected to demonstrate, through words and actions, that the best interest of the public is always at the forefront of their decisions.

By July 2024 SMPD will be using Lefta Systems for internal affairs data tracking system.

PERSONNEL COMPLAINTS

Trust in American policing is experiencing a pendulum swing and maintaining the public's trust is vital to the mission of public safety. Sir Robert Peel is credited with saying:

To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.

SMPD receives complaints and gives appropriate supervisory and management attention to allegations of misconduct. The complaint process is posted on the department's website as required by law and includes a fillable complaint form that can be printed and given to the police department. Additionally, during Meliora PSC's site visit hard copies of the complaint form were observed in the police department lobby. Providing the public access to complaints as well as commendation forms in person in the department's lobby and online is in keeping with best practice. Meliora PSC encourages the SMPD to add an employee commendation form to their website as well as hard copies in their lobby. SMPD supports employees who come forward with an internal complaint, and Meliora PSC recommends to further support internal accountability, SMPD should develop and implement a formalized complaint process mechanism for employees.

Police departments must exhibit professionalism, courtesy, and significance to those who bring favorable, but importantly, report potential misconduct or deficient performance. SMPD Policy § 1010.2 – specifically addresses this by stating, "The Sierra Madre Police Department takes seriously all complaints regarding the service provided by the Department and the conduct of its members." The policy further indicates, "It is also the policy of this department to ensure that the community can report misconduct without concern for reprisal or retaliation."

The acceptance of a community member complaint is critical to preserving the integrity of the police department and maintaining public trust. Equally important is ensuring communication with the community members throughout the process. It would serve the police department well if in their Personnel Complaint policy, § 1010.4.2 – Acceptance of complaints, and in practice, that they underscore the importance of communication at the onset of the complaint



process where the supervisor is required to ensure the complainant is provided the investigator's name and the complaint number within three days after assignment.

Meliora recommends the policy should require periodic updates on the status of the investigation with the complainant as well as the final disposition (SMPD Policy § 1010.10.3). SMPD staff felt as though they communicated efficiently with complainants at the onset of a complaint and during the subsequent investigation. To ensure consistent handling of complaint investigations, Meliora PSC recommends SMPD restore the lieutenant position and have the lieutenant manage the administration section under the guidance of the Captain. There should be a layer between the Captain and the internal affairs investigators as the Captain reviews, renders a decision and recommends discipline on complaints. The lieutenant could conduct investigations and/or oversee all complaint investigations and verify contact with the complainant at the onset, during, and upon conclusion of the personnel investigation.

Employees pursue their career with the best intentions. When misjudgment occurs, employees will accept discipline and criticism in a more positive manner when they feel the process was conducted properly and they have been provided continuous updates. The guidelines set forth by the police department are intended to establish consistency with the internal affairs process and promote the philosophy tenants of leadership and excellence.

Being the subject of a personnel complaint can be one of the most stressful parts of an employee's career; therefore, supervisors must understand the dynamics of the process before an investigation begins. Supervisors have the responsibility to ensure that employees understand the personnel investigation process and subject employees are kept current on the status of their investigation. Supervisors are also tasked with conducting timely, thorough, and complete investigations that are based on facts, without bias. The investigation must be completed with strict compliance with employee rights, policy, and law. Weekly complaint/internal affairs case reviews by handling sergeants should be conducted with the Captain.

As with background investigations, several agencies across the state have opted to seek outside investigators to conduct personnel investigations, whether they are complaints from a member of the community or internally generated. In addition to completing the investigations in a timely manner and without impacting the sergeants' primary duties, investigations could be done by a lieutenant or by an external investigator. External investigations promote confidence in the objectiveness of the investigation. Staff indicated complaints are assigned to a sergeant with the following exceptions: sensitive investigations and cases where the IA investigator must be at least one rank higher than the accused employee. For example, if the accused employee is a sergeant, then normally a lieutenant would be assigned as the complaint investigator; however, SMPD does not have a lieutenant rank. These exceptions are assigned/contracted to an external investigator. The Captain should not conduct investigations as he is the person who renders a disposition on the complaint. SMPD is commended for proactively using outside investigators, when needed, which is a contemporary practice in the industry.



Personnel Investigative Process

Reporting and investigating allegations of employee misconduct are established in SMPD Policy § 320 – Standards of Conduct and Policy § 1010 – Personnel Complaints. Upon receipt of complaint, the matter is classified and defined as either:

- **Informal** – A matter in which the Captain is satisfied that appropriate action has been taken by a supervisor of rank greater than the accused member.
- **Formal** – A matter in which a supervisor determines that further action is warranted. Such complaints may be investigated by a supervisor of rank greater than the accused member or referred to the Captain, depending on the seriousness and complexity of the investigation.
- **Incomplete** – A matter in which the complaining party either refuses to cooperate or becomes unavailable after diligent follow-up investigation. At the discretion of the assigned supervisor or the Captain, such matters may be further investigated depending on the seriousness of the complaint and the availability of sufficient information.

Complaints may be resolved between the supervisor and complainant, a practice that is appropriate. By meeting with the complainant, the supervisor is able to learn more about the facts concerning the incident and to explain the officer's conduct where appropriate. Often times, the explanation and insight provided resolves the matter. Other times, the supervisor may learn additional information not previously known that elevates the complaint to a formal one. Interaction with the public and supervisor is key to communication and continuing to build trust.

Meliora PSC noted per SMPD Policy § 1010.6.2 (h) – Administrative Investigation Procedures, interviews of all members and witnesses should be recorded. Meliora PSC recommends the policy also indicate that upon acceptance of a complaint, the initial contact with the complainant be recorded. Recording interviews is a key aspect of the investigative process so that all parties' interviews can be transcribed for the post-investigative process. Having both transcripts as well as recordings provides details and context to the facts of the investigation so that the police department may make the most appropriate determination. SMPD does not transcribe interviews. Meliora PSC recommends SMPD transcribe interviews and that the transcriptions are included in the investigative report, an important aspect of a complete investigation.

Per Policy § 1010.6.4 – Completion of Investigations, "Every investigator or supervisor assigned to investigate a personnel complaint or other alleged misconduct shall proceed with due diligence in an effort to complete the investigation within one year from the date of discovery by an individual authorized to initiate an investigation (Government Code § 3304)." It further states, "In the event that an investigation cannot be completed within one year of discovery, the assigned investigator or supervisor shall ensure that an extension or delay is warranted within the exceptions set forth in Government Code § 3304(d) or Government Code § 3508.1."



Currently, SMPD has an investigation pending; the delay is warranted and falls within the exception set forth in the government code. All pursuits, traffic collisions and use of force investigations have a disposition; none are pending.

Upon completion of the personnel investigation, a conclusion of fact is determined. SMPD's policy lists the following findings:

Unfounded – When the investigation discloses that the alleged acts did not occur or did not involve department members. Complaints that are determined to be frivolous will fall within the classification of unfounded (Penal Code § 832.8).

Exonerated – When the investigation discloses that the alleged act occurred but that the act was justified, lawful, and/or proper.

Not Sustained – When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the member.

Sustained – A final determination by an investigating agency, commission, board, hearing officer, or arbitrator, as applicable, following an investigation and opportunity for an administrative appeal pursuant to Government Code § 3304 and Government Code § 3304.5 that the actions of an officer were found to violate law or department policy (Penal Code § 832.8).

If an investigation discloses misconduct or improper job performance that was not alleged in the original complaint, the investigator shall take appropriate action with regard to any additional allegations.

As mentioned elsewhere in this report SMPD is in the process of reviewing and updating their policies. It is our understanding the department will be expanding their findings/dispositions in the near future.

Discipline

Per Policy § 1010.10.1, "Upon receipt of any completed personnel investigation, the Captain of the involved member shall review the entire investigative file, the member's personnel file, and any other relevant materials. The Captain may make recommendations regarding the disposition of any allegations and the amount of discipline, if any, to be imposed."

Per Policy § 1010.10.2, "Upon receipt of any written recommendation for disciplinary action, the Chief of Police shall review the recommendation and all accompanying materials. The Chief of Police may modify any recommendation and/or may return the file to the Captain for further investigation or action. Once the Chief of Police is satisfied that no further investigation or action is required by staff, the Chief of Police shall determine the amount of discipline, if any, that should be imposed." Examples of disciplinary action include written reprimand, suspension, demotion, or termination.



In accordance with current case law, any documentation of counseling, oral reprimand, or training that is provided because of a sustained personnel complaint shall not state or infer said counseling, oral reprimand, or training was imposed as a form of discipline, either implicit or implied.

COMPLAINT INFORMATION AND DATA

The following tables reflect SMPD’s total number of complaints and personnel investigations received and associated dispositions for the last five years. In 2022, of the three complaints from community members, all were unfounded. Of the four 2022 internal affairs investigations, one was sustained, two were unfounded and one is pending.

It is not unusual for there to be a higher percentage of sustained findings in internal complaint investigations as opposed to complaints from community members. Internal complaints are typically generated from supervisors or office personnel who are more aware of specific policy violations and report violations. So, there may be a higher likelihood that an internal complaint is sustained. External complaints may be based on procedural issues or not provide the community member with the benefit of context on why an officer performed in the manner he/she did. This is not to say that all complaints by community members lack foundation for poor service and/or policy violation, but rather to share insight from this noteworthy outcome in assessments conducted across the county. SMPD submits the Annual Report of Civilians’ Complaints Against Peace Officers annually to the State of California/Department of Justice.

TABLE 44: Complaints by Member of the Public, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Cancelled by Complainant
2019	6	0	0	0	6	0
2020	3	0	0	0	1	2
2021	5	0	0	0	3	2
2022	3	0	0	0	3	0
2023	0	0	0	0	0	0
Total	17	0	0	0	13	4

TABLE 45: Internal Complaints, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Pending
2019	2	2	0	0	0	0
2020	2	1	0	0	1	0
2021	2	1	0	0	1	0
2022	4	1	0	0	2	1
2023	0	0	0	0	0	0
Total	10	5	0	0	4	1

Tables 44 & 45 Source: Sierra Madre Police Department



Meliora PSC learned that supervisors may handle a complaint informally. Per SMPD Policy § 1009.3, "Inquiries about conduct or performance that, if true, would not violate department policy or federal, state, or local law, policy or rule may be handled informally by a supervisor and shall not be considered a personnel complaint. Such inquiries generally include clarification regarding policy, procedures, or the response to specific incidents by the Department." SMPD began tracking inquiries in 2020. SMPD currently uses *Notebook* to track complaints/internal affairs investigations; they will be transitioning to using Lefta Systems in June 2024 as an electronic tracking mechanism. The electronic system (such as Lefta Systems, Axon Standard or IAPro / Blue Team) should also include other risk management areas such as pursuits, use of force, commendations, forced entries, on-duty traffic collisions, missed court appearances, etc. An efficient system would include the ability for supervisors to upload documents as well as recordings for administrative review as well as provide the ability to provide data analytics to include management reports and graphs.

Many agencies respond to allegations of misconduct as they occur, this approach is reactive. Contemporary organizations are shifting the approach to include a more proactive strategy towards internal affairs and department operations overall. This includes implementing random audits and inspections of all employees, equipment, incident/offense reports, attendance records, property receipts, rejected criminal investigations, training records, and other documentation for quality assurance, safety, and compliance with policies. This could also include selecting random police reports, checking property and evidence, accuracy of traffic citations, and attendance at traffic court. Meliora PSC mostly sees this type of approach at larger size agencies due to the number of employees relative to span of control. Smaller agencies tend to have more frequent contact with employees due to the ratio of supervisor/employee and a smaller facility. Meliora PSC encourages SMPD to consider following this type of contemporary proactive approach.

INTERNAL AFFAIRS RECOMMENDATIONS

- Develop and implement a formalized complaint process mechanism for employees. (Recommendation #61)
- Update the personnel complaint policy to require periodic updates with the complainant regarding the status of the investigation. (Recommendation #62)
- Restore a lieutenant position to conduct investigations and/or oversee an administrative section, including overseeing all complaint investigations. (Recommendation #63)
- Update the policy to indicate upon acceptance of a complaint, the initial contact with the complainant is recorded. (Recommendation #64)
- Transcribe all interviews and include transcriptions in the investigative report. (Recommendation #65)



Use of Force

The necessary and appropriate use of force in carrying out a police officer duties up to and including the taking of a human life is among the most complex, difficult, and critiqued actions of law enforcement. Now more than ever, the application of force is examined and judged. With the ease with which people are using cellphones and social media to record police in the performance of their duties, including their use of force, it is essential and critical that the office have and follow a comprehensive, up-to-date policy on the use of force.

Due to the elevated level of scrutiny and litigation, a comprehensive tracking, review and correction/training process is a necessary requirement. Highly publicized use of force incidents has resulted in a push for reforms on use of force in policing as well as reporting requirements to track use of force incidents and injuries to officers and community members. Per SMPD Policy § 300.5.2, "Statistical data regarding all officer-involved shootings and incidents involving use of force resulting in serious bodily injury is to be reported to the California Department of Justice as required by Government Code § 12525.2. See the Records Section Policy."

USE OF FORCE POLICIES

Recently, use of force incidents has captured the attention of communities across the nation. Police interactions that drive the public's concerns include fatal shooting, severe physical force and/or choke holds that cause unconsciousness or even death, although these types of incidents are not typical police uses of force.

SMPD has several policies pertaining to the use of force, such as:

- Policy § 300 Use of Force
- Section 300.3.6 De-escalation
- Policy § 301 Use of Force Review
- Policy § 302 Handcuffing and Restraints
- Policy § 303 Control Devices and Techniques
- Policy § 304 Conducted Energy Device
- Policy § 305 Officer-Involved Shootings and Deaths
- Policy § 306 Firearms

Contemporary police organizations are continually reviewing their use of force policies to balance the importance of protecting human life and the apprehension of suspects. Policies should include training on the use of force; dealing with those with disabilities or in mental health crisis; limitations on and prohibitive uses of force; documentation, reporting, investigation and review; and discipline and accountability.

The California Attorney General provided a list of core principles addressing force issues. The principles include:

- Proportionality and de-escalation



- Prohibiting the Use of Retaliatory Force
- Limits on Choke or Neck Holds, and Head Strikes
- Limits on Use of Force on Handcuffed or Restrained People
- Clear Policies on Specific Weapons, Including Firearms and Less-Lethal Weapons
- Systems for Handling Encounters with People with Disabilities or in Mental Health Crisis
- Providing Necessary Medical Assistance
- Documenting and Reviewing Uses of Force

SMPD includes these core principles in the department policies.

USE OF FORCE REVIEW

Providing relevant training for the use of force as well as de-escalation and crisis intervention training is critical for the police department. The purpose of comprehensive training is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance. As Sir Robert Peel said,

To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

SMPD Policy § 300.7 – Supervisor Responsibility – specifically describes the review and reporting of use of force incidents. The review includes ensuring compliance with policy and training consistent with current state law. Additionally, Policy § 300.7.1 – Watch Commander Responsibility states, “The Watch Commander shall review each use of force by any personnel within his/her command to ensure compliance with this policy.”

The use of force policy outlines the employees’ responsibilities for reporting and documenting use of force. The policy does not clearly outline what type of form/memo to file should be completed by a supervisor regarding the documentation of a use of force incident. Meliora PSC recommends the policy should include verbiage related to the documentation of a use of force incident.

Meliora PSC learned that the police department uses a memo type format for documenting use of force incidents. The memo may include the incident information, use of force information, force used by officers, suspect actions, injuries, and electronic device equipment information and details. The sergeant may include a synopsis of the incident including interviews with witnesses and body-worn camera video. Each use of force incident is reviewed by the Captain who determines if the use of force is within policy or not.

SMPD Policy § 301.4 – Review Board – outlines when the board is convened and review of incidents. The Chief of Police may request the Use of Force Review Board to further investigate



the circumstances surrounding any use of force incident. The department review may result in training, equipment updates, policy, and procedure updates and an internal affairs investigation if warranted.

SMPD is applauded for recognizing the need to review use of force incidents, identify any gaps in liability of police administration. By July 2024, the department will be utilizing Lefta Systems to track use of force incidents, Meliora PSC supports the importance of a tracking system. The system will enhance data tracking and the ability to create management reports in the future. A tracking system will also assist in the timely and efficient annual use of force analysis. Meliora PSC recommends an annual use of force analysis be conducted to ensure policy adherence, identify any trends, risk management and liability mitigation, and identify overall training needs.

SMPD Policy § 300.1.1 offers definitions for terms related to use of force applications and incidents. Policy § 300.3 states, “Officers shall use only that amount of force that reasonably appears necessary given the facts and totality of the circumstances known to or perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose (Penal Code § 835a).”

USE OF FORCE DATA AND STATISTICS

SMPD tracks uses of force. Table 46 below details SMPD’s tracking of use of force incidents over the past five years. All the reported uses of force were within policy. Further, in the past five years there was no use of force involving carotid restraint, discharge of a firearm, or force causing great bodily injury. The fact that none of the encounters resulted in great bodily injury or death is a testament to the department of SMPD police officers and the quality training they receive. SMPD is also commended for their transparency in that they post their internal procedure regarding use of force incidents on the website.

TABLE 46: Use of Force Incidents, 2019-2023

Type of Force	2019	2020	2021	2022	2023	Total
Physical Restraint (e.g., bodyweight, firm grip)	3	1	2	5	0	11
CEW (Conducted Electronic Weapon)	3	1	0	2	0	6
Restraint device	0	0	0	3	0	3
Less than Lethal (e.g., Bean Bag)	0	0	0	1	0	1
Total	3/6*	1/2*	1/2*	5/11*	0	10/21*

Source: Sierra Madre Police Department.

Some force incidents have multiple force options used. For example, in 2022 there were 5 force incidents with 11 force options applied.



USE OF FORCE RECOMMENDATIONS

- Update the use of force policy to include verbiage related to the documentation of a use of force incident. (Recommendation #66)
- Conduct an annual use of force analysis. (Recommendation #67)

Training

Training is another critical aspect of policing in the 21st century. Current events have raised society's awareness of how important remaining up-to-date on best practices, training and equipment is for modern police organizations. Additionally, employees are an agency's greatest asset. Organizations that continually train and incorporate best practices are demonstrating a commitment to a higher level of service. Members of the SMPD are expected to fully participate in training; training allows employees to grow and gain a better understanding of their field of expertise. Employees who are professionally trained are better able to make sound decisions that are in the best interest of the city, police department, and the community it serves.

SMPD seeks to provide a training program that will provide professional growth and continued development of its personnel. This is accomplished through advanced and in-service training, along with seeking formal education. Training is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates. SMPD Policy § 203 – Training – states, "it is the policy of this department to administer a training program that will provide for the professional growth and continued development of its personnel." The policy further states, "Training is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates. Whenever possible, the Department will use courses certified by the California Commission on Peace Officer Standards and Training (P.O.S.T.)."

P.O.S.T. is the regulatory agency which establishes and maintains the minimum selection and training standards for California law enforcement. Participating agencies agree to abide by the standards established by P.O.S.T. More than 600 agencies participate in the P.O.S.T. program⁶ and are eligible to receive the commission's services and benefits. Services and benefits include job-related assessment tools, research into improved officer selection standards, the development of new training courses, reimbursement for training, etc.

The policy does not designate who selects or how a "Training Manager" is selected but does state, "A training plan will be developed and maintained by the Training Coordinator. It is the responsibility of the Training Coordinator to maintain, review, and update the training plan on an ongoing basis."

⁶ www.post.ca.gov



The policy indicates the plan will address the following areas:

- Legislative Changes
- State Mandated Training
- Critical Issues Training

TRAINING PLAN

SMPDs training plan is incorporated into their training matrix. Page one of the matrix has information regarding P.O.S.T. mandated training (perishable skills and continued professional credit) and on training that is required by State Legislation. Page two of their training matrix is their training plan which identifies necessary training by rank, position and by specialty assignments. Listing all positions and the respective mandated, essential, and desirable training for each category assists the training manager in keeping up-to-date on who complies and who needs additional training.

Contemporary public safety leaders recognize the importance of providing staff training resources to address the ever-changing challenges in policing and society. As such, taking the initiative to maintain an up-to-date Training Plan that takes into consideration the evolution of policing means the Training Plan is not set in stone. Rather, it adapts to and includes relevant training to prepare police department members to better serve their community. Meliora PSC recommends the Training Plan be expanded to include a summary of its training philosophy, a more detailed purpose, and objectives of training, and key performance indicators. Additionally, it would be prudent to include a training calendar with a timeline, scheduling and anticipated upcoming training for the year following allowing the department the ability to responsibly plan for staffing and budgetary implications. The calendar allows for departments to backfill staffing and budget preparation in a responsible manner.

Meliora PSC encourages the training manager to add to the training matrix the Chief and Captain's AB 1234-mandated training regarding the Fair Political Practices Commission ethics training (Form 700). The Captain attended this training in 2021.

Annually the training manager and Captain review the training plan. Input from sworn and professional staff supervisors is sought by the training manager to ensure SMPD staff are involved in the training plan. SMPD is commended for this collaborative and methodical approach.

The training matrix includes racial and cultural diversity training to be completed every 5 years; SMPD should ensure that this training includes principled policing, procedural justice, and implicit bias information as only a few officers have attended the procedural justice course.

During the site visit, Meliora learned that the Sierra Madre PD does not have a program/software that electronically tracks employee training records. If it were automated it would portray a level of professional and efficient way to manage and track data. Absent an electronic employee training records system, it is time-consuming and cumbersome for staff to



manually check individual employee training records and ensure training was attended and recorded; gaps in training could lead to liability exposure. SMPD is aware training records need to be streamlined; they have contracted with Lefta Systems with an expected implementation time of July 2024. SMPD is commended for obtaining an employee training record program/software such as LEFTA Systems to ensure all training records are captured by the Training Unit as well as require the training manager to actively audit and maintain the training records to ensure all training is being completed and documented.

The police department would be better served if it had a training calendar to help keep track and ensure P.O.S.T. 24-hour continued professional training (CPT), mandated training, perishable skills, and other highly recommended training is occurring in a timely fashion. By establishing a training plan the training calendar that follows is an effective way to ensure training occurs and is up-to-date. This is a critical risk management tool for a contemporary police department.

Training policy section § 203.7 Daily Training Bulletins (DTBs) states, "Generally, one training bulletin is available for each day of the month. However, the number of DTBs may be adjusted by the Training Sergeant." Currently about 17 DTB's of the 30/31 that are available via Lexipol are being issued to sworn officers and volunteer reserve officers. Part of the reason for this number of issued DTB's is the time needed to manage the DTB's. SMPD staff advised that beginning July 2024, they will be increasing their service contract with Lexipol to have them do DTB issuance to all department members as well as monitoring and compliance management of department personnel's completion and review of DTB's (also referenced in the Policy Management section of this report). This will assist in DTB management and efficiency.

TRAINING RECORDS / POST

A review of the SMPD's (June) 2023 Training Plan states that eight (8) hours of First Aid training are received by department personnel every two years, which is in line with what POST requires. Staff indicated all police officers are up-to-date on First Aid/CPR training. SMPD Administration advised that professional staff are included in this type of training. With a half-million cardiac arrests each year, CPR/AED training increases the likelihood of saving someone's life: whether on-duty or off-duty.

Over the past few years, more training for California police personnel has been legislatively mandated. These courses include de-escalation, use of force, and crisis intervention training. In addition to mandated training, police personnel in California are required to attend 24 hours of continued professional training (CPT). Meliora requested a training compliance report for the period of January 1, 2021, through December 31, 2022, which indicated all personnel are in compliance with their 24 hours of CPT and one sworn employee who was out of compliance for perishable skills training. The sworn employee did not complete four hours of arrest and control. After further inquiry, SMPD staff advised that the employee was on medical leave during the 2021-2022 compliance period. SMPD documented this information in the



employees' training file, and this is something that POST takes into consideration relative to compliance.

POLICE ACADEMY

All new, entry level police officers hired by SMPD must successfully complete a California POST-certified law enforcement training academy. SMPD has an officer position, referred to as "Recruit," which is a position earmarked for officer hires who have not yet attended and completed an academy.

Meliora PSC commends SMPD for creating this position as it provides another opportunity to recruit, and hire sworn officers. By including this position, the department can either hire a recruit to attend the police academy or hire a recruit and retain them until an academy start date is available, and/or hire a self-sponsored recruit already attending the academy.

Recruits are those candidates with no prior sworn police experience who are hired by a police organization and paid to attend police training at a state-approved police academy. To enhance the recruit's success, several police agencies have implemented a pre-academy to provide instruction regarding the academy training environment, scholastic requirements, and physical training to increase the opportunities for success. A pre-academy is usually a two or three-week course where current personnel train the recruit in report writing, physical training, weapons awareness and basic usage, department policy and academy protocols. SMPD is to be complimented as they have built this into their recruit hiring process; they send their recruits to the local sheriff's department pre-academy.

The academy standard format of the Regular Basic Course is delivered in one-part instructional sequence and the California POST Academy certification⁷ minimum is 664 hours; however, most academies add hours above the 664. SMPD uses the Los Angeles County Sheriff's academy which consists of 880 hours. Over the past five years, SMPD has paid for (sponsored) and sent one recruit to attend and graduate from the police academy. Most of SMPD's recruitment focuses on lateral officers or pre-service personnel that are often hired from the LASO academy class attendees. A lateral police officer is a fully commissioned and certified law enforcement officer with at least 24 months service from another law enforcement agency. Typically, lateral officers do not need to attend the academy as they have already attended and graduated from one. A pre-service person is someone who has not been hired by a law enforcement agency, are not sworn officers, pay for the academy course themselves and must successfully pass the police academy and a pre-employment investigation (background) before being hired by a police department. Upon successful completion of the academy, the new officer enters the department's Field Training Program (FTP), discussed in the Patrol section of this report.

⁷ post.ca.gov; Regular Basic Course



SERGEANT / SUPERVISOR TRAINING

Supervisors play a key role in risk mitigation and are in the best position to ensure a productive and ethical workplace. Promotion to first-line supervisor is a key step in policing. The newly promoted supervisor should be oriented to the position through a training program involving the Captain, a lieutenant, and tenured supervisors in the department to model leadership and the importance of staff development.

The SMPD informally conducts new supervisory training for sergeants; however, does not provide this type of training to the professional staff supervisor. SMPD partners new sergeants with tenured sergeants so that they can be made aware of daily duties and responsibilities. Most new sergeants rely on their peers as reference points if the new sergeant requires assistance with a new or unfamiliar task.

Many agencies are now employing an in-depth formal training program for newly promoted supervisors. Like Field Training Program (FTP), the Police Supervisor Training (PST) program is designed to develop first-time supervisors who will model the department's vision and values. The program provides the opportunity for a new supervisor to succeed and become a valued asset of the department, ensuring the organization's supervisory expectations will be met through proper orientation to the position. Considering the limited activity and/or high-profile incidents in the City of Sierra Madre, the department would be well served in seeking agencies in the region as a resource for a PST program until they develop their own internal program. Meliora PSC recommends the police department implement a formal supervisory training program for both sworn sergeants and professional staff supervisors.

The training program could include a segment where the Chief and the Captain share the department's mission and vision as well as their expectations of a first-line supervisor. Additionally, a verbal review of policies that are critical for supervisors to know and aid them in understanding their role and responsibilities would be beneficial. These include, but are not limited to policies in sections 100, 200, 300, 1,000, and Chapters 4 Patrol, 5 Traffic, 6 Investigations, 7 Equipment, and 9 Custody.

Like the FTP program, a manual that includes the expectations, policies, and incident-based checklists would be beneficial to supervisors, especially new supervisors. Critical areas covered should have a description, performance rating, and, a completion sign off area. The completed PST signed-off manual should be maintained in the Training Unit.

Newly promoted SMPD sergeants are required to complete a POST-certified supervisory course either 12 months prior to promotion or within 12 months after the initial promotion, appointment, or transfer to such position per POST Commission Regulation § 1005. A review of the POST SMPD compliance report for January 1, 2021 through December 31, 2022 does not show any supervisors who need to attend a supervisor course. Additionally, all sergeants are required to maintain all law enforcement certifications that the officers receive.



Sergeants who complete personnel investigations must have a solid understanding of the City and SMPD's policies as well as the California Police Officer Bill of Rights (POBR). Sergeants must also have experience in investigations and have demonstrated good case management skills. It is also critical that sergeants investigating complaints stay current in relevant training and seminars that develop their skills to become subject matter experts. These courses can include POBR, California Public Records Act requests, Force Science Institute, labor and employment law and arbitration, as well as stay current on case law as it involves topics such as employment law, force application and de-escalation. Meliora PSC learned that sergeants do not attend training of this nature. Meliora PSC recommends including critical risk management classes and supervision courses as part of both the professional staff and sworn supervisor training plan.

The Sherman Block Supervisory Leadership Institute (SBSLI also known as SLI) is a program developed by the POST. The program consists of eight one-week sessions. It strives to stimulate personal growth, leadership and ethical decision making for front-line supervisors. Per POST regulations sworn sergeants and dispatch supervisors can attend SLI. SMPD has sent all sergeants to varying types of leadership courses but not specially SLI. SLI is a significant time commitment. Meliora PSC understands time constraints for a smaller agency, especially those experiencing staffing needs. Overall, we find effective leadership programs a must for municipal police agencies and the importance of ongoing leadership training. Meliora PSC recommends SMPD consider sending their supervisors to the California POST Supervisor Leadership Institute (SLI) training within two years of assuming the position, should their staffing levels increase.

RANGE / WEAPON TRAINING

In 2019 the SMPD formed a Firearms training team. With the cooperation of Rio Hondo Police Academy, SMPD was able to get their firearms team personnel certified as instructors and work under the umbrella of the Rio Hondo Police Academy POST certified course. Recently, SMPD's firearms team certified their own POST-approved firearms course.

The rangemaster and range team is a collateral duty. The rangemaster position is held by a patrol sergeant. The range staff is comprised of the sergeant, one officer and two reserve officers who are POST certified firearm instructors.

SMPD has an established purchase order with Burro Canyon Shooting range in Azusa and an MOU with Monrovia Police Department to utilize their range facilities for SMPD quarterly firearm and rifle qualifications. They use Burro Canyon three times a year and Monrovia PD once a year. Burro Canyon has the capability for rifle qualifications whereas Monrovia does not. The qualification course used meets POST standards.

The memorandum of understanding between the City of Monrovia and the City of Sierra Madre for firearms range use at the Monrovia Police Department is subject to annual review for the purposes of setting range use fees or armorer fees and for modifying any condition of use. The



last contract was signed into effect October 2022; the MOU automatically renews unless there are any changes to the agreement.

LESS LETHAL TRAINING

SMPD Policy § 309 40 MM Less Lethal Launcher Guidelines provides guidelines for department personnel regarding the use of the 40MM Less Lethal Launcher. The policy “addresses operational use and reporting requirements. Additionally, it is intended to familiarize employees with the 40MM launcher's technology, deployment techniques, limitations and general use.”

Policy § 309.7 also provides guidelines for tactical deployment and operation of the 40MM Launcher. This section covers specifics on aiming the 40MM Launcher, firing the 40MM Launcher, and subject factors to avoid. Only officers who have received 40MM Launcher training and yearly re-certification are authorized to check out and/or deploy the launcher.

TRAINING RECOMMENDATIONS

- Expand the Training Plan to include a summary of its training philosophy, a more detailed purpose and objectives of training, and key performance indicators. (Recommendation #68)
- Implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. (Recommendation #69)
- Include critical risk management classes and supervision courses as part of both the professional staff supervisory and sworn supervisor training plan. (Recommendation #70)
- Consider sending supervisors to the California POST Supervisor Leadership Institute (SLI) training within two years of assuming the position, should their staffing levels increase. (Recommendation #71)

Equipment Management

The SMPD has an employee equipment list for each individual employee. The list is broken down into different equipment categories: administration items such as ID card, weapons, Sam Browne belt and associated accoutrements, other equipment such as radios and vests, keys, miscellaneous items such as CPR mask, and field training items such as the FTP manual and city map. Once SMPD fully transitions to the use of Lefta Systems they will be able to electronically manage and track all equipment assigned to personnel to ensure all records are captured.



FIRST AID KITS AND ANTI-BALLISTIC VESTS

In the 21st Century Policing report, Pillar 6: Officer Wellness and Safety emphasizes that every law enforcement person be provided with an anti-ballistic vest and individual tactical first aid kit. Meliora PSC learned all SMPD sworn officers are provided an anti-ballistic vest. Each sworn officer is issued an IFAK (individual first aid kit), and police vehicles are equipped with a first aid kit. The Training Sergeant maintain the first aid kits. Meliora PSC recommends all field personnel, including professional staff community service officers, be issued an anti-ballistic vest. Meliora PSC also recommends each staff member be provided with an IFAK.

In addition to anti-ballistic vests, SMPD provides American National Standards Institute (ANSI) Class II high-visibility vests to increase the visibility of department members who may be exposed to hazards presented by passing traffic, maneuvering or operating vehicles, machinery and equipment. Policy § 500.5 states, "Although intended primarily for use while performing traffic related assignments, high-visibility vests should be worn at any time increased visibility would improve the safety or efficiency of the member."

During the site visit, there was anecdotal information that the department needs more adequate first aid kits in their building.

Pillar 6 Officer Wellness and Safety also states that law enforcement organizations should have a mandated wear policy for body armor (anti-ballistic vests) and seatbelts and provide training on the importance of both. SMPD is to be commended for having both policies (Policy § 1012, Body Armor and § 1011, Seat Belt) in effect.

WEAPONS

Meliora PSC inquired as to how the SMPD logs and tracks firearms, rifles, tasers purchased by the police department and assigned to personnel. SMPD staff advised that the rangemaster/range team is responsible for tracking the items that fall under their purview.

Meliora PSC learned the SMPD has an up-to-date list of guns purchased, registered, and owned by the department. However, they had not registered their guns with DOJ. Once this was brought to SMPD's attention, during the assessment process, SMPD immediately contacted DOJ, worked to ensure department owned weapons were documented on the institutional registration list; this was accomplished by May 2024. SMPD's newly acquired LEFTA system allows for weapons and equipment tracking and will be a useful tool in the near future.

Meliora PSC recommends the SMPD continue to track and manage department-owned guns and use the DOJ list to reconcile firearms inventory. Additionally, they should also check the internal list for any guns that have been returned or have been listed on a current or prior destruction list, so that those firearms can be updated via California Law Enforcement Telecommunications System (CLETS) as "destroyed" and removed from the DOJ list. This action should be documented on a memo to file to maintain a tracking mechanism. Lastly, if there are



any firearms that may be unaccounted for, a police report should be written to document such and that information entered in CLETS.

EQUIPMENT RECOMMENDATIONS

- Issue anti-ballistic vests to all field personnel, including professional staff community service officers. (Recommendation #72)
- Provide each staff member with an individual first aid kit. (Recommendation #73)
- Continue to track and manage department-owned guns and use the DOJ list to reconcile firearms inventory. (Recommendation #74)

Fleet

The SMPD operates a fleet of 14 motor vehicles, which includes emergency equipped vehicles, both marked and unmarked, and miscellaneous use vehicles. At the time of Meliora PSC’s site visit, of the 14 vehicles, 5 of them were out of service and only 3 vehicles were available for patrol. The fleet includes a variety of makes and models ranging in model years from 2003-2022. The most recent vehicles are 2021 and 2022 which will be in service soon, see Table 47 below. The fleet mostly consists of Ford Explorers, however there are other makes/models within the fleet, all mainly older model vehicles. SMPD is in the process of acquiring three new Dodge Durango vehicles. Once the new vehicles arrive they will replace high mileage vehicles and in turn those high mileage vehicles will then be moved to surplus.

TABLE 47: Sierra Madre Police Department Fleet

Patrol - Marked	Year/Make/Model	Mileage*	Years in use	Still in use
Patrol Days -1	2015/Ford Explorer	135,975	8	Yes
Patrol Days -2	2018/Ford Explorer	82,326	5	Yes
Sergeant – Days/Nights	2012/Chevy Tahoe	61,625	11	Yes
Patrol Nights -1	2019/Ford Explorer	36,695	4	Yes
Patrol Nights -2	2017/Ford Explorer	128,427	6	Yes
Patrol Spare	2008/Dodge Charger	93,244	15	Yes
Back-up vehicle	2011/Ford Crown Victoria	88,540	12	Yes
Vehicles Not in Service Yet	Year/Make/Model	Mileage*	Years in use	Still in use
Traffic	2021/Dodge Charger	Approx. 3,991	N/A	N/A
Sergeant	2022/Dodge Durango	2,770	N/A	N/A
Administration-Unmarked	Year/Make/Model	Mileage*	Years in use	Still in use
Detective	2009/Ford Crown Victoria	121,615	14	Yes
Chief	2020/Ford Explorer	Apex. 70,000	3	Yes
Captain	2017/Chevy Volt	95,919	6	Yes
Volunteer	2011/Ford Focus	26,920	12	Yes
Special	Year/Make/Model	Mileage*	Years in use	Still in use



Truck	2003/Chevy Silverado	64,555	20	Yes
Standard Replacement Review	Years	Miles	Repairs	Value
Patrol/Traffic	5	125,000	In excess of bluebook value	Surplus of less than \$2,000
Administration-Unmarked	10 years w/other factors	2000,000	In excess of bluebook value	Surplus of less than \$2,000
Special	As needed	As needed	As needed	As needed

Source: Sierra Madre Police Department. All mileage as of December 20, 2023.

FLEET BUDGET/MANAGEMENT

Previously, the Fleet Services Division of Public Works was responsible for the management, maintenance, and replacement of fleet assets for police vehicles. In August 2023, a directive was issued stating that the police department would be responsible and oversee all police vehicles retroactive to July 1, 2023.

In reviewing the FY 2024/25 budget the city plans to use funding from “The American Rescue Plan Act” which was signed into law by President Biden on March 11, 2021, it guaranteed direct funding to all cities, towns, and villages in the United States. SMPD works closely with the Public Works department to purchase vehicles, and that purchase is made as a Capital Improvement Project.

SMPD also relies on public works for repairs and record keeping on all vehicles. If Public Works is behind on vehicle repairs the PD must wait for the return of vehicles sent in for repair, which at times causes a delay. Currently an assigned SMPD employee will manage all the equipment installation and fixes for PD assigned vehicles. SMPD will send marked patrol vehicles to outside companies called Black & White for equipment outfitting and Amazon Graphics to complete the decal work on the vehicles. SMPD sends their vehicles to a company called Commline, Inc. for any radio repair and will rely on Axon, an SMPD vendor, to oversee any repairs on in-camera along with body worn camera repairs.

Meliora PSC recommends the department’s CSO be assigned part-time to fleet management and work closely with the supervisor to ensure that the fleet is maintained properly and that the fleet continues to be equipped per Policy § 702.3.1.

FLEET POLICIES

SMPD’s department Policy § 702 – Vehicle Maintenance and Policy § 703 Vehicle Use covers maintaining department vehicles along with establishing a system of accountability to ensure department vehicles are used appropriately. SMPD utilizes comprehensive Lexipol policies related to fleet management.



COLLISIONS/DAMAGE

SMPD staff reported the following fleet collision numbers for the past three years. All vehicle collision/damage events were handled in accordance with policy by the assigned handling supervisor.

- 2021 = 4
- 2022 = 2
- 2023 = 2

VEHICLE REPLACEMENT

As noted above SMPD has several makes and models in their fleet. Some vehicles are past the recommended mileage as most agencies follow State of California fleet replacement standard of 5 years or 100,000 miles.⁸ In SMPD Directive 23-02, it lists the fleet life cycle replacement guide which lists a vehicle replacement of 5 years/125,000 miles for patrol/traffic vehicles and 5-10 years/200,000 miles for all other vehicles. Meliora PSC recommends SMPD update the replacement guide to the California standards as this can become a safety issue for officers and members of the public if the fleet has vehicles in service with mileage beyond the standard and expose the City to liability. Meliora PSC recommends SMPD consider standardizing the fleet so it can streamline and improve cost effectiveness of the repair and maintenance of all vehicles. For example, Dodge no longer makes the Dodge Charger and in approximately two years parts will become scarce and hard to come by. It is also recommended to rotate the fleet as needed. For example, take a vehicle that is used for daily patrol operations and transition it to a supervisor vehicle which requires less daily use as it gets closer to the end of useful life. Standardizing the fleet also allows to reuse working vehicle equipment within the unit that could be moved from vehicle to vehicle as needed.

Meliora PSC also recommends SMPD implement a “pool” car for the employees to utilize when attending offsite meetings or trainings. Currently, if a car is available an employee is allowed to use the vehicle; however, often there is not a vehicle available therefore the employee will use their personal vehicle and be reimbursed for mileage. Utilizing a pool car for employees will not only foster a sense of fairness but gives the employee a level of assurance that in the case of an unforeseen accident while on duty occurs that their personal vehicle is not involved. Having a pool car available also assists the City with risk management in that employees do not use their personal cars; city vehicles are maintained and insured.

FLEET RECOMMENDATIONS

- Assign fleet responsibilities to the Community Service Officer. (Recommendation #75)
- Update the fleet replacement schedule to the California standard of 5 years or 100,000. (Recommendation #76)

⁸ <https://www.dgs.ca.gov/Resources/SAM/TOC/4100/4126>



- Standardize the fleet so it can streamline and improve cost effectiveness of the repair and maintenance of all vehicles. (Recommendation #77)
- Provide a pool car for employees that attend off-site meetings and training courses. (Recommendation #78)

FACILITIES

SMPD plays a crucial role in ensuring the safety and security of the Sierra Madre community. However, to effectively carry out their duties, it is imperative that they have adequate facilities that meet the operational needs of modern policing. SMPD is currently housed at 242 W. Sierra Madres Blvd., in the City of Sierra Madre. The current site also houses the Sierra Madre Fire Department; SMPD occupies 8,665 sq. ft. of the site area. The building was built in 1976 and is not fully ADA compatible. Meliora PSC learned during the site visit SMPD and the City of Sierra Madre are considering moving SMPD to a different location. Meliora PSC concurs with SMPD and the City as having a new larger and contemporary building will enhance operational efficiency, officer safety, and community engagement.

The current SMPD facility suffers from several deficiencies that hinder its ability to support the department's operations effectively. These deficiencies include but are not limited to:

- **Inadequate Space:** The existing facility lacks sufficient space to accommodate the growing needs of the department, leading to overcrowding and compromised functionality. The limited space within the facility restricts storage capacity for equipment, hampers administrative functions, and impedes the creation of collaborative workspaces for all employees.
- **Outdated Infrastructure:** The infrastructure of the facility is outdated and in need of modernization to support the integration of technology and improve energy efficiency. To modernize, improve technology and make the current police facility more energy efficient would be costly and impact police operations as staff would have to move into a temporary facility or modular trailers during construction.
- **Limited Amenities:** Essential amenities such as bathrooms, larger and more secured property and evidence room, a private briefing room, training rooms, and updated locker rooms are either inadequate or nonexistent.
- **Security Concerns:** The security infrastructure of the facility does not meet modern standards posing risks to employees.
- **Jail:** Not using the jail at times leads to logistical challenges and delays in not only processing suspects, but also causing the officer to be out of service for an extended period of time.

SMPD could have a feasibility study conducted; however, it is evident that a new location is needed. It would be costly for the City if they were to allocate funds for a renovation, adding additional square footage and modernization of the existing facility and not relocate.

The new location should include an upgraded electrical system, HVAC systems, and integration of smart technology for enhanced security and energy efficiency. Additionally, the new facility



should include adequate amenities such as a separate briefing room, larger and contemporary property and evidence room, spacious training rooms equipped with modern audio-visual equipment, comfortable locker rooms, and a fitness facility to promote employee well-being.

SMPD should also consider the following when acquiring a new facility:

- **Improved Security Measures:** Implement robust security measures including surveillance cameras, access control systems, and secure holding areas to enhance the safety of officers, detainees, and visitors.
- **Accessibility:** Ensure the facility and jail facility are ADA-compliant to accommodate individuals with disabilities and promote inclusivity with the community.
- **Community Engagement Spaces:** Designate areas within the facility for community engagement activities such as public meetings, neighborhood watch programs, and citizen academies to foster positive relationships between law enforcement and the community.
- **Sustainable Design:** Incorporate sustainable design principles such as energy-efficient lighting, renewable energy sources, and water conservation measures to minimize the environmental impact of the facility and reduce long-term operational costs.

COST AND FUNDING SOURCES

Meliora PSC recommends a detailed cost estimation be conducted to determine the financial requirements for acquiring a new location. Funding sources may include government grants, public-private partnerships, bond initiatives, and community fundraising efforts.

Investing in the improvement of facilities for the SMPD is essential to ensure that they have the resources and infrastructure necessary to fulfill their mission effectively. By addressing the deficiencies outlined in this report and implementing the recommended improvements, the SMPD can enhance operational efficiency, promote officer safety and well-being, and strengthen community relations, contributing to a safer and more secure Sierra Madre.

FACILITIES RECOMMENDATION

- Conduct a detailed cost estimation to determine the financial requirements for acquiring a new location. (Recommendation #79)

Technology

Consistent with all police agencies, the department utilizes a wide array of information technologies. Aside from personnel, these technologies are essential to the organization and crucial to all department functions. High profile examples include the 9-1-1 telephone system, the computer-aided dispatch system, records management system, and the radio system. If any of these systems were to fail it could severely impact and/or cripple access to emergency fire,



medical, and police services. Also, vitally important are the case management systems in use by detectives, property and evidence, the traffic officer, and administrators.

As a contracting agency, SMPD is encouraged to share aspects of this assessment that relate to the CAD/RMS (Computer Aided Dispatch/Records Management System) systems with Executive Information Services (EIS), their CAD/RMS vendor, for future data analytics that are both user-friendly, but more importantly a critical aspect to managing a 21st century policing agency. For further information regarding the CAD/RMS systems see the Dispatch and Records section.

SMPD does not have their own technology unit, rather technology is managed by the City's IT department. This is not unusual for a department/City this size. The Captain serves as the administrator over the department's technology and depending on the system the Captain has a secondary person serve as a liaison for the technology system. For example, the professional staff supervisor serves as the liaison for NIBRS and a sergeant serves as the liaison for the body worn camera system.

Meliora PSC encourages the department to ensure that the City has a disaster recovery plan which would assist in the recovery and/or operation of various levels of the current systems and technologies, including contingencies and a 3-2-1 Backup strategy. A 3-2-1 Backup strategy involves the creation of three copies of the data, each is stored in two different solutions, and at least one of these solutions is stored remotely. The strategy reduces the risk of data loss and ensures the agency can recover from any type of disaster, even if access is lost to the premises.

A list of technologies in use includes, but is not limited to:

- **Executive Information Systems (EIS):** This company provides the platform for SMPD's RMS, CAD, and MDT systems.
- **Records Management System:** This system helps manage and store data related to incidents, arrests, citations, field interviews, and other related matters.
- **Computer-Aided Dispatch:** Assist dispatchers in managing calls for service, dispatching units to incidents, and providing critical information to officers.
- **Mobile Data Terminals:** These terminals allow officers to access RMS, CAD, and other databases from their patrol vehicles, enabling them to view real-time information, submit reports, and communicate with dispatch and other officers in the field.
- **Axon for Body Worn and In-car Camera:** The body-worn and in-car cameras record interactions with the public, providing an objective record of events and enhancing transparency and accountability.
- **Justice Data Interface Controller System (JDIC):** JDIC is a law enforcement data communication system that provides city and county law enforcement agencies instant access to local, state, and federal data files and to send and receive official administrative messages to one another throughout the city, County, State, and Nation.
- **LexisNexis:** This system is a centralized information database accessed by government and private businesses. This system is used for investigative and emergencies to obtain



information for individuals outside of a department's internal record management system.

- **Time Clock Plus:** This system, formally known as ScheduleAnywhere, is used by the Department for scheduling.
- **Paisoft:** This system is used to input and track court appearances and subpoenas for staff. This is the only system currently used by the LA County courts.
- **Central Square (Crimemapping.com):** This is SMPD's crime mapping system; which the public has access to. The system maps crime reports.
- **Everbridge (Nixle, LLC.):** The Department uses this system to send notifications to the community.
- **FirstTwo:** This system is a platform that provides open-source information for a location to personnel in the field while dealing with an incident.
- **Intrepid Network:** The regional crisis response team uses this system for activation notification and incident tracking.
- **LEFTA:** This system is used by the Department to track internal records and equipment.
- **Lexipol:** This system is used by the Department to manage their policy and provides a training platform for policy understanding.
- **RapidSos:** The Department uses this system to send and receive text messages to the public during a 911-based call.

Agencies often overlook the importance of tracking and maintaining technological hardware, software, and systems. Tracking will aid in a well-structured and strategic PD IT budget that aligns with department goals and needs and are developed with a comprehensive approach with the City's IT initiatives. Keeping these systems up-to-date is crucial to their use. These systems enhance efficiency only when properly updated. Meliora PSC recommends SMPD develop an up-to-date list of all police department technology with the respective contract expiration dates. The list would be helpful to ensure all systems are properly maintained and updated.

Benefits of an in-car camera system include improving police and public safety, use of video for training purposes, evidence purposes which improve conviction rates, provides transparency for the community, reduces liability, etc. During the site visit, Meliora PSC learned that the SMPD utilizes an in-car camera system. SMPD's MDCs are compatible with their Automated License Plate Readers (ALPR's) which is valuable.

Universally there has been a noticeable accelerated pace in the development and adoption of modern technologies. This speedy technological pace affects organizations in several ways. For police organizations it can be difficult financially to stay current with technology as their budget is limited. Technology can pose policymaking challenges, and it can severely impact or limit day-to-day operations for line-level employees as well as impact morale when technology does not work or is outdated. During the site visit, Meliora PSC went on a ride-a-long with patrol and noted the computers/MDCs in the patrol fleet are outdated. Additionally, the current MDC's and their placement in the vehicles are not conducive for a field officer to author a report in their vehicle out in the field. The officers typically drive back to the station to author reports.



Although Sierra Madre is not a large size city having an officer drive back to the station to author a report is not a significant issue but having the officer remain in the field to author reports would be advantageous.

The station/facility video system is antiquated and needs an upgrade; see the facilities section of this report for further information.

Consistent with many cities and counties comes the challenge of commercial network, data, cellular and radio coverage dependability. Due to the nature of public safety, this is a critical issue. During Meliora PSC's site visit we heard firsthand that there are areas in the City which do not have coverage. Meliora PSC recommends the coverage be examined and tested to address the gaps in radio and cellular coverage in the north end of Sierra Madre.

TECHNOLOGY RECOMMENDATIONS

- Develop an up-to-date list of all police department technology with the respective contract expiration dates. (Recommendation #80)
- Examine and test the gaps in radio and cellular coverage in the north end of Sierra Madre. (Recommendation #81)

Unmanned Aerial System Team

An unmanned aerial system (UAS), also known as drones, can help officers by providing invaluable intelligence about how and where to deploy. The use of drones allows officers to clear scenes more quickly, which is especially important given the limited resources of most departments. An article in Police 1⁹ discusses the 11 ways in which police departments are using UAS stating, *"Drones have had a major impact in the areas of traffic crash reconstruction, reconnaissance before tactical deployments, SWAT overwatch, hostage situations, forensic investigations, patrol-deployed operations, searches for lost persons, tethered operations, traffic pattern evaluation and first response."*

There are more than 1,400 police/sheriff's departments in the United States operating small UAS, commonly referred to as drones. Most public safety agencies deploy drones for the purpose of assisting with in-progress public safety concerns and active criminal investigations. SMPD has had a Drone Team for approximately three years.

SMPD Policy § 609 – Unmanned Aerial System (UAS) – establishes guidelines for the use of a small unmanned aerial system and for the storage, retrieval, and dissemination of images and data captured by the UAS. Policy § 609.2 indicates the mission is to protect life and property of community members and first responders in full compliance with applicable laws and

⁹<https://www.police1.com/police-products/police-drones/articles/11-ways-police-departments-are-using-drones-V8RZTGOKMjTbWj9Z/>



regulations, including but not limited to, applicable state and federal laws and Federal Aviation Administration (FAA) regulations. The policy appropriately balances privacy with public safety and transparency. Meliora PSC recommends SMPD remove any reference to a COA (Certificate of Authorization) in its current policy since they do not have, nor need a COA as they are not within the limits of an airport.

Meliora PSC reviewed the program with the current coordinator and learned that they are ensuring that their practices conform to current laws, regulations, and best practices. SMPD drone operators are FAA Part 107 certified. The Part 107 certification ensures the pilot's knowledge and skills are in compliance with the FAA guidelines. When operating the drone, the pilot must ensure that the cameras are focused on mission-relevant areas.

There are two types of SMPD operations:

- Pre-planned missions where a request is made to the UAS Sergeant.
- On-duty active mission – UAS may be deployed during active and emergency incidents as outlined in their policy – with advanced watch commander approval.

Currently, SMPD has two UAS for external use that were acquired in 2021. The external use UAS do not have thermal capacity to allow for nighttime use, which reduces the ability to operate during darkness in cases such as missing persons or those suspected of committing a crime. There are no smaller UAS to perform indoor operations; however, staff indicated they are hoping to obtain a drone that allows for these types of operations. An example of this type of operation would be for a residential burglary alarm response and subsequent interior house check. Indoor operations would be performed under the same standard as on-duty active missions. However, when flown indoors, UAS are not governed by FAA regulations. Indoor use of UAS can reduce harm to community members as well as SMPD staff as they can indicate the status of an interior and/or potential threat or hazard. Meliora PSC recommends a updating the two current field-use UAS and adding one mini-drone for indoor or confined area use.

STAFFING

The SMPD UAS team operates as an ancillary duty assignment. The team is comprised of a sergeant and an officer, along with one volunteer. The team also utilizes a CSO for perimeter control when the drone is deployed. Operations require at least two members: one for the UAS remote operator and another pilot as the visual observer.

The use of UAS programs in policing is increasing as they enhance safety and efficiency for public safety. Some agencies have already started implementing drones as first responders (DFR) to provide an initial response to calls and provide details about what is occurring and/or clear other calls for service without having the need for an officer in a marked unit to arrive or be on scene.

Meliora PSC recommends SMPD expand its UAS program, to include adding additional officers/professional staff. Ideally, add one trained and certified officer per shift to increase



availability for operations and call outs. The costs associated with expanding the team would be training time for certification, on- going training.

TRAINING

Operating a UAS is a perishable skill. As such, on-going training is required to maintain competency. SMPD staff indicated the team trains; however, due to patrol shortages time to train has not been a priority. SMPD staff indicated there is a need for more in-house UAS team training. The FAA also has a “currency requirement” that must be maintained. “Currency” means the acceptance of the privileges of a class or type rating on an FAA pilot certificate, based on the recent experience of the certificate holder. Currency requirement, in this case, means the FAA requires that within the preceding 90 days, a pilot (operator) must have conducted at least three takeoffs and landings in the same category, class, and type of aircraft they intend to operate. Each Part 107 operator must also complete FAA currency training every 24 months. Meliora PSC recommends SMPD increase UAS team training to at least eight hours once a month.

Meliora PSC was advised that all drones are being maintained per manufacturers recommendations.

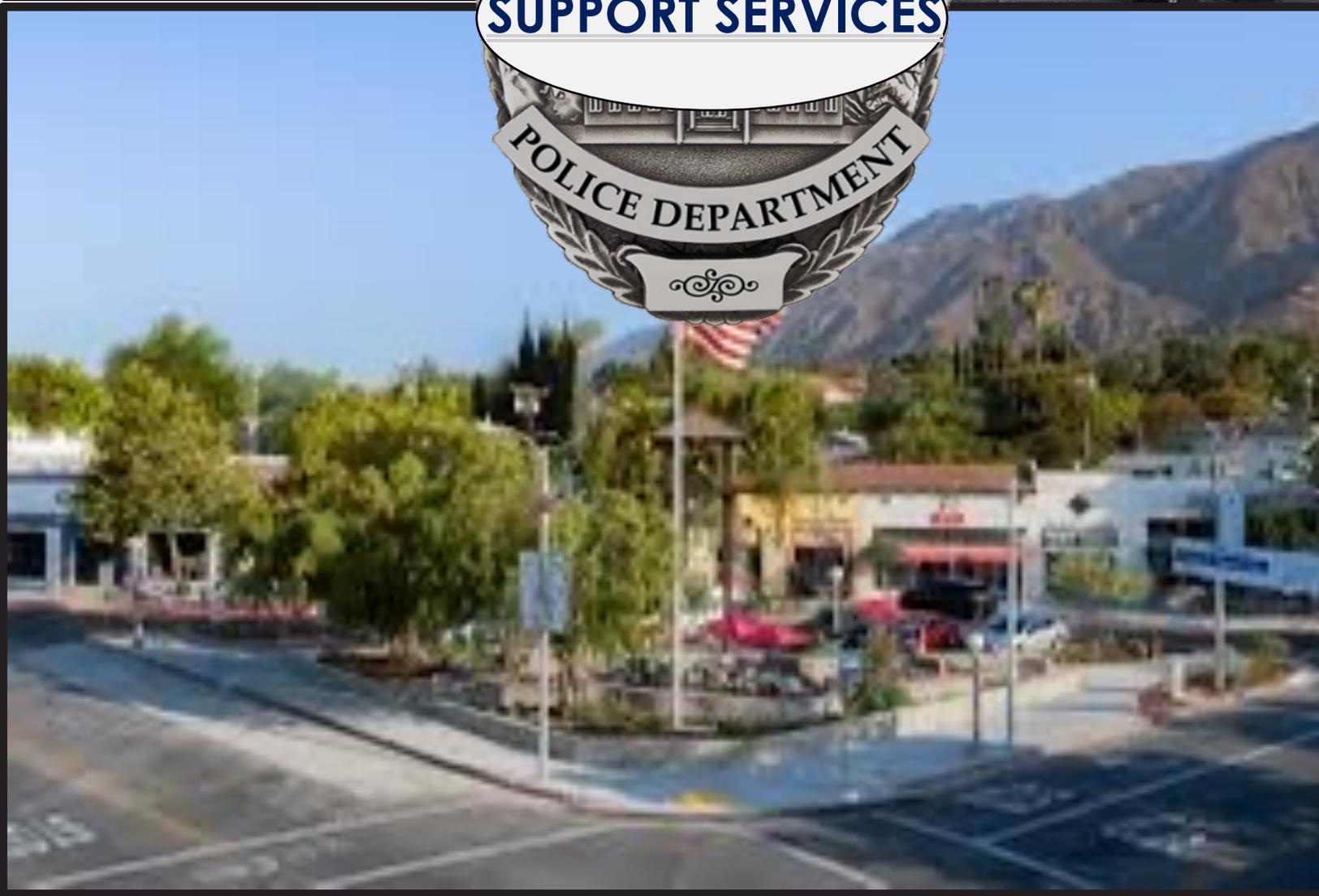
SMPD has also assisted other agencies in the region that needed a UAS for a particular operation. Meliora PSC recommends a mutual aid MOU be developed by SMPD and signed by neighboring jurisdictions whom Sierra Madre assists. An MOU agreement a governed by various laws and must include elements such as purpose, oversight, liability, insurance, and in some cases reimbursement provisions.

UNMANNED AERIAL SYSTEM TEAM RECOMMENDATIONS

- Remove any reference to a Certificate of Authorization in Policy § 609, Unmanned Aerial System. (Recommendation #82)
- Update the two current field-use UAS and add one mini-drone for indoor or confined area use. (Recommendation #83)
- Add additional officers and/or professional staff to the UAS team. (Recommendation #84)
- Increase UAS team training to eight hours once a month. (Recommendation #85)
- Develop a UAS mutual aid MOU with local agencies. (Recommendation #86)



SUPPORT SERVICES





The Support Services section plays a critical role in supporting the operational and administrative needs of SMPD, allowing the officers and other personnel to focus on the mission of protecting and serving the community. Support Services would benefit from having a professional staff Support Services Administrator versus only a Support Services supervisor to oversee a section. This would also relieve the Captain of Support Services administrative duties. Additionally, the department would benefit from having a working Dispatch/Records Supervisor to add an extra layer of supervision and management support to this sizable section, someone who could supervise line level staff and assist with back filling in Dispatch when needed.

Dispatch

SMPD Dispatch serves Sierra Madre’s 10,809 residents, business owners, and individuals who visit or traverse through the City. Dispatchers are the answering point for all 9-1-1 calls and are responsible for business calls (also referred to as administrative calls) that come into the police department during business and non-business hours. Dispatchers also provide services for all police personnel and volunteers that are in the field.

DISPATCH STAFFING

TABLE 48: Dispatch Staffing, 2024

Position	Authorized	Actual	Vacant
Support Services Supervisor	1	1	0
Dispatcher – F/T	4	4	0
Dispatcher – P/T	3 at Step 1 - No Experience 3 at Top Step - Lateral Experience	1 - Experienced	5

Source: Sierra Madre Police Department

Dispatch operates on minimum staffing which can cause an issue for vacation and sick time coverage. If the part-time dispatchers are not available to fill a vacancy, then an officer is used to cover dispatch. There are a total of three officers and one sergeant that are trained to fill in for dispatch. Utilizing officers/sergeants to fill in for dispatch may seem like a practical solution to address short-term staffing; however, it is not cost effective. Overtime pay can be a significant strain on the budget. SMPD currently has five open part-time dispatcher positions; three of these positions do not require prior dispatch experience. Training a non-experienced dispatcher takes several months/hours and can be exceedingly difficult for the employee to retain information when only working a limited number of hours. Police dispatchers require comprehensive training in handling emergency calls, prioritizing responses and learning additional ancillary duties. Keeping the dispatcher up-to-date on their training can be harder to achieve with a part-time schedule as there are longer gaps between training, retention could be an issue. Meliora PSC recommends SMPD consider consolidating three of the five open part-



time dispatch positions to one full-time position as it would be beneficial for dispatch, especially during peak hours.

TABLE 49: Dispatch Schedule, 2024

DISPATCHER	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	6AM-6PM	6AM-6PM	6AM-6PM	PAYBACK			
2				PAYBACK	6AM-6PM	6AM-6PM	6AM-6PM
3	6PM-6AM	6PM-6AM	6PM-6AM	PAYBACK			
4				PAYBACK	6PM-6AM	6PM-6AM	6PM-6AM

Source: Sierra Madre Police Department

The part-time dispatchers’ schedule is not reflected in the table above as they are strictly used as fill in for vacation or sick call outs. Part-time dispatchers are only allowed to work a total of 960 hours per year. One part-time employee is also employed as a full-time employee at a local neighboring police agency and has limited availability. The overtime schedule is sent to the part-time employees; they choose and sign up for shifts.

WORKLOAD DEMAND/CALL VOLUME

Each dispatcher, and those who fill in for dispatch work as a sole dispatcher, is responsible for the front counter, emergency and non-emergency calls from the public, and dispatching on the radio to officers and other field personnel.

TABLE 50: Telephone Call Load, 2020–2023

	2020	2021	2022	2023
TOTAL - All calls	31,351	24,912	37,576	34,569
911 calls	1,835	1,661	2,239	1,804
Abandoned 911 calls	254	145	2,501	111
% of 911 abandoned calls	12.16%	8.03%	52.76%	5.80%
TOTAL – 911 calls	2,089	1,806	4,740	1,915
Administrative	19,789	14,242	13,302	13,305
Abandoned Administrative	967	2,463	13,679	13,653
Outbound Calls – Admin Line	8,504	6,401	5,854	5,695
Unparsed – Admin Line	2	0	1	1
TOTAL – Administrative calls	29,262	23,106	32,836	32,654

Source: Sierra Madre Police Department – ECaTS report



For 2022/2023, abandoned calls are not correctly reflected due to an anomaly phone company issue which caused a spike in phantom calls to dispatch. To determine the busiest hours for SMPD, Meliora PSC requested the telephone call data by hour which showed the hours between 8:00 a.m. and 6:00 p.m. represent the busiest hours for the dispatch center. The following table shows call activity by hour of day for 2023. This does not include radio traffic workload or ancillary duties.

TABLE 51: Average Hourly Telephone Call Load, 2023

Hour of Day	Call Volume	Daily Average
Midnight	359	1
1:00 a.m.	314	1
2:00 a.m.	229	1
3:00 a.m.	202	1
4:00 a.m.	200	1
5:00 a.m.	290	1
6:00 a.m.	611	2
7:00 a.m.	1,057	3
8:00 a.m.	1,665	5
9:00 a.m.	2,198	6
10:00 a.m.	2,145	6
11:00 a.m.	2,133	6
Noon	2,066	6
1:00 p.m.	2,108	6
2:00 p.m.	2,200	6
3:00 p.m.	1,955	5
4:00 p.m.	1,806	5
5:00 p.m.	1,470	4
6:00 p.m.	1,288	4
7:00 p.m.	1,235	3
8:00 p.m.	1,130	3
9:00 p.m.	898	2
10:00 p.m.	815	2
11:00 p.m.	500	1

Source: Sierra Madre Police Department – ECaTS report.

TEXT TO 9-1-1

Text to 9-1-1 is a service that allows community members to send a text message to 9-1-1 emergency services instead of making a phone call. At SMPD text messages are received via a



web-based interface which is independent from their 9-1-1 phone system. Each dispatcher will log into the Text to 9-1-1 at each shift change.

SMPD’s dispatch training manual covers Text to 9-1-1 procedures. Meliora PSC recommends SMPD add the TEXT to 9-1-1 procedure to its policy manual as it states that it is a policy/procedure in the dispatch training manual. Each Text to 9-1-1 is recorded in an incident and notes are added to the incident.

TABLE 52: Text to 9-1-1 Messages Received, 2021-2023

2021	2022	2023
7	46	21

Source: Sierra Madre Police Department – ECaTS report.

ADEQUATE STAFFING LEVELS

One of the primary challenges facing dispatch centers is ensuring there is adequate coverage for sick and vacation time taken by existing staff. With only four dispatchers on SMPD’s team, absences due to illness, scheduled leave including vacations, FMLA leave can significantly impact the dispatch center. Adding an additional dispatcher to the roster can assist with better management of staffing and eliminate the use of officers/sergeants. Hiring another police dispatcher can also assist with improving employee wellness. Back filling the last-minute call outs can take its toll on the dispatchers who are called upon to fill in the void. This can lead to dispatcher burn out and causes current employees to want or need to take more time off. Meliora PSC recommends retaining the Dispatch/Records Supervisor position. This supervisor could be considered a working supervisor who could be available to cover shifts for dispatch and assist the proposed Administrator position with ancillary duties as assigned.

EMERGENCY CALL TRACKING SYSTEM

According to the Emergency Call Tracking System (ECaTS) generated report from SMPD the recommended staffing level is two dispatchers for the dispatch center between the hours of 9:00 a.m. and 6:00 p.m. This report indicated that the heaviest call volume in the center is primarily Monday through Friday (see report below). Meliora PSC recommends SMPD staff the center with a second dispatch during high call volume/peak hours.



CHART 14: Recommended Dispatch Staffing Forecast

AVERAGE AGENT FORECAST (TABULAR)

Day Of Week	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Monday	1	1	1	1	1	1	1	1	1	2	2	2	2	1	2	2	2	2	2	1	1	1	1	1
Tuesday	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	1	2	2	1	1	1	1
Wednesday	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1
Thursday	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	1	2	1	1	1	1	1
Friday	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	1	1	1	2	1
Saturday	1	1	1	1	1	1	1	1	1	2	2	2	2	2	1	1	2	2	2	1	1	1	2	1
Sunday	1	1	1	1	1	1	1	1	1	2	2	2	2	1	1	1	2	2	2	1	1	1	2	1



QUALITY CONTROL AUDITS

Contemporary police communications centers ensure quality control audits are randomly conducted on calls handled by dispatch staff. These audits are usually conducted by a manager or supervisor and reviewed with the dispatcher for training purposes and may be used when completing yearly evaluations. Staff informed Meliora PSC that due to existing workload and responsibilities of the Support Services Supervisor, it is challenging to allocate sufficient time to complete these audits. Meliora PSC recommends random quality control audits on calls handled by dispatch be made a priority and be conducted on a regular basis. The addition of an Administrator will alleviate some of the responsibilities the Support Services Supervisor currently carries and ensure audits, policy amendments, day-to-day operational responsibilities are consistently performed.

ANCILLARY WORKLOAD DEMANDS

SMPD dispatchers are also responsible for all front counter responsibilities, including assisting the public with all requests when entering the SMPD lobby. This task can be distracting when the dispatcher is on the phone handling a call for service, assisting a community member, or dispatching/monitoring a call for service on the police radio. In most agencies, Records sections are situated at the front of a police building and records personnel are the ones who manage the lobby and greet the public. Should a new police facility be acquired this should be taken into consideration.

Dispatchers are also responsible for but not limited to the following:

- Open and disperse mail.
- Answer and triage all phone calls that come in on the non-emergency business line.
- Accept package deliveries and distribute packages.
- Process all vehicle and property releases at the front counter during business hours.
- Entering most of the data into the California Law Enforcement Telecommunications System (CLETS) which include but are not limited to – Missing persons, all vehicle related entries, warrant entry/confirmation, emergency protective orders. Data entry into CLETS can be time consuming depending on what the entry entails.

COMPUTER AIDED DISPATCH

SMPD dispatch operates a computer-aided dispatch (CAD) system called Executive Information Services (EIS). As mentioned in the Records portion of this report, EIS has different modules that are used throughout the agency. Dispatch staff reported that the system meets their needs; however, an upgrade would be needed in a few years (see Records section for further details).



CALL PROCESSING/CALL TYPES

Priority codes are crucial in establishing the urgency of response by officers who are dispatched to a call for service. Dispatch will collect information from the reporting party to determine which call type and priority is appropriate when dispatching an officer. Meliora PSC reviewed the call types and priority codes and noted that they were appropriately categorized. The priority codes enable officers to respond quickly to emergency situations. Calls classified as high priority, such as reports of crimes in progress, accidents with injuries, or threats to public safety, require an immediate response to prevent harm or loss of life. Clear prioritization ensures that these emergencies are identified, and officers respond immediately.

HIGH PRIORITY/AVERAGE RESPONSE TIMES

The highest priority calls for SMPD are highlighted in red in the above table. Most agencies will rate a Priority 1 call for service with criteria that include those involving life threatening situations, crimes in-progress, medical emergencies, and any other urgent public safety issues. Community members rely on SMPD to respond quickly to their urgent situation when they call for assistance. Quick responses also deter criminals from continuing their unlawful behavior if they believe law enforcement is responded expeditiously. These timely responses also aid in building trust and confidence from the community.

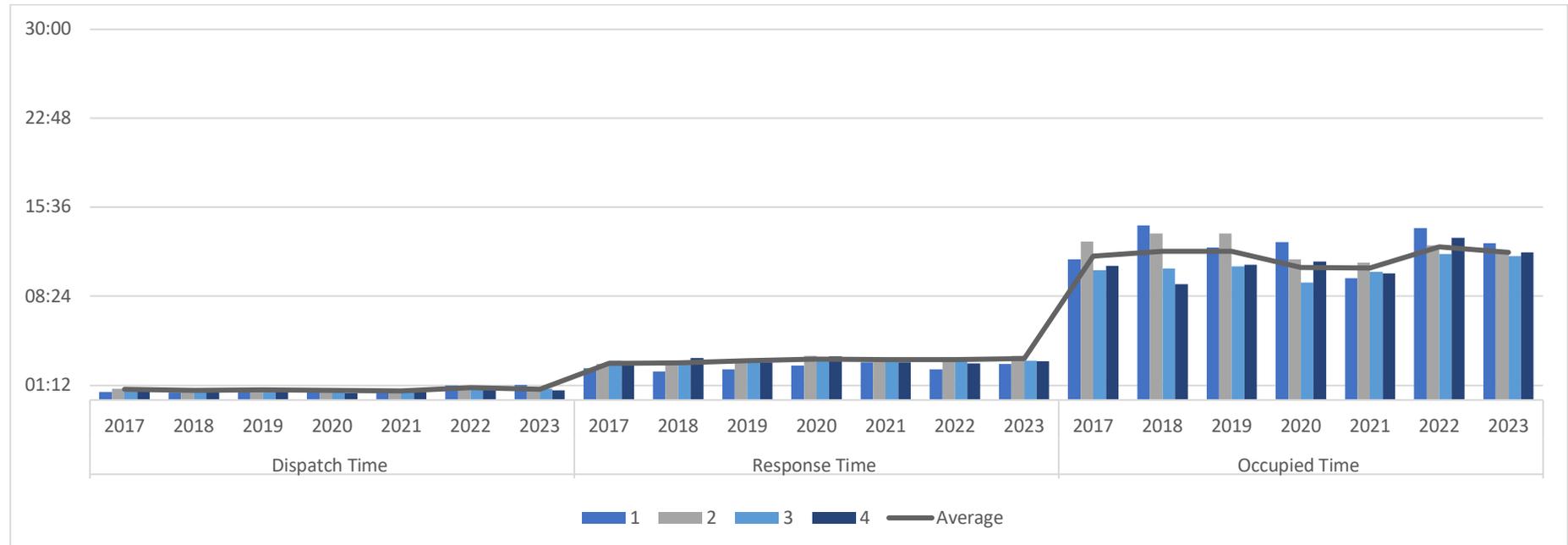
The below two tables represent the average SMPD dispatched (when the dispatcher relays information to the officer responding), response (how long it took the officer to get to the location after the dispatcher relayed the information) and occupied times (how long the officer was on the call for service) for 2017-2023. Additional response times data is included in the Data analysis report.



TABLE 53: Response Time Record Status and Average Minute, by Record Priority, by Year

Call Priority	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
1	00:40	00:36	00:45	00:50	00:52	01:09	01:14	02:35	02:18	02:28	02:49	03:04	02:29	02:55	11:24	14:07	12:20	12:47	09:52	13:54	12:41
2	00:54	00:48	00:48	00:50	00:43	00:58	00:46	02:54	02:55	03:16	03:35	03:24	03:28	03:34	12:48	13:28	13:28	11:24	11:08	12:32	12:03
3	00:57	00:51	00:51	00:49	00:44	00:58	00:55	03:12	03:12	03:19	03:10	03:13	03:11	03:10	10:30	10:39	10:48	09:30	10:24	11:49	11:38
4	00:56	00:43	00:53	00:35	00:40	01:09	00:47	03:02	03:25	03:04	03:32	03:02	02:58	03:08	10:52	09:23	10:56	11:13	10:16	13:08	11:56
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57

CHART 15: Response Time Record Status and Average Minute, by Record Priority, by Year





POLICIES

Meliora PSC learned that SMPD has a policy specifically addressing the dispatch center. Policy § 801 covers radio communications, documentation, confidentiality, and training. The policy is appropriate and clear. See recommendation above regarding adding Text to 9-1-1 in the policy.

TRAINING

Meliora PSC reviewed SMPD's Dispatcher Training manual and found that it was complete and easy to follow. Each dispatcher attends the 120-hour Basic Public Dispatcher course offered by Police Officer and Standards Training (POST). Meliora PSC recommends SMPD send dispatch staff to additional training offered by POST and/or assign staff to participate in POST Webinar courses. An example of online seminar courses are:

- Dispatch Priming – 8 hours
- De-Escalation Training for Dispatchers - 8 hours
- Dispatcher Customer Service – 8 hours
- Dispatcher – Interpersonal Skills/Career Survival – 8 hours
- Dispatcher – Public Safety Extended (Basic) - 120 hours
- Dispatcher – Complacency-Critical Decision Making – 4 hours
- Dispatcher – School Violence – 4 hours
- Dispatcher – Active Shooter Situations – 4 hours
- Science of Wellness or Dispatcher Wellness – 8 hours

DISPATCH RECOMMENDATIONS

- Consider consolidating three of the five open part-time dispatch positions to one full-time position. (Recommendation #87)
- Add the TEXT to 9-1-1 procedure to the policy manual. (Recommendation #88)
- Retain the Dispatch/Records Supervisor position as a working supervisor that could cover shifts for dispatch and assist the proposed Administrator position with ancillary duties as assigned. (Recommendation #89)
- Add one FTE dispatcher to staff the dispatch center with a second dispatcher during the identified high call volume peak hours. (Recommendation #90)
- Conduct random quality control audits on calls handled by dispatch on a regular basis. (Recommendation #91)
- Send dispatch staff to additional training offered by POST and/or assign staff to participate in POST Webinar courses. (Recommendation #92)



Records

Records is responsible for maintaining document control over all original reports, including all crime, arrest, and traffic accident reports that are received by the department. At SMPD the Support Services Supervisor manages the day-to-day operations of the Records and Dispatch units (see Dispatch for further information regarding Dispatch unit) including directing, managing and the supervision of both units. The Support Services Division Supervisor shares an office space with the part-time Records Clerk; however, the Supervisor should have their own office to conduct supervisory responsibilities in a confidential manner. Meliora PSC recommends the Support Services Supervisor have a designated office space to have the ability to privately discuss matters with employees or handle confidential situations.

RECORDS STAFFING

Currently there are two part-time record clerks that work closely with the supervisor. The following table reflects authorized and actual staffing levels at the time of the site visit (January 2024).

TABLE 54: Records Staffing, 2024

Rank	Authorized	Actual	Vacant
Records Supervisor	1	1	0
Records Clerk Part-Time	2	2	0
Total	3	3	0

Source: Sierra Madre Police Department.

TABLE 55: Records Schedule, 2024

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
P/T Clerk #1	Off	8:30-am 2:00pm	8:30-am 2:00pm	8:30-am 2:00pm	8:30-am 2:00pm	Off	Off
P/T Clerk #2	Off	Off	Off	Off	Off	8:30-am 3:00pm	8:30-am 3:00pm

Source: Sierra Madre Police Department.

P/T Records Clerk #1 is assigned to work Monday-Thursday from 8:30 a.m. to 2:00 p.m. and P/T Records Clerk #2 works Friday-Saturday from 8:30 a.m. to 3:00 p.m. leaving any additional work after the above hours for the Support Services Supervisor to handle. There is no coverage from 5:00 p.m. to 8:00 a.m. during the week or after 3:00 pm on Saturday. There is also no coverage on Sundays.

The Support Services Supervisor is tasked with staffing Records with part-time employees therefore making it difficult to have coverage for planned vacations or sick call outs. Records personnel cannot be mandated to work overtime as they are part-time subsequently causing the unit to be short-



staffed on the aforementioned days.

Meliora PSC recommends adding a full-time records employee (FTE) position to ensure there is coverage from 8:00 a.m. to 5:00 p.m. and there is coverage for sick call outs and vacation requests. Adding an FTE position in Records will allow for the Support Services Supervisor to focus on her job duties as a supervisor along with her numerous assigned ancillary duties. The additional FTE position could also assist with the current and potential (BWC) future workload and other records type tasks that are currently assigned to different units within the organization.

WORKLOAD DEMAND

Most functions performed by Records Bureau's across the nation are much more than the common perception of simple tasks such as filing reports and providing copies as needed. Many of these duties are tightly regulated by federal and state laws to protect the privacy of individuals and to ensure compliance with mandated functions. The following is a list of many of the duties performed by Records staff at SMPD, most of which are daily tasks:

- Receive faxes from dispatch and answer/forward emails sent to the Records group email address.
- Data entry on subpoenas that need to be served to officers.
- Log served subpoenas.
- Process requests for clearance letters.
- Data entry of citations (traffic) into the Records Management System.
- Package traffic citations and submit them to court.
- Process record checks from multiple agencies.
- Assist Records supervisor with DA disposition data entry, detention certificates, scanning and attaching files, running stats.
- Scan and attach all documents in RMS.
- Answer phone calls and address questions from the public that are transferred from dispatch on business line.
- Process all in-custody arrests.
- Process all in-coming arrests (including warrants & misdemeanor traffic violations).
- Process all incoming agency requests.
- Process all incoming CHP 180 form (documentation of a stored/impounded vehicle) and send out proper storage notices.
- Prepare traffic reports to be mailed to CHP
- Cash drawer balancing and preparing weekly deposit.

The following items are usually handled by the Records Supervisor:

- Monitor inventory levels of forms in the report writing room, order when necessary.
- Monitor front counter for office supplies and forms.
- Process all District Attorney (DA) complaints.
- Process all Further Investigation requests from DA's office.
- Process all discovery to be completed and picked up.



- Purge cases from retention.
- Process Juvenile Sealings issued by court.
- Handle RMS administrative duties and troubleshooting.

With the assistance of other personnel in the department the workload associated with Records during the three-year period of 2021–2023 is reflected in the table below:

TABLE 56: Records Workload, 2021-2023

	2021	2022	2023	Total
Police Reports Reviewed/Approved *Includes online reports	748	696	576	2,020
Supplementals Approved	852	772	791	2,415
Arrests Processed and DA Filings	Felonies = 20 Misdemeanor = 187	Felonies = 37 Misdemeanor = 109	Felonies = 14 Misdemeanor = 88	Felonies = 71 Misdemeanor = 384
Citations Processed	962	760	886	2,608
Documents Scanned	4,530	4,530	3,828	12,888
Total	7,299	6,904	6,183	20,386

Source: Sierra Madre Police Department

While some agencies choose to assign specific duties to just the Records Units, SMPD has opted to have different employees throughout the organization assist with some of Records workload. For example, the patrol sergeants have been assigned to approve all police reports and traffic reports as the final approver and not Records. Additionally, the following list of records related duties are handled by other departments:

- Data entry for “further investigation” requests sent by the DA’s office – Detectives.
- Assist Community Members at front counter during regular business hours – Dispatch.
- Accept package deliveries and distribute to appropriate location – Dispatch.
- Process all vehicle and property releases at the front counter during business hours – Dispatch.
- Process all incident reports (separate from criminal reports) – Watch Commander.
- Process all supplemental reports – Watch Commander.
- Preapprove all incoming on-line reports (online community member reporting system) reports – Watch Commanders.
- Warrant entry into California Law Enforcement Telecommunications System (CLETS) & Confirmations – Dispatch.
- Update Sex Registrant Files – Detectives.

Some of the duties listed above would be more suitable if assigned to a FTE Records Clerk along with the Part-Time Clerks to allow the Watch Commander, Detectives and Dispatch to focus on their appropriate job duties along with their other assigned ancillary duties. See above recommendation for FTE Records Clerk. As it would take some time to train a new employee in all job duties related to



Records, it would overall benefit the department to have these duties mentioned above returned to Records as the appropriate unit as they should be the experts in all Records related issues.

ONLINE REPORTING

In addition to obtaining report copies, SMPD also provides online reporting capability to the public via a portal from their Records Management System. Members of the public can submit a report online via the department website link.

Once the report is received in the portal, the on duty patrol sergeant reviews the report and either approves the report or sends it back to the community member that has filed the report for corrections or further requested information.

PUBLIC RECORDS ACT REQUESTS/DISCOVERY REQUESTS

As society has become more reliant upon technology in their daily lives, there is an expectation that information be shared, and police agencies become more transparent. Balancing the public's right to information and transparency with an individual's privacy is a challenging task particularly in the policing realm that is also guided by federal and state laws as well as agency policies. The police industry relies on the Records Unit to review, redact, and process requests that are related to the Public Records Act. As more digital media equipment is used, including software apps and body worn cameras, there has been a noted corresponding increase in the workload to those who are required to process these requests. These demands, often complex, result in significant increases in staff time to review, redact, and process demands for information, documents, and recordings.

Absent adequate staffing and planning, these demands can overwhelm police department units charged with fulfilling requests. SMPD recently acquired AXON body worn camera (BWC) equipment in January 2024. As of this date there has not been a vast increase in public records requests that include BWC; however, the Support Services Supervisor is the primary employee to accomplish these tasks on behalf of SMPD. These requests can eventually place a demand on staff to evaluate, research, audit, collect, and prepare department material to answer PRA/Discovery requests. Adding the additional FTE Records Clerk position will also assist in allowing the Supervisor to complete these requests in the future.

Documenting PRA Requests and Release Information

It is critical that ALL public record requests are recorded and a copy of what was released (with redactions) also be recorded, either in the RMS database or in an electronic or a paper file (cabinet). If the request is for a police report/CAD log or any information related to a criminal case and/or incident report, a copy of the requestor's I.D (if available), along with the request should be uploaded into RMS along with what was released. If the request was denied, the reason for denial and who denied the release should also be recorded. Retaining this information is best practice and can assist in future potential legal challenges or litigation regarding record releases.



Meliora PSC learned that SMPD has a good relationship with the City Attorney, and they assist on complicated requests that demand thorough review before being released. SMPD also keeps track of all PRA requests and what was released.

Meliora PSC learned that SMPD does not currently track Discovery Requests and was not able to provide an accurate number of requests that have been received in the past three years. Meliora PSC recommends SMPD implement a process to track discovery requests. It is important to track workload activity like discovery requests to assist when analyzing staffing needs and/or when requesting additional staff to accomplish workload demands.

TABLE 57: PRA & DISCOVERY ACTIVITY, 2021-2023

	2021	2022	2023	Total
PRA Requests	175	222	171	568
Discovery Requests	**	**	**	**
Total	175	222	171	568

*Source: Numbers provided by SMPD * Discovery Requests = Not Tracked*

TRAINING

A Records training manual that outlines, in detail, all aspects of the unit from function and organizational structure to step-by-step responsibilities for meeting workload/work-product responsibilities can serve as an excellent training aide, both for new employees and for staff who want to ensure that they are thoroughly and appropriately performing an assigned duty. SMPD’s Records Unit does not maintain a formal Records Training Manual or Standard Operating Procedures Manual; however, Meliora PSC learned that they are in the process of developing these manuals. Meliora PSC recommends the development of these manuals to include the inclusion of records-related policies, standard orientation, instruction materials, daily observation reports, competency sign off sheets, etc. This will assist in enhancing employee development and ensuring procedures are being followed and tasks are completed accurately.

RECORDS POLICIES

It is important for an organization to have policies and procedures in place for the following reasons:

- Provides a roadmap for day-to-day operations.
- Ensures compliance with laws and regulations.
- Gives guidance for decision-making.
- Streamlines internal processes.
- Defines how employees are expected to behave and detail responsibilities of both management and employees.

SMPD Policy § 803 establishes the guidelines for the operational functions of the department’s Records Unit. The policy addresses SMPD file access and internal requests for case reports. The SMPD



policy manual also references several sections related to Records' responsibilities including Policy § 805, Records Maintenance and Release. The purpose of Policy § 805 is to provide guidance on the maintenance and release of department records.

RECORDS RETENTION

The City of Sierra Madre has an established records retention schedule. Meliora PSC learned that a purge according to the "public safety" portion of the retention schedule was completed in 2023.

RECORDS MANAGEMENT SYSTEM

The records management system (RMS) used by SMPD is Executive Information Services (EIS). EIS has different modules and is used for Patrol, Traffic, Dispatch, Detectives and Property and Evidence. SMPD Administration advised that they identified an issue with staff getting updated training on the CAD and RMS system; in turn staff received training in fall of 2023. We learned that additional training would be helpful on the current system, as it appears that there may have been some gaps in information sharing and training provided by previous employees. Meliora PSC noted that a CAD/RMS upgrade will be needed in a few years as technology changes each year and a new CAD/Records system could improve efficiency. Staff indicated that currently IT support, both from the RMS vendor and in-house personnel are available if needed to resolve any issues outside the scope of SMPD personnel. Meliora PSC recommends SMPD schedule update training with the EIS vendor to ensure that SMPD is using their CAD/RMS to its full potential.

FBI UCR/NIBRS CRIME REPORTING

Each month the Support Services Supervisor is tasked with the responsibility of reporting crime data to the State of California, Department of Justice (DOJ), for inclusion in the UCR/NIBRS. The report is prepared based upon report data entered into the records management system (RMS). The Supervisor reviews all reports submitted by patrol officers and detectives to ensure the accuracy of the coding prior to finalizing the report for the DOJ.

The FBI transitioned from the Uniform Crime Reporting Program (UCR) reporting to a more comprehensive model referred to as the National Incident Based Reporting System (NIBRS). The UCR model calls for the reporting of the most serious crime recorded when multiple crimes occur during a specific incident. For instance, in a home invasion robbery, where an assault occurs during the robbery, the robbery would be reported rather than the assault in the prior UCR process. Under NIBRS, the same event will result in every crime committed by each suspect as a separate crime; therefore, increasing the crime from one felony under the present crime data system to the two felonies that occurred. The conversion to NIBRS has the potential to slightly increase crime rates from 2022 forward. In addition, NIBRS will also track relationships between victims and offenders, arrestees, and property involved in crime.

SMPD began submitting National Incident-Based Reporting System (NIBRS) data to the FBI on January



1st, 2022. Agencies that have fully implemented NIBRS report time-consuming reconciliation issues with NIBRS, and additional issues related to the RMS during the report validation process, requiring time-consuming attention to detail. The processing time can be significantly impacted by the complexity of the case. Further information on crime was provided earlier in the Crime portion of the report.

COMPLIANCE AUDITS

Compliance audits are usually performed bi-annually by the State of California, Department of Justice (DOJ). These audits include accessing confidential databases on offender information or other similar confidential records. The audits, and a review of the findings, reflect just how complex and demanding the records function can be. Meliora PSC requested copies of a few of these audits and they are addressed below:

2022 Criminal Justice Information System(CJIS)/National Crime Information (NCIC)

In a letter mailed to the Chief of Police on March 14, 2022, it stated the following:

The purpose of the audit is to improve the quality of entries into the automated files. This is accomplished by verifying, in accordance with the NCIC Users Agreement, the validity, completeness and accuracy of a random sample of records in each of the CJIS/NCIC systems used by your agency. In addition, a review of standards was conducted for each database to determine compliance with CJIS and NCIC requirements.

Included in this audit were random selections of records of the California Restraining and Protective System (CARPOS), Missing Persons System (MPS), Wanted Persons System (WPS), Automated Boat (ABS) and Stolen Vehicle System (SVS), California Sex and Arson Registration (CSAR), Automated Firearms System (AFS), and Automated Property System (APS).

The report reflected that SMPD was IN COMPLIANCE in the following areas:

- Hit confirmation procedures.
- Timely entries – CARPOS, MPS, WPS, ABS, SVS, AFS, CSAR and APS.

The report reflected that SMPD was OUT OF COMPLIANCE in the following areas:

- Second party checks – CSAR only.
- Validation & recent consultation – CSAR only.

The items that were out of compliance were easily resolved and fixed. An “Audit Report Response” letter, on behalf of Sierra Madre PD, was sent back to the Department of Justice in October 2022, from the Los Angeles County Sheriff’s Office, stating the Sheriff’s would resolve the issues listed in the audit report. The letter stated that the Records Bureau would diligently work on remedying the issues and stay in compliance with DOJ requirements.



California Law Enforcement Telecommunications System (CLETS)

The CLETS audit reviews compliance with state and federal security requirements. The goal of the audit is to help ensure criminal justice information is being handled securely. This covers a range of practices, such as completing required training and verifying protections in an agency's technical environment to protect confidential data.

On August 15, 2022, SMPD received notification from DOJ that an audit had been completed relative to the CLETS system and the office was IN COMPLIANCE. The CLETS assessment covered a range of topics including an administrative review of policies, user/agency agreements, completion of required training and security. SMPD was commended by DOJ for the audit findings.

The responsibility to ensure the agency follows all of DOJ's regulations can be daunting. The Support Services Supervisor must make certain that every CLETS user is certified bi-annually or be deactivated in CLETS and made inactive if they no longer work for SMPD.

CORI/III Audit

On August 15, 2022, SMPD received notification from DOJ that an audit had been completed referencing the use of use of DOJ's Automated Criminal History System (ACHS) and the Federal Bureau of Investigation's (FBI) Interstate Identification Index (III) purpose code (PUR) use. SMPD was IN COMPLIANCE.

PAYMENT OPTIONS

SMPD dispatchers are the face of the department when community members step into the front lobby of the police department and have any records related requests. The dispatchers are responsible for collecting payments from customers who desire to obtain a vehicle release, purchase copies of reports, subpoenas, permits and other similar items or services. When payment is required, the customer will pay by check or cash and a receipt is given to the customer.

Recently, the Support Services Supervisor requested a credit card reader from the city finance department citing that, *"having the ability to accept debit/credit cards would allow for the employees to streamline transactions and enhance their efficiency. Not only would it allow for better efficiency it would also minimize the cash handling with the employees and provide the community with a convenient, secure option of payment."* Debit/Credit card transactions will minimize the physical presence of cash, significantly lowering the risk of mishandling or theft. When using a debit/credit card reader there is a clear digital trail of every transaction, enhancing accuracy, accountability and transparency. Many community members prefer using debit/credit cards due to the convenience and security that is offered when using their card, as well as contactless nature for safety. Meliora PSC supports the use of a card reader and recommends that the City expedite the allocation of a reader for SMPD. The fee schedule is listed on the department website.



RECORDS RECOMMENDATIONS

- Provide a designated office space for the Support Services Supervisor. (Recommendation #93)
- Add one FTE Records position. (Recommendation #94)
- Implement a process to track discovery requests. (Recommendation #95)
- Develop a Records Training Manual and/or Standard Operating Procedures Manual to include department policy references. (Recommendation #96)
- Schedule update training with the CAD/RMS vendor for department members. (Recommendation #97)
- Expediate the allocation a debit/credit card reader for the police department. (Recommendation #98)

Property and Evidence Management

The Property and Evidence (P&E) unit is responsible for the proper intake, processing, storage, and disposal of evidence and property. The unit is also responsible for the preservation of the items for potential future analysis, and the lawful release or disposition. P&E operations are one of the highest risk units within any law enforcement agency. How a law enforcement agency takes in, processes, stores and disposes of property and evidence is of foremost importance. It is especially true for weapons, narcotics, currency, and jewelry.

As stated in a “Best Practice Manual” on the International Association of Property and Evidence (IAPE) website, *“We sometimes see news stories across the country about theft or evidence missing from property and evidence rooms. In most cases, the evidence and property room was mismanaged or lacked suitable security and checks and balances.”*¹⁰

Police agencies across the country have often faced the consequences of mismanaged property and evidence units. Some of these cases have ended with termination and/or an arrest of police employees, from janitors to police Chiefs, for theft of narcotics, cash, jewelry, guns, and other items of value. There have been audits that revealed unaccounted property and evidence and led to the termination of police executives, even though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

Currently, SMPD’s P&E reports under the command of the assigned Detective (Patrol) Sergeant. In 2009, the property and evidence role was a collateral duty for one of SMPD’s patrol officers. In 2012, the department hired a part-time employee to oversee P&E. The current part-time employee was assigned to P&E in 2015 and it has been their primary duty since.

The employee’s schedule varies, coming in once or twice a week between 7:00 a.m. to 3:00 p.m. If there is a need to release property or evidence a message is left for the employee. The employee will

¹⁰ https://home.iape.org/resourcesPages/IAPE_Downloads/Property_Manuals/2018evidenceroommanual%20FINAL.pdf



then make an appointment for the requestor to come to the police department and have their property released. If there is any reason that the release is emergent, the Captain will release the property to accommodate members of the public who want to retrieve property. The practice of having a Captain release property is inappropriate and not best practice. In the event that evidence is missing, entry into the property and evidence room without a second person present may result in the Captain becoming part of an investigation.

According to IAPE, best practice is to staff P&E with an employee who is on-site during business hours, ideally a professional staff member of the department like a Property Technician or Community Services Officer, who is not in the same section or units as patrol or detectives. This separation helps to maintain the integrity of P&E and is appropriately suited for Support Services. Meliora PSC recommends Property and Evidence be moved to report under Support Services and add one FTE CSO to assist with workload of both P&E and Fleet. The position of CSO could split their time between P&E and Fleet (see Fleet for specific information regarding job duties) and would give the flexibility to assist each unit based on workload demand. A direct report to the Dispatch/Records Supervisor who falls under the proposed Support Services Administrator would be appropriate.

TRAINING

The current P&E employee has not attended IAPE's Property and Evidence management course training. Meliora PSC recommends the part-time employee or if the FTE position is granted, that the P&E employee attend training offered by IAPE regularly, such as the property & evidence management course (offered in person and on-line) and Advanced Concepts in Evidence Management. Additionally, the Support Services Supervisor and the Support Services Administrator, if the position is granted, should both attend the property and evidence management course. IAPE also posts several news reels to assist in assuring mistakes made by other departments do not occur at other police departments. California Association of Property and Evidence (CAPE) is another valuable resource for P&E staff as they offer training at various Southern California agencies and allow P&E staff to discuss current trends, issues, and to exchange information. Meliora PSC recommends SMPD become a member of CAPE and allow the P&E employee to attend the quarterly meetings and training.

POLICY

Policy governing P&E is found in SMPD's Policy § 802, Property and Evidence. The intent of the policy is to provide employees guidance regarding the proper collection, storage, and security of evidence and other property. Additionally, this policy provides for the protection of the chain of evidence and identifies those persons authorized to remove and/or destroy property. The policy was last revised by SMPD in September 2023.

AUDITS AND INVENTORIES

One of the most overlooked areas of managing the property and evidence room is the audit and



inventory responsibilities. The purpose of a police department property and evidence room audit is to review how well the department receives, inventories, and establishes chain of custody with regards to property and evidence. It also reports how well a department maintains property and evidence while it is in its custody, as well as how the department releases evidence for investigations and court purposes. Agencies have begun to recognize that the consequences of mismanagement of property and evidence can lead to agency embarrassment, lost court cases, loss of public confidence, and monetary loss.

SMPD's Policy § 802.7 – Inspections of the Evidence Room states:

- a. "On a *monthly* basis, the supervisor of the evidence custodian shall *inspect* the evidence storage facilities and practices to ensure adherence to appropriate policies and procedures.
- b. *Unannounced inspections* of evidence storage areas shall be conducted *annually* as directed by the Chief of Police.
- c. An *annual audit* of evidence held by the Department shall be conducted by the Captain (as appointed by the Chief of Police) *not routinely or directly connected with evidence control*.
- d. Whenever a change is made in personnel who have access to the evidence room an inventory of all evidence/property shall be made by an individual not associate to the property room or function to ensure that records are correct, and all evince property is accounted for."

SMPD conducts a yearly inventory count; however, there was no clear record of any audits in recent years. It was also discovered that the unit does not conduct *random* audits of items in the P&E inventory. A random audit should involve randomly chosen items from the original property report consisting of guns, cash, drugs, felony evidence, and misdemeanor evidence. Meliora PSC recommends SMPD conduct a random audit of 10-15 items at a minimum of twice a year to include a year-end audit of evidence. Logs of the random audits should also be documented and retained.

Meliora PSC staff learned that *inspections* are only conducted once a year and not monthly per policy. Additionally, inspections are not conducted unannounced annually, as they are usually scheduled when the P&E employee is working. It should be noted that inspections are different than an audit. Due to their familiarity with the environment, inspections are typically conducted by management staff who assess the workplace for potential hazards. Audits, however, are conducted by independent parties, or by a neighboring agency or from a separate unit within the agency. An audit is when items are randomly chosen to assure that they are processed correctly and have not been tampered with and are in the correct location.

When it comes to the "annual" audit, Meliora PSC recommends SMPD change the verbiage in Policy § 802.7 (c) to, "*an annual audit of evidence held by the Department shall be conducted by a supervisor or manager (as appointed by the Chief of Police) not routinely or directly connected with evidence control.*" Since there is only one Captain, a lieutenant (new recommended position) who is not directly connected with evidence should conduct the annual audit, therefore appropriately removing the Captain from the audit process.

As discussed above, the failure to audit can have a significant impact on a department. Audits must



become an integral part of the proper operation of a department's property and evidence section. It is imperative SMPD begin adhering to its policy regarding audits. Meliora PSC recommends SMPD immediately conduct a complete and thorough inventory and audit. The results should be documented and retained.

IAPE Standard 15.2 recommends that a comprehensive audit should comprise of the following:

- Review of any previous audits & recommendations
- Staffing
- Training
- Purging – Disposition
- Security
- Compliance with statutory mandates, including OSHA.
- Special Handling – Firearms, Drugs & Money
- Found Property
- Property listed as safekeeping.
- Inventories
- Compliance with packaging manual/policy (if any)
- Uniform-size containers.
- Labeling
- Protection of evidence, trace, bio, tool marks, etc.
- Right of refusal for improperly packaged items.
- Facilities.
- Construction
- Layout
- Storage schemes
- Temporary storage
- Long term storage
- High profile storage – Firearms, Drugs & Money
- Documentation – the methodology used for complete inspection of selected P&E records
- Safety – Environmental

PROPERTY ROOM SECURITY

IAPE has a number of policies and practices to ensure proper safekeeping of an agency's property and evidence facilities and items held. Meliora PSC staff noted that the current policy does not have defined verbiage regarding security related to property and evidence. For example, as referenced in the IAPE standards, these security methods include, but are not limited to key control, changing locks or access codes with changes of personnel, access logs, after-hours procedures, and use of surveillance cameras and alarms. Meliora PSC noted that SMPD property and evidence lacks security measures advised under IAPE standards. The IAPE Security Alarm Standard states that all storage areas should be alarmed and monitored on a 24-hour basis. Storage rooms that contain guns, money, and drugs should be separately alarmed or an independently zoned area, whenever possible. Intrusion alarms should be installed to alert other department personnel in a 24-hour monitoring



position that there has been a breach of security in a specific area.

The IAPE Video Surveillance Standard states that video surveillance cameras should be utilized whenever enhanced security or a long-term record of ingress, movement, and egress is desired to record who and when anyone has entered specific defined areas. Meliora PSC recommends the security of the Property and Evidence Unit be reviewed by SMPD utilizing IAPE standards to ensure appropriate alarms are installed to monitor the property and evidence operation. Meliora PSC observed one camera located in the narcotics room and two additional cameras that are inside the evidence room. There is an alarm which is monitored by an alarm vendor. When the alarm is activated, the alarm is sounded immediately within the department and the alarm company notified dispatch. Meliora PSC recommends updating the property and evidence policy to include language regarding security. Sample language can be found on IAPE's website¹¹.

Access to the property and evidence room is via a secured door by a keyless entry card system. The door also has a hard-key lock. Entry card access is authorized to the P&E employee and the Captain. A physical key to the door lock is retained by each of the same personnel. Live access video footage can be viewed by the dispatch center and in the sergeant's office. Reviewing footage is conducted in the dispatch center by select staff who have a review code. Footage is stored for 180 days and then purged. A written security log is maintained for recording access to the secure property room by persons other than those authorized above. Entry into property and evidence requires an escort by authorized personnel.

SMPD also maintains a 19-page Evidence/Property Packaging Guide used as an "instructional guide" for employees booking items into P&E. Meliora PSC recommends SMPD update this guide as there are more detailed guides that cover a wide array of other types of property and evidence that officers will come across that can be useful as a reference guide. IAPE offers different examples on their website that can be used when updating this guide¹². Staff indicated there is currently no Property Management Manual. Meliora PSC recommends a manual be developed as there is only one employee that is assigned to P&E and a formal manual will assist as a reference guide for future employees. This manual should be updated annually.

PROPERTY MANAGEMENT SYSTEM

The department uses Executive Information Services (EIS) as its Property and Evidence management system, which includes a barcode component used for tracking property and evidence. The system also incorporates the computer aided dispatch (CAD), report management system (RMS) and evidence into one database which allows for easy retrieval and viewing. Staff indicated the current system meets its needs, is functional, and it has had no issues. The system allows the officers to print labels with barcodes for booking into P&E. The barcoding system is part of the EIS property management system which tracks all evidence electronically utilizing a handheld device that scans and enters the item into the system. The item is given a storage location within the P&E room issued

¹¹ <https://home.iape.org/evidence-resources/evidence-log.html>

¹² <https://home.iape.org/evidence-resources/guides-and-manuals.html>



by the property and evidence employee. The system will also track who “checks out” an item from P&E. This allows for continuity of evidence, location, and person accessing the database. The department uses a notification card to notify the public in the following situations:

- When the owner of property/evidence has been identified after the item(s) has already been booked into P&E.
- When the department is legally required to notify the owner of property/evidence that has been booked and will be destroyed or released from custody to be auctioned.

WORKLOAD

SMPD does not take in a lot of property and evidence compared to other departments; however, there are several elements to the unit other than just booking and releasing property. The following table reflects the number of items taken in by the unit and the number of items processed. In addition, the P&E employee has several tasks to ensure the property and evidence operation runs efficiently and within policy. SMPD currently has 255 items of property and evidence under its control. SMPD processes approximately 620 pieces of evidence a year on average. The items range from personal items, weapons, D.U.I. evidence, sexual assault evidence or found/safe keeping items. For example, the number for total intake could be less than what was destroyed/purged that year as items purged could be from cases from years before.

TABLE 58: Property and Evidence Workload, 2020-2023

Category	2020	2021	2022	2023
Total Intake	298	398	456	255
Total Purged/ Destroyed/other	271	495	91	290
Items Sent to Lab	31	7	14	3
Items Checked Out to court	8	0	5	8
Items Released to Owner	118	152	111	138
End of Year Items in P&E	60	109	137	161
Total Activity	786	1,161	814	855

Source: Sierra Madre Police Department

In addition to P&E related workload and department discovery activity noted above, the property technician is responsible for additional tasks that include:

- Packaging/organizing evidence items to fit within the space parameters.
- Storing evidence.
- Disposing of property/evidence when cases can be purged.
- Coordinating the destruction run.
- Coordinating the auction for evidence with PropertyRoom.com.
- Releasing/intaking ALL firearms.
- Preparing firearm letters to registered owners.
- Coordinating stericycle/biohazard.



- Organizing and maintaining the Bike area.
- Coordinating bicycles for PropertyRoom.com.
- Coordinating large/bulk/unusual items disposal.

INTAKE/PROCESSING/STORAGE

The evidence preparation area is located behind the entry door to the property and evidence room; however, Meliora PSC learned that most employees process evidence on the desk located in the P&E office area just outside the locked P&E rooms. After the item(s) are entered into the EIS system, marked for identification, and packaged, officers place it in one of the various sized 18 self-storage lockers. The lockers are accessible to the officers on the exterior side of the property and evidence room. Once the item(s) are placed in the locker, it is secured by the officer pressing a button on the locker, this is a one-time activation button. Only the property and evidence employee can unlock the lockers and access the evidence item from the interior of the property room. The main property room also has a large box freezer and an upright-type refrigerator and freezer. Meliora PSC learned that there is no alarm or monitoring system that provides notification if the unit has a temperature failure. Biological evidence should be stored in one of the following conditions, depending on the type of evidence, and if known, the type of analysis that will be conducted:

- Frozen: temperature is maintained thermostatically at or below -10°C (14°F)
- Refrigerated: temperature is maintained thermostatically between 2°C and 8°C (36°F and 46°F) with less than 25 % humidity.
- Temperature controlled: temperature is maintained thermostatically between 15.5°C and 24°C (60°F to 75°F) with less than 60 % humidity.
- Room temperature: temperature is equal to the ambient temperature of its surroundings; storage area may lack temperature and humidity control methods.

Meliora PSC recommends SMPD purchases a refrigerator/freezer that allows for monitoring of temperature to ensure that evidence is safely housed. In the event of a malfunction, the system should notify a designated department member.

There is an exterior cage for oversized items located in the police department carport area. The exterior cage also contains a drying rack for bloody items and hazardous lockers for fentanyl, fireworks. A padlock secures the cage; it is not alarmed. A camera is in the area but not directly monitoring the area. Meliora PSC recommends SMPD work with their alarm vendor to install an alarm in this area, add an additional camera that is directed to this exterior caged area, and access records are recorded and retained. There are no access records kept for this enclosure. Evidence held in this enclosure should be stored in accordance with IAPE security standards.

When the property and evidence employee is on-duty, he will access the items placed in the temporary lockers by officers. The technician examines the item to ensure proper identifying information is affixed, he then researches the item in EIS to confirm the affixed information matches, he enters a storage location for the item, affixes a barcode, and places the item in the identified location.



The main property and evidence room includes a property and evidence employee's work area, rolling and stationary shelving containing stored evidence, and three locked rooms that store guns and narcotics secured by a hard-key lock.

The narcotic room located inside the evidence room is not ventilated properly and could be expensive to resolve as the building is old. Meliora PSC also noticed mold that was inside the property room. The City of Sierra Madre has acquired a new building within the city limits yet due to budgetary concerns has not started the process that would allow SMPD to obtain and move into this building. Meliora PSC recommends the City prioritize moving the police department into a new building once it is retrofitted for SMPD's needs. Further information can be found in facilities portion of this report. Should the timeframe become extensive, measures to mitigate the mold should be explored to ensure employee safety.

The storage rooms appear organized. Items held in the main property and evidence room are contained in envelopes or bags and stored within a designated box on a designated shelf.

In the secured room within property and evidence, handguns are held in the secure area are stored on open shelves in evidence boxes. Rifles also are stored in open shelves or along a wall; some in boxes, some unboxed. Narcotics are stored in boxes that are on shelves, in envelopes within marked boxes. All items appeared tagged or marked with identifying information.

STORAGE OF CASH

Meliora PSC learned there is currently \$191.25 held in property and evidence. Money is secured in envelopes inside the narcotics/firearms room. If a large amount is processed as evidence, it will be temporarily held in a safe located near the front counter. The property and evidence employee is sent an email if money is put in the safe. Once notification is received by the property and evidence employee, he will then contact the Captain or a sergeant and have the Support Services Supervisor verify that the money is there. The money will either stay in the safe or be moved to the property and evidence room until it is either returned to the owner or deposited into a city bank account. Lesser amounts of cash will be booked via the normal process, but instead of being put into an evidence locker, it is put into the safe near the front counter. It is indicated in EIS property/evidence section of the system, and an email is sent to the P&E employee for notification. Although not optimal, this process is acceptable until such time as SMPD hires a full-time employee to handle property and evidence.

DISCOVERY RESPONSIBILITIES

Discovery is the process by which evidence is made available to one or both parties in a legal action or proceeding. Public and private defense attorneys, prosecuting attorneys, and lawyers representing parties in civil actions are permitted under certain conditions to view and/or receive copies of the items. It is the responsibility of the property officer to fulfill requests for discovery accurately and in a timely manner.



The District Attorney (DA) will send a discovery request to the Support Services Supervisor, who forwards the request to P&E when the request is for evidence. P&E will fulfill the discovery. A log for discovery requests is maintained in Records, and it revealed SMPD completes the requests in a timely manner.

DISPOSITIONING/BACKLOG

P&E continuously reviews cases for disposition. They work closely with detectives to ensure that evidence is being purged in a timely manner. There is no current backlog in property and evidence.

PURGING

A vital component of having a well-managed property and evidence unit is maintaining the process of purging and destruction of property and evidence. Purging eliminates items that no longer need to be stored by the department and creates space in the property storage areas. Without an extremely organized process, property and evidence facilities can become messy, unorganized, and chaotic which may result in the loss of vital property and evidence. SMPD P&E conducts special purges for firearms and narcotics in accordance with law and best practices. P&E purges approximately every 6 months, which includes at the beginning of each calendar year.

WEAPON DESTRUCTION

P&E destroys weapons on a routine basis depending on the number of firearms they have processed for destruction. The process is as follows:

Once the gun rack and shelves are full the P&E employee will obtain authorization from detectives and verify that the owner of the weapon is not in the process of retrieving the weapons. The property and evidence employee will coordinate with a company called *SA Recycling* in the City of Anaheim, transport and witness the gun melt. SMPD follows a thorough and proper procedure for the destruction of weapons.

PROPERTY RELEASE

The property and evidence employee is available to the public by appointment only during business hours for property release. As noted earlier in this report the Captain acts as the back-up when the property and evidence employee is either off for an extended amount of time or the release is emergent.

Prior to release, the P&E employee will verify the item is available for release by confirming that a supplemental report was created in the system by the detective stating it can be released. Once verification is made that the requestor is authorized to pick up the item(s), the property and evidence employee will document that the item(s) were released on the property release form. A copy of the owner's identification card will be photographed and maintained in a file under the year



of the case. Meliora PSC recommends the property release form and a copy of the subject's identification be uploaded to the EIS system and attached to the case report.

PROPERTY AND EVIDENCE RECOMMENDATIONS

- Move Property and Evidence to report under Support Services and add one FTE Community Services Officer to assist with workload of both P&E and Fleet. (Recommendation #99)
- Assign employees associated with property and evidence storage, destruction and management to attend the property and evidence management course and training offered by International Association of Property and Evidence (IAPE) regularly. (Recommendation #100)
- Join California Association of Property and Evidence (CAPE) and allow the property and evidence employee to attend CAPE's quarterly meetings and training. (Recommendation #101)
- Conduct a random audit of 10-15 items at a minimum of twice a year to include a year-end audit of evidence. (Recommendation #102)
- Update Policy § 802.7 (c) to, "an annual audit of evidence held by the Department shall be conducted by a supervisor or manager (as appointed by the Chief of Police) not routinely or directly connected with evidence control." (Recommendation #103)
- Immediately conduct a complete and thorough property and evidence inventory and audit and document and retain the results. (Recommendation #104)
- Review the security of the P&E unit utilizing IAPE standards, make amendments and/or corrections as necessary and update Policy § 802 to include language regarding security. (Recommendation #105)
- Update the Property & Evidence Guide. (Recommendation #106)
- Develop a formal Property and Evidence Manual and update it annually. (Recommendation #107)
- Purchase a refrigerator/freezer that allows for monitoring of its temperature. (Recommendation #108)
- Install an alarm and additional camera for the exterior P&E caged area. (Recommendation #109)
- Prioritize the move to a new building and accommodate a new property and evidence room. (Recommendation #110)
- Upload a copy of the property release form and a copy of the subject's identification into the EIS system and attach it to the case report. (Recommendation #111)

Community Services Overview

Community Services within SMPD plays a vital role in fostering positive relationships, promoting public safety, and addressing the unique needs of the community through proactive engagement, education, and support services. According to Policy § 346, SMPD should have a Community Relations



Coordinator. This coordinator should effectively focus on collaborating with local businesses and community members to address concerns along with assisting in developing solutions.

COMMUNITY SERVICE OFFICER

The City of Sierra Madre currently has an opening for the Community Service Officer (CSO) position. This job posting for this position states it performs, *“a variety of non-hazardous support duties as a non-sworn, non-peace officer within the Police Department; performs related clerical tasks; performs related duties as required¹³.”* Meliora PSC recommends the full-time CSO be utilized as a shared position between P&E along with being responsible for maintaining the Fleet management. Assigning the CSO fleet management would allow for the traffic officer to focus on the traffic management. The position would also allow for an employee to be present during normal business hours to assist the community, officers, and detectives with P&E requests. The position could also manage ancillary duties removed from department members who have a heavy collateral workload.

COMMUNITY SERVICE OFFICER RECOMMENDATION

- Utilize the full-time Community Services Officer as a shared position between P&E and Fleet Management. (Recommendation #112)

Community Relations

Sir Robert Peel is credited for being the father of modern policing. Moreover, he established nine Principles about Policing¹⁴ and it is the seventh principle that states:

The police are the public and the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

Peel's tenant is accomplished through daily experiences created by department staff with members of the public. Limiting these experiences to calls for service or providing help creates circumstances where sometimes the public may not be at their best. Importantly, contemporary police agencies realize that public service is based on other interactions that are meaningful for both the public and police personnel.

Police agencies are committed to addressing crime and enhancing quality of life for all community members and visitors. All department employees are expected to strive to establish close ties with all

¹³ <https://www.governmentjobs.com/careers/sierramadre>

¹⁴ Josephson, M. (2009). *Becoming an Exemplary Peace Officer, A Guide to Ethical Decision Making*. Josephson Institute.



segments of the population. This is also in keeping with the 21st Century Policing Report's first pillar, *Building Trust and Legitimacy*¹⁵.

COMMUNITY PROGRAMS

Public partnerships and programs with the police department demonstrate the importance of building and maintaining trust with community members. Various community programs are an opportunity to engage with residents, businesses and visitors. In Sierra Madre, these programs include the following:

- Neighborhood Watch
- Business Watch
- National Night Out
- Citizen (Community) Police Academy
- Town Hall meetings
- Coffee with a Cop
- Smoothies with Dispatch
- Trunk or Treat
- Special Olympic Torch Run
- Pink Patch and Autism Project
- Prom and Valentines events at the Kensington
- Public Safety Forum – combined with the Fire Department

NEIGHBORHOOD WATCH

A Neighborhood Watch program is considered a group of community members living in the same area who want to make their neighborhood safer by working together and in conjunction with their local police department. The gist of Neighborhood Watch is to reduce crime and improve the quality of life in the community.

SMPD's website invites residents to combat crime by becoming a block Captain or volunteering to host a Neighborhood Watch meeting. Getting involved enhances the quality of life throughout the neighborhood by making it a safer place to live. Neighbors looking out for one another and reporting suspicious activities to police promote crime prevention and the timely apprehension of criminals. The SMPD has 30 Block Captains involved in the Neighborhood Watch Program. The Neighborhood Watch groups meet on a quarterly basis.

BUSINESS WATCH

Modeled after Neighborhood Watch, the SMPD Business Watch program is geared specifically to help prevent crime such as shoplifting, credit card fraud, business scams and other types of crimes against

¹⁵ President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.



businesses. By working together, police departments and business owners can make others aware of potential problems and report suspicious activities before a crime is committed. By sharing information, police departments are better equipped to make timely apprehension of criminals. The Business Watch program is currently being revamped. SMPD's website indicates Business Watch meetings are held quarterly. Meliora PSC recommends SMPD begin to hold quarterly business watch meetings as indicated on the website.

NATIONAL NIGHT OUT

SMPD continues to enhance community engagement in the City. In 2021, SMPD began hosting the National Night Out¹⁶ (NNO) at Memorial Park on Sierra Madre Blvd. NNO is an annual community-building campaign that occurs throughout the United States to grow police-community partnerships and enhance neighborhood safety. NNO occurs the first Tuesday in August across the country; SMPD advertises the event on social media to continue to raise awareness and invite members of the community to join. During the event, the department shares informational resources on Neighborhood Watch, disaster preparedness, and other public safety topics. They also have officers present to sit and listen to community members to gain a better understanding of issues and topics important to those who live, work and visit Sierra Madre. Subsequently, NNO created an opportunity for officers to attend neighborhood organization meetings to build rapport, respond to specific requests and follow up with neighborhoods routinely. This is another example of not only the goal behind NNO, but the intentional relationship building members of the department are engaged in. Over 100 Sierra Madre community members participated in NNO in 2023.

COMMUNITY POLICE ACADEMY

SMPD's Citizen Police Academy (CPA) is a no cost, informative program designed for community and business members of Sierra Madre to experience an interactive and comprehensive overview of the department. This program allows attendees to experience an inside view of the police department and the different roles and responsibilities of department staff, both sworn officers and professional staff. During the program, attendees will meet the men and women of the department and become educated on how the different units within the department work. The program length varies from year to year; usually either three or six weeks in length.

The goal of the Citizen Police Academy is to create open communication between community members and the SMPD staff to develop a better understanding of the police department's role within the community and foster a collaborative relationship. Meliora PSC recommends SMPD update the name of the citizen academy to community police academy; the academy is meant to strengthen community relations; therefore, the name change falls in line with this concept.

Topics for SMPD's Community Police Academy typically include:

- Patrol Operations, 9-1-1 Basics

¹⁶ National Night Out. (2022). <https://natw.org>



- Detective Investigations
- Traffic and DUI Investigations
- Policing and De-escalation Tactics
- Internal Investigations and Complaints
- Hands On Scenarios
- Homeless Outreach and Engagement Policing
- Officer Safety and Tactics
- Self Defense Training
- Firearms
- Narcotics

Meliora PSC recommends additional topics be added to the Citizen's Police Academy such as:

- Patrol ride along
- Criminal justice system
- Police Careers
- Assertive Driving
- Volunteering
- Community preparedness

Some departments recruit CPA graduates as volunteers to assist in various areas of the police department. For example, the detective section, particularly those citizens with a banking, customer service or law enforcement background. These volunteers have been invaluable in preliminary identity theft investigations, calling crime victims on behalf of detectives to provide case numbers and the identity of the handling detective. Another task is calling families of missing persons or runaway juveniles to check on their status. See the Volunteer Program section of this report for further information as to where the SMPD could use volunteers.

Due to staffing and scheduling conflicts, SMPD last held a CPA class in 2021; however, staff could not provide the number of attendees. SMPD was not able to provide the number of 2021 CPA graduates that became department volunteers. Meliora PSC recommends a process be created to track attendees and assess how many volunteers are result from the classes. Due to the numerous tasks that the current staff are assigned, Meliora PSC recommends the CPA be managed by the Community Relations Coordinator outlined in department policy. This position would be responsible for creating the class agenda along with scheduling and managing the CPA. Meliora PSC recommends SMPD host a community academy in 2024.

TOWN HALL MEETINGS/PUBLIC SAFETY MEETINGS

In addition to community outreach programs, contemporary police agencies recognize every contact is an opportunity to connect with community members. One such opportunity is to host Town Hall style meetings at a neutral location, such as the library, to provide community members an update on topics of interest such as crime, traffic safety, and other regional topics.



SMPD hosted a town hall meeting on January 18, 2023. The Sierra Madre Police Department in conjunction with Sierra Madre Fire Department conducted a Public Safety Meeting in 2023. These meetings were offered to the community to get input on any of the community's concerns and to discuss recent developments with both departments.

Sierra Madre PD is applauded for their community relations outreach. Department members demonstrate the mission and values of connecting and service to the community, which is consistent with the first pillar of the 21st Century Policing report.

Currently, the Services Supervisor oversees the Neighborhood Watch Program and other community related events; however, these responsibilities would be better suited for the Community Relations Coordinator outlined in the department policy manual. This position would be more involved with the community and could focus on all department related community and school outreach. The position would allow for a more focused look at crime prevention and would involve working with patrol and detectives to identify where the most serious crimes occur, whether a trend or pattern exists, and how the Community Relations Coordinator might respond through education, prevention, or intervention.

In SMPD's Policy § 346 – Community Relations, it provides guidelines for “community relationship-building.” Policy § 346.4 states that the Chief of Police or authorized designee should designate a member of the department to serve as the community relations coordinator. The Community Relations Coordinator could also assist SMPD with the continuation of promoting the positive relationships between members of the department and the community. Currently, several of the community outreach ancillary duties fall on the staff at SMPD who have primary duties and several other duties assigned to them; this can result in less attention to community outreach efforts.

Meliora PSC recommends the Community Relations Coordinator attend the well-recognized Crime Prevention Through Environmental Design (CPTED) training. The course is P.O.S.T. certified and describes best practices in designing landscapes, parking lots, lighting, entrances, and exits of residential and business buildings and entertainment complexes to encourage safety and prevent crime. This would enhance SMPD's ability to provide information, through a vulnerability home or business assessment, to residents and businesses on changes to their property that could enhance making their property crime resistant.

COMMUNITY RELATIONS RECOMMENDATIONS

- Begin to hold quarterly business watch meetings. (Recommendation #113)
- Update the name of the Citizen Police Academy to Community Police Academy and add additional topics to the Community Police Academy agenda. (Recommendation #114)
- Create a process to track CPA attendees and assess how many volunteers are acquired from CPA classes. (Recommendation #115)
- Assign the duty of managing the CPA to a Community Relations Coordinator and conduct a CPA class in 2024. (Recommendation #116)



- Send the Community Relations Coordinator to the Crime Prevention Through Environmental Design class. (Recommendation #117)

Volunteer Program

Volunteers are an important part of any organization and are proven to be a valuable asset to law enforcement agencies. SMPD's volunteer program consists of a group of vested residents who are reliable and dedicated to serving their community. Currently, the department has 12 active volunteers who contributed 2,198 hours of service during 2020-2024. Duties include traffic control at special events or under special circumstances, administrative duties, live scan fingerprinting and volunteers on patrol. Volunteers on patrol will usually perform the following duties: public relations, performing vacation house checks, traffic control, extra patrol requests, enhance visibility and number of people monitoring the community, and special details assigned by the Watch Commander.

The International Association of Chiefs of Police encourages Volunteers in Policing Service (VIPS) programs throughout the nation stating, *"The VIPS Program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a community law enforcement agency. The program's ultimate goal is to enhance the capacity of state, local, campus, tribal, and territorial law enforcement to utilize volunteers. The VIPS staff shares information and resources with law enforcement agencies that want to expand their programs, increase the use of volunteers in existing programs, help citizens learn about and become involved in VIPS program."*¹⁷ As a registered member of the IACP VIPS, a police department would have access to several resources and training for their volunteers. Meliora PSC encourages SMPD to utilize VIPS resources.

A patrol sergeant supervises the Volunteer Program and is assisted by a volunteer who serves as the Volunteer Program Coordinator. Meliora PSC recommends this ancillary duty be re-assigned to a Community Relations Coordinator, a position that was discussed earlier in this report. This reassignment could benefit the program and allow for better oversight. The top priority of the SMPD Volunteer program is public relations by promoting community involvement to keep the City of Sierra Madre a safe place to live, work, and visit.

Meliora PSC learned that the last volunteer meeting was in August of 2022. This presents an opportunity for the SMPD to revamp the Volunteer program and assign the Community Relations Coordinator oversight of the program. Meliora PSC recommends a volunteer meeting be conducted bi-monthly or quarterly. Per the Volunteer Program Policy §342.7, volunteers are required to receive evaluations; however, they are not being done. Meliora PSC recommends a simple performance evaluation of the volunteers be conducted on an annual basis per policy. Additionally, Meliora PSC recommends the Community Relations Coordinator conduct an annual review of the volunteer program.

¹⁷ <https://www.theiacp.org/projects/volunteers-in-police-service-vips>



The Volunteer Operations manual was revised in March of 2022 and appeared to be thorough, providing clear procedures and defining expectations. When reviewing the Volunteer Operations manual, it defined participation expectations regarding typical service hours that are expected per month. Volunteers are expected to volunteer a minimum of 40 hours a year unless otherwise approved by the volunteer coordinator. When reviewing the hours of each volunteer, it appeared not all volunteers are meeting this expectation, presenting an opportunity for the Community Relations Coordinator to ensure expectations are met during the annual evaluation process.

RECRUITMENT & APPLICATION PROCESS

Meliora PSC learned that other than the City's website, there is no active recruitment of volunteers. Usually, the current volunteers will attempt to recruit family and friends. Some concern was expressed that at some point there will not be any police volunteers left as most will be retiring in a few years or less.

SMPD could benefit from recruiting volunteers that have specialized skills from their current or former careers. Some agencies use volunteers such as retired bank officials or police investigators in an identity theft section and others have volunteers call family members to check the status of cold case missing adult and/or runaway juveniles. SMPD is encouraged to continue identifying tasks in units that volunteers could handle and assign as appropriate when new recruits join the volunteer team. As mentioned in the Community Academy portion of this report, many graduates could be recruited for volunteer positions, which would be beneficial for the department.

The City's volunteer page shows current volunteer opportunities throughout the City's various departments. The application process is easy as the website directs you to create an account with the City to continue with the application process. Meliora PSC recommends the website showcase the volunteer program with highlights on how the program can benefit the community.

SCREENING

Per SMPD Policy § 342.2.3 all prospective volunteer candidates complete an application. An interview is conducted with the Volunteer Coordinator or designee. If selected to be a volunteer, the candidate must pass a background investigation process. A documented background investigation includes but is not limited to, the following:

- Traffic & Criminal background check. Fingerprints are obtained from all applicants and process through the California Criminal Information Index.
- Employment.
- References



TRAINING

SMPD provides minimal training to its volunteers. Meliora PSC learned that the current volunteers would benefit from biennial training on contemporary topics. Meliora PSC learned training records for volunteers are not maintained. Meliora PSC recommends the volunteers are mandated to attend biennial training to include basic driving, traffic control, and operation of a police radio to be included in their training records. The Volunteer Coordinator should keep records of these meetings/training and who attended.

RECOGNITION EVENTS

Services provided to police agencies are invaluable for the department and provide community members with the opportunity to give back. This information should be publicized, and the department might consider showcasing volunteer efforts at an awards ceremony. SMPD recently began recognizing their volunteers at Council meetings; however, they have not had any type of formal banquet recognizing their volunteers. Meliora PSC learned from the current volunteers that this type of recognition would be appreciated as other departments in the area hold recognitions events for their volunteers. SMPD is encouraged to host a recognition event such as an Annual Volunteer Holiday party where the Chief could acknowledge volunteers and highlight the hours served and significant accomplishments achieved throughout the year. SMPD can use a portion of their volunteer budget for this event.

VOLUNTEER PROGRAM RECOMMENDATIONS

- Assign the Volunteer program to the Community Relations Coordinator. (Recommendation #118)
- Conduct bi-monthly or quarterly volunteer meetings. (Recommendation #119)
- Conduct evaluations of volunteers on an annual basis per policy. (Recommendation #120)
- Conduct an annual review of the volunteer program. (Recommendation #121)
- Showcase the volunteer program on the City website with highlights on how the program can benefit the community. (Recommendation #122)
- Provide mandated biennial training for the volunteers. (Recommendation #123)

Media Relations

Many departments throughout the nation have embraced the applicability of social media as a significant platform for law enforcement. SMPD has joined in using social media as a method to distribute department messaging.

SMPD's social media goals include posting on Instagram and Facebook at least once a week or at a minimum once a month. Messaging reflects current and up-to-date information regarding the SMPD to include announcements, tips and information related to crime prevention,



investigative requests for information, requests that ask the community to engage in projects that are relevant to the department mission, real-time safety information, traffic information, press releases and recruitment of personnel. Per SMPD's Social Media Policy § 322.4 – Authorized Content, describes content that may be posted as, *“Only content that is appropriate for public release, which supports the department mission and conforms to all department policies regarding the release of information may be posted.”*

The Chief has final approval authority over content to be distributed through social media. Upon staff receiving all relevant media relations and social media training and with predetermined guidelines, the department is encouraged to have the media relations team complete and publish social media posts with the exception of press releases.

Distributing precise press releases assists police departments with building credibility with the media, journalists, and their community. Writing accurate press release facts on a critical incident or investigation in a way that considers detectives, victims, suspects, the community, and the city as a whole is paramount. The Support Services Supervisor has been tasked with overseeing the Social Media Team and developing content for both immediate and future posting. The Support Services Supervisor also supervises social media content development by designated sworn and professional staff.

SMPD has limited platforms they post on, focusing on Facebook and Instagram. NIXLE is another platform used by SMPD and the City of Sierra Madre to advise the community on alerts for severe weather announcements, criminal activities, severe traffic, missing persons, or local events. During Meliora PSC's site visit we learned from staff that there are times when the city sends out a Nixle; however, the dispatch center does not receive or see the Nixle post. Meliora PSC encourages SMPD to work with the City to remedy this so when the public calls the dispatch center, dispatchers are able to speak accurately when they are asked questions about the Nixle post.

Meliora PSC encourages SMPD consider other platforms like “X,” formally known as Twitter, which is traditionally a means of communication used by the news media to report on what is occurring in the City. Other platforms, like NextDoor have been used by law enforcement to help understand the concerns in the community and attempt to address them. Agencies have limited access on NextDoor, but they can post to community pages, see comments on their posts, and send private messages. Nextdoor can be used to get SMPD's word out to the community easily and securely.

The role and job expectations that support creating weekly/monthly content for posting has impacted the Support Services Supervisors social media workload, with the expectation that it will only continue to grow. The social media role encompasses approximately 5-10% percent of the Support Services Supervisors workload. Meliora PSC agrees that having a Community Relations Coordinator position would be beneficial to SMPD and recommends that the coordinator position oversee media relations; this would serve to alleviate the Support Services



Supervisor's responsibility of media relations, the social media team, and SMPD's social media accounts.

Meliora PSC reviewed SMPD's social media platforms both Facebook and Instagram, and the content was informative and appropriate. SMPD does a sound job of providing basic safety tips, announcements, and crime bulletins. Meliora PSC recommends SMPD post more on their "stories" on a regular basis, as this is the current trend for Instagram traffic. More often Instagram followers will review stories rather than scroll through each post. Meliora PSC encourages SMPD to start "branding" their department. Branding is the process of researching, developing, and applying a distinctive set of features to an organization. It is how your agency is perceived based on your reputation, identity and what you say or publish. Branding allows the follower that views a story or a post to recognize that it is clearly something posted by SMPD. Meliora PSC encourages SMPD to review other police departments' social media accounts for ideas on branding.

Many agencies have "verified" their accounts through each of their social media platforms which allows the follower to be certain that they are viewing the department's official pages. Meliora PSC recommends SMPD work with Instagram and get their Instagram account verified to assure the community that they have their official page.

SMPD is committed to building and maintaining trust with the community and relies on social media as one of the avenues used to communicate with the community. Meliora PSC noted that in the last Town Hall Meeting, community members commented on how they appreciated the engagement and dissemination of information via social media.

Meliora PSC noticed that approximately 21% of Sierra Madre's demographics are of the age range of 65 and over. Continuing to use a text service for those who do not have social media accounts would be appropriate. Another form of communication with the public that is a newer trend is RAVE Mobile Safety. Meliora PSC encourages SMPD to evaluate this platform as it is an ideal way to reach out to those who do not participate in Instagram or Facebook. RAVE¹⁸ mobile safety can be grant funded and functions similar to NIXLE.

Staff indicated that members of the Media Relations/Social Media Team have attended POST Certified Social Media training which provides an overview of social media, how it can be used to communicate with the public, how it can be used in investigations, and the potential pitfalls that peace officers should avoid when using social media.

Additionally, SMPD has a Corporal and a Captain (back up only) that are designated by the Chief as the primary point of contact for the news media; that person is also known as the Public Information Officer (PIO). SMPD Media Relations Policy § 324, "provides guidelines for media releases and media access to scenes of disasters, criminal investigations, emergencies and

¹⁸ <https://www.ravemobilesafety.com/rave-platform/#>



other law enforcement activities.” The PIO is also a member of the Social Media Team. The City of Sierra Madre also has a PIO who manages the City’s media relations and is available to assist SMPD with distribution of information to the Media.

MEDIA RELATIONS RECOMMENDATIONS

- Assign the Community Relations Coordinator oversee media relations, the social media team, and social media accounts. (Recommendation #124)
- Increase the posts on Instagram on a regular basis and work with Instagram to obtain an Instagram verified account. (Recommendation #125)



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Meliora PSC analyzed computer-aided dispatch (CAD) data for the **Sierra Madre Police Department (SMPD)** for the period of January 1, 2017, through December 31, 2023. Information was gathered from the **Sierra Madre Police Dispatch Center**.

Preparing the data for analysis included the following steps.

- The data was reshaped by “flattening” the dataset to one row per record with 82,777 unique records associated with 1-to-24-unit identifiers.
- A column was created calculating the number of “units” assigned to a given record, which is appended to the record. This column is labeled “Unique Officer Count”. A variable is created counting the number of persons assigned to a given record. This number is used to calculate the maximum time personnel could have been assigned based on the record.
- As part of the data cleaning process, **SMPD** and non-**SMPD** records were filtered based on identifiers for call type and assigned units. When filtered based on Department personnel and beat, there are 79,125 records. For the purposes of this report, we focus on records identified as “Patrol”, and include “Records Without Unit IDs” and “Record Missing 1st Responder ID”. The difference between the prior two is there are records with personnel assigned to the record, as documented in the “Unique Officer Count”, though the record is not associated with a unit identifier. That is, there are personnel assigned to the record, whereas “Records Without Unit IDs” have no personnel assigned to the record. Below is the distribution of records based on the call source and unit identifier. When filtering on these records, there are 63,441 records.

Unit Identifier Category	Community-Initiated Contact	Field-Initiated Contact	Missing Source of Record	Patrol Scheduled Events	Total
Patrol	19,284	24,051	5	5,084	48,424
Records Without Unit IDs	11,179	22	8	3,194	14,403
Corporals	1,854	1,707		560	4,121
Sergeants	1,711	1,842	1	449	4,003
Traffic	464	3,277		158	3,899
Detective	1,297	1,120		288	2,705
Record Missing 1st Responder ID#	297	286		31	614
Community Service Officer	178	348		12	538
Administration	191	205		22	418
Total	36,455	32,858	14	9,798	79,125

- For records by hours, those measures use the event information.
- Using the record status stages, Created ----> Dispatched; Dispatched----> Arrived; and Arrived ----> Closed, a calculation was performed creating the numerical minutes between each record status. An inevitable challenge when using CAD data is the presence of outliers, which can skew the data. The following steps were taken to prepare more precise estimates for response times and the total service.
 - Created ----> Dispatched: Retained time measures of zero; Dispatched ----> Arrived: Removed records with a negative (-) value; Arrived ----> Closed: Removed records with a response time of zero. While the removal of zero times assists in producing better estimates, there are those on the maximum end that require addressing.



- Addressing these outliers on the higher end requires addressing the presence of severe and mild outliers. An easy way to think about this process is locating records that lie farthest from the average. The severe outliers are those exceptionally different from the average. Mild outliers are those that deviate from the average but to a lesser extent compared to severe outliers. Given the practical reality of police responses, which is there are interactions where the response times exceed the average by considerable margins, we retain the mild outliers in the data, which admittedly increase the estimates. The mild outliers constitute up to 4.60% of the recorded times. The percentage of severe outliers' range between 3.17% to 5.67%, with created to dispatch having an unusual amount of sever outliers trimming, 9,805 records or about 15%. **Using the upper bounds of the upper fence (the cutoff points for the data) helps produce better estimates for response times, and because the two most important records status stages have minimal severe outliers present, these estimates take into consideration both the optimal statistical approach to managing outliers (removing the severe outliers) and practical considerations (retaining the mild outliers).**
- It is important to note the CAD data is one source of information used to focus on the activities in patrol. By design, CAD captures all activities occurring in the field. The data analysis report will focus on the CAD data from patrol-centric units as it will be used to assess patrol workload, deployment, and response times in the operational assessment.
- Revision of Extra Patrol Procedures: In 2021, the department revised its extra patrol procedures and discontinued the scheduling of extra patrols. This decision was driven by the limitations of the CAD scheduling system, which only provided three options. These options did not allow for the exclusive scheduling of extra patrols during daytime hours without also scheduling them for nighttime hours, or vice versa. As a result, this feature proved to be impractical for the department and led to unnecessary service calls that had to be canceled.



WORKLOAD

Table 1 represents the intersection of the call source and call signs showing 63,441 calls that were received and are not associated with a dispatched unit based on the CAD record. These records provide an entered date. While these are filtered in the analysis that follows, it is important to highlight that these records should be considered when factoring in workload, as they receive a response from the agency, though are not officially associated with a dispatched record.

Table 1: Call Source and Call Sign Records, by Year

Source of Record	2017	2018	2019	2020	2021	2022	2023	Total
Community-Initiated Contact	5,154	4,799	4,401	4,120	3,537	4,151	4,598	30,760
Field-Initiated Contact	5,411	6,510	2,684	3,314	2,408	2,006	2,026	24,359
Missing Source of Record	2	5	3	2	1			13
Patrol Scheduled Events	1,511	1,055	1,689	2,678	832	312	232	8,309
Total	12,078	12,369	8,777	10,114	6,778	6,469	6,856	63,441

Table 2: Community-Initiated and Field-Initiated Category Records, by Year

Source of Record	2017	2018	2019	2020	2021	2022	2023	Total
Community-Initiated Contact	5,154	4,799	4,401	4,120	3,537	4,151	4,598	30,760
Field-Initiated Contact	5,411	6,510	2,684	3,314	2,408	2,006	2,026	24,359
Total	10,565	11,309	7,085	7,434	5,945	6,157	6,624	55,119



Table 3: Community-Initiated Recorded Events, by Category, by Year with Percentage Change

Record Category	Community-Initiated Contact							Percent Change					
	2017	2018	2019	2020	2021	2022	2023	2018	2019	2020	2021	2022	2023
Admin	493	603	628	519	472	529	471	22.31	4.15	-17.36	-9.06	12.08	-10.96
Agency Assist	157	155	161	161	211	194	242	-1.27	3.87	0	31.06	-8.06	24.74
Alarm	448	361	310	168	172	239	306	-19.42	-14.13	-45.81	2.38	38.95	28.03
Animal	160	287	257	214	185	202	435	79.38	-10.45	-16.73	-13.55	9.19	115.35
Bike Enforcement						3	2						-33.33
Check-Area	148	315	214	165	132	151	136	112.84	-32.06	-22.9	-20	14.39	-9.93
Crime-Person	134	98	71	74	62	55	65	-26.87	-27.55	4.23	-16.22	-11.29	18.18
Crime-Property	215	171	139	168	147	172	186	-20.47	-18.71	20.86	-12.5	17.01	8.14
Crime-Public	10	10	8	21	13	21	14	0	-20	162.5	-38.1	61.54	-33.33
Crime-Substance	3	3	8	7	3	3	2	0	166.67	-12.5	-57.14	0	-33.33
Deceased Person					3	7	6					133.33	-14.29
Disturbance	285	232	197	254	244	229	204	-18.6	-15.09	28.93	-3.94	-6.15	-10.92
Emergency	63	51	191	373	300	398	561	-19.05	274.51	95.29	-19.57	32.67	40.95
Extra Patrol	110	108	118	128	74	66	54	-1.82	9.26	8.47	-42.19	-10.81	-18.18
Fire	22	16	23	20	18	38	28	-27.27	43.75	-13.04	-10	111.11	-26.32
Foot Patrol		1		1	2				-100		100	-100	
Harassment	7	7	5	3	3	9	4	0	-28.57	-40	0	200	-55.56
Investigation	73	38	59	69	32	36	52	-47.95	55.26	16.95	-53.62	12.5	44.44
Medical	4	2	4	2	3	3	9	-50	100	-50	50	0	200
Medical/Agency Assist	497	327	431	459	410	562	613	-34.21	31.8	6.5	-10.68	37.07	9.07
Mental Health	7	3	8	10	12	5	14	-57.14	166.67	25	20	-58.33	180
Miscellaneous	809	780	520	494	267	313	299	-3.58	-33.33	-5	-45.95	17.23	-4.47
Miscellaneous/Invest.							1						
Missing Person	15	19	17	12	10	16	10	26.67	-10.53	-29.41	-16.67	60	-37.5
Operation (Sierra Madre Search & Rescue Page)	64	55	56	47	13	20	16	-14.06	1.82	-16.07	-72.34	53.85	-20
Parking		4							-100				
Parking/Traffic Related	199	190	219	131	138	141	174	-4.52	15.26	-40.18	5.34	2.17	23.4
Pedestrian Contact	2	1		4	1	1	1	-50	-100		-75	0	0
Pedestrian Contact/Invest.	1	1	1	4		1	2	0	0	300	-100		100
Property	123	124	130	54	88	88	75	0.81	4.84	-58.46	62.96	0	-14.77
School Patrol	6	4	1	3	1		2	-33.33	-75	200	-66.67	-100	
Special Assignment	8	22	24	24	17	14	13	175	9.09	0	-29.17	-17.65	-7.14
Suicide/Suicidal Person	5	3	5	1		2	1	-40	66.67	-80	-100		-50
Suspicious	717	480	337	278	259	385	361	-33.05	-29.79	-17.51	-6.83	48.65	-6.23
Suspicious Activity	5	1		5	1		1	-80	-100		-80	-100	
Traffic	70	74	67	45	39	55	26	5.71	-9.46	-32.84	-13.33	41.03	-52.73
Traffic Accident	96	94	55	43	55	68	71	-2.08	-41.49	-21.82	27.91	23.64	4.41
Traffic Enforcement	17	17	6	18	35	16	20	0	-64.71	200	94.44	-54.29	25



Transient							9							
Unknown Trouble	33	10	5	8	9	1	14	-69.7	-50	60	12.5	-88.89		
Warrant	6	5	10	5	1	2	1	-16.67	100	-50	-80	100	-50	
Welfare Check	142	127	116	128	105	106	97	-10.56	-8.66	10.34	-17.97	0.95	-8.49	
Total	5154	4799	4401	4120	3537	4151	4598	-6.89	-8.29	-6.38	-14.15	17.36	10.77	

The table depicts percentage changes using a color-coding showing decreases in blue shading and increases in red. Darker shading is associated with the significance of the change.



Table 4: Field-Initiated Recorded Events, by Category, by Year with Percentage Change

Record Category	Field-Initiated Contact							Percent Change					
	2017	2018	2019	2020	2021	2022	2023	2018	2019	2020	2021	2022	2023
Admin	15	8	15	5	6	18	4	-46.67	87.5	-66.67	20	200	-77.78
Agency Assist	17	30	19	12	5	14	22	76.47	-36.67	-36.84	-58.33	180	57.14
Alarm	1	6	3				4	500	-50	-100			
Animal	11	37	10	9	1	6	9	236.36	-72.97	-10	-88.89	500	50
Bike Enforcement	15	23	14	8	8		1	53.33	-39.13	-42.86	0	-100	
Check-Area	20	90	16	8	8	19	19	350	-82.22	-50	0	137.5	0
Crime-Person		1					1		-100				-100
Crime-Property	7	3	2	4	2	5	5	-57.14	-33.33	100	-50	150	0
Crime-Substance				1	2	1					100	-50	-100
Disturbance	5	2	3	1		3	2	-60	50	-66.67	-100		-33.33
Extra Patrol	688	693	198	613	191	317	297	0.73	-71.43	209.6	-68.84	65.97	-6.31
Fire			1			1	1			-100			0
Foot Patrol	140	124	66	135	48	87	76	-11.43	-46.77	104.55	-64.44	81.25	-12.64
Investigation	155	179	138	108	90	159	142	15.48	-22.91	-21.74	-16.67	76.67	-10.69
Medical		1				2			-100				-100
Medical/Agency Assist		2	1		1	3	1		-50	-100		200	-66.67
Mental Health	1	1						0	-100				
Miscellaneous	1025	1175	415	507	66	37	94	14.63	-64.68	22.17	-86.98	-43.94	154.05
Missing Person			1							-100			
Parking/Traffic Related	333	504	191	63	5	76	64	51.35	-62.1	-67.02	-92.06		-15.79
Pedestrian Contact	70	27	60	96	64	52	60	-61.43	122.22	60	-33.33	-18.75	15.38
Pedestrian Contact/Invest.	82	106	61	58	31	14	27	29.27	-42.45	-4.92	-46.55	-54.84	92.86
Property	8		3	2	1	5	4	-100		-33.33	-50	400	-20
Pursuit-Foot		1							-100				
Pursuit-Vehicle	1					1		-100					-100
School Patrol	111	113	110	17	34	16	73	1.8	-2.65	-84.55	100	-52.94	356.25
Special Assignment	41	70	28	42	36	36	35	70.73	-60	50	-14.29	0	-2.78
Suspicious	155	141	146	132	95	150	112	-9.03	3.55	-9.59	-28.03	57.89	-25.33
Traffic	21	15	9	2	4	8	6	-28.57	-40	-77.78	100	100	-25
Traffic Accident	9	11	5	2	2	6	5	22.22	-54.55	-60	0	200	-16.67
Traffic Enforcement	2470	3134	1160	1483	1705	964	957	26.88	-62.99	27.84	14.97	-43.46	-0.73
Transient							1						
Unknown Trouble	2							-100					
Warrant	2	1	1	1				-50	0	0	-100		
Welfare Check	6	12	8	5	3	5	5	100	-33.33	-37.5	-40	66.67	0
Total	5411	6510	2684	3314	2408	2006	2026	20.31	-58.77	23.47	-27.34	-16.69	1

The table depicts percentage changes using a color-coding showing decreases in blue shading and increases in red. Darker shading is associated with the significance of the change.



Chart 1: Record Category Summary for Community-Initiated (2017-2022)

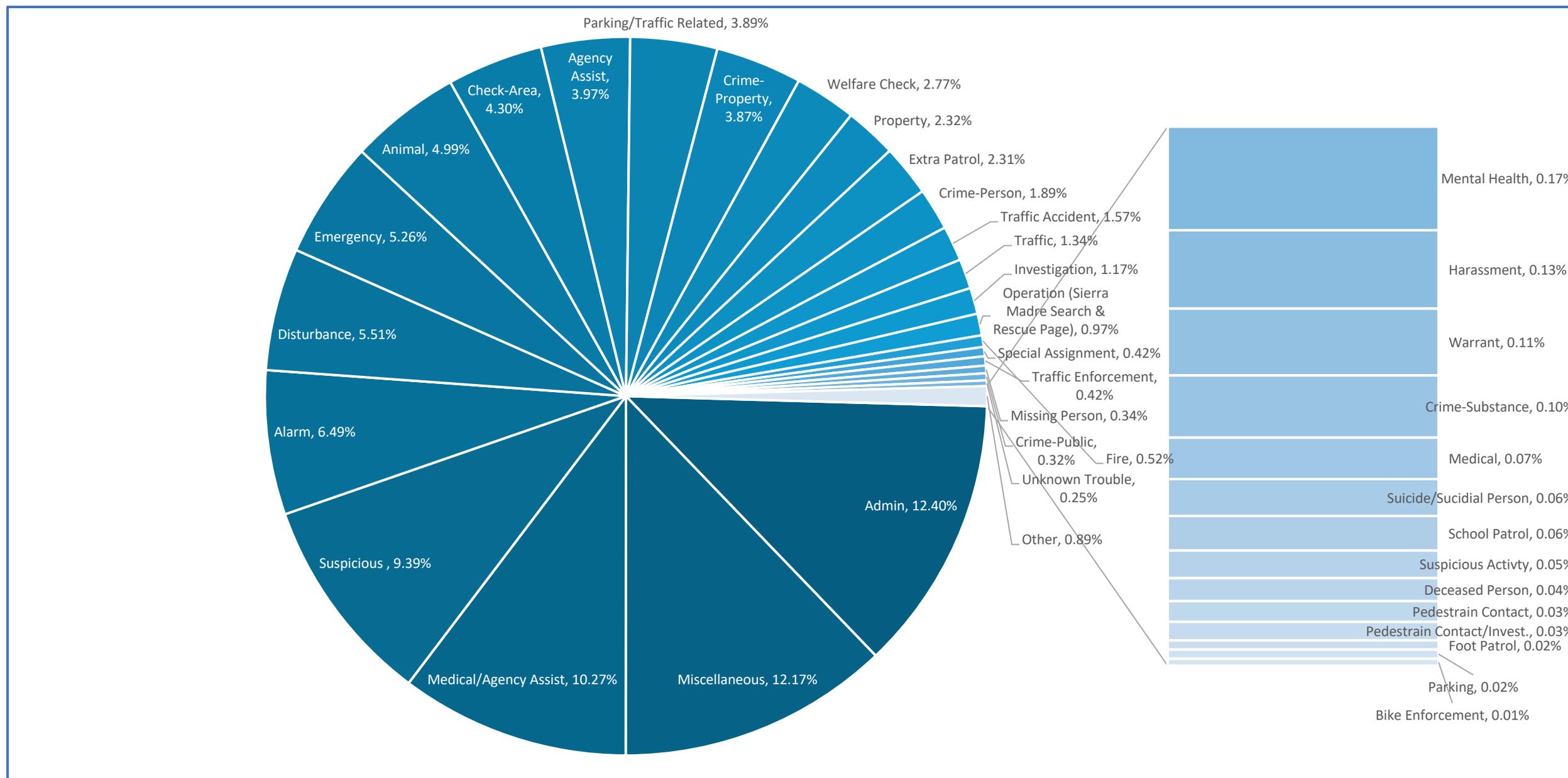




Chart 2: Record Category Summary for Community-Initiated (2023)

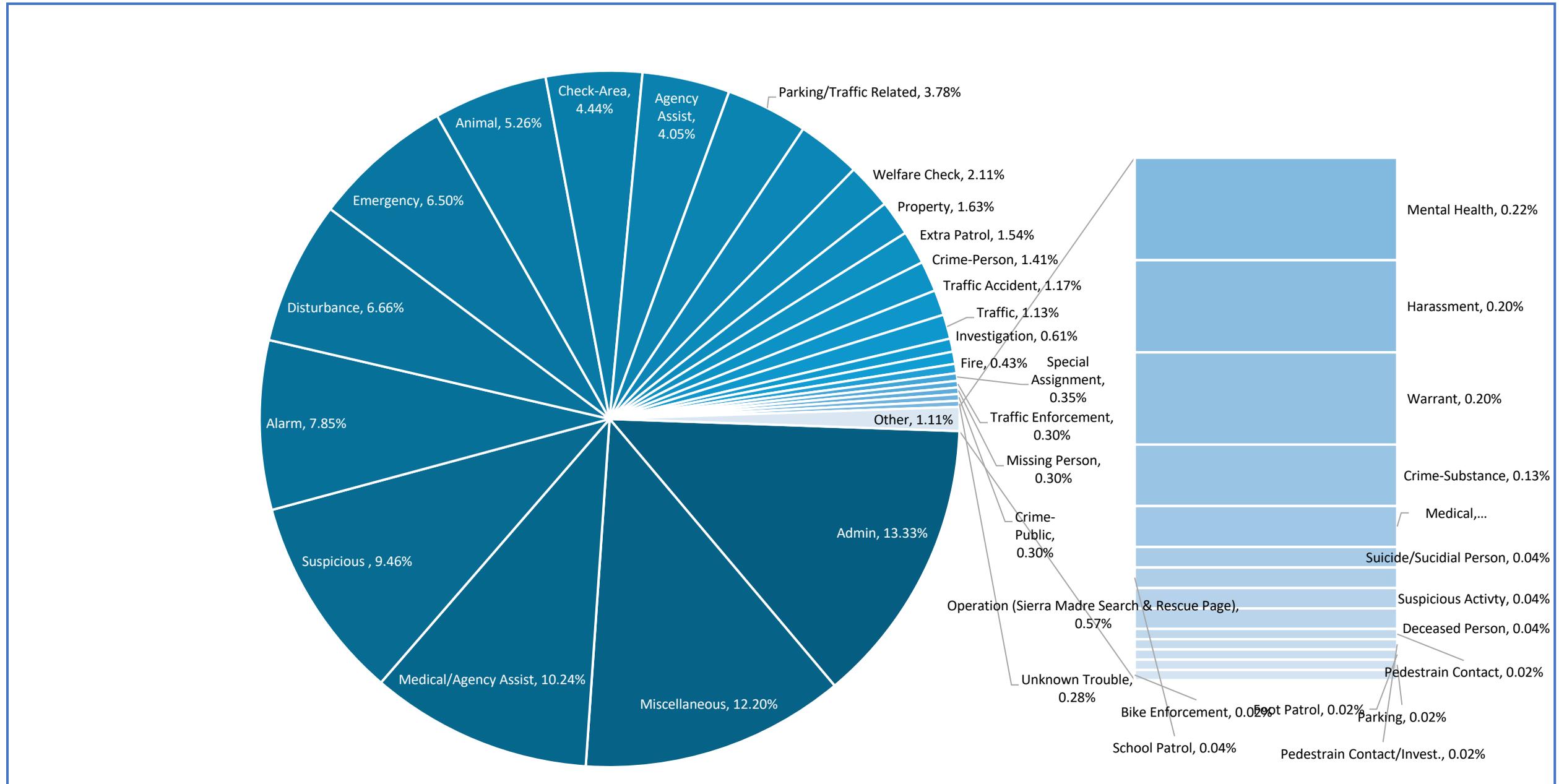
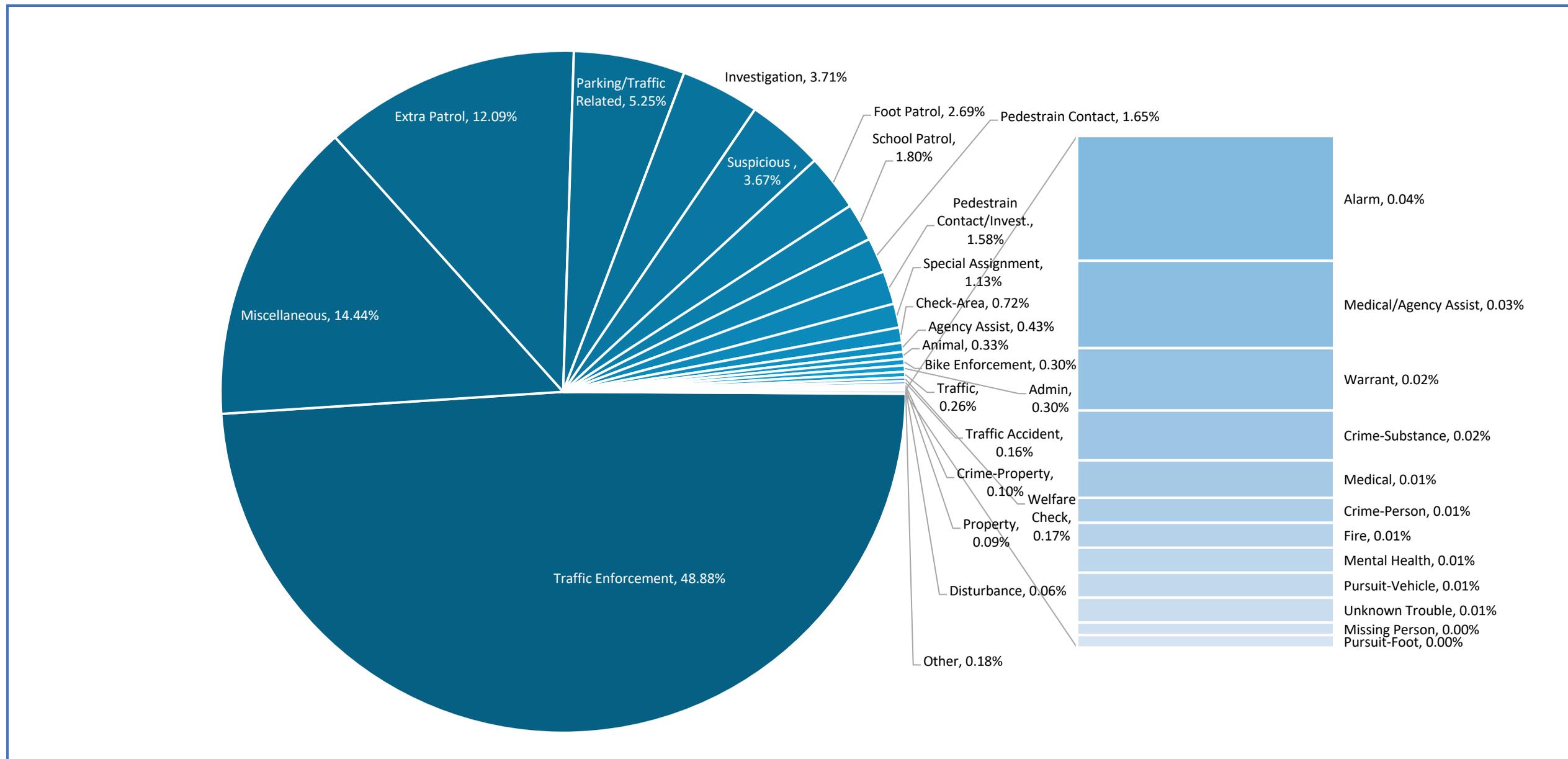




Chart 3: Record Category Summary for Field-Initiated (2017-2022)



Note: As there are a large number of record categories with minimal percentages, the breakout chart makes it easier to understand the relative distribution of the records.



Chart 4: Record Category Summary for Officer-Initiated (2023)

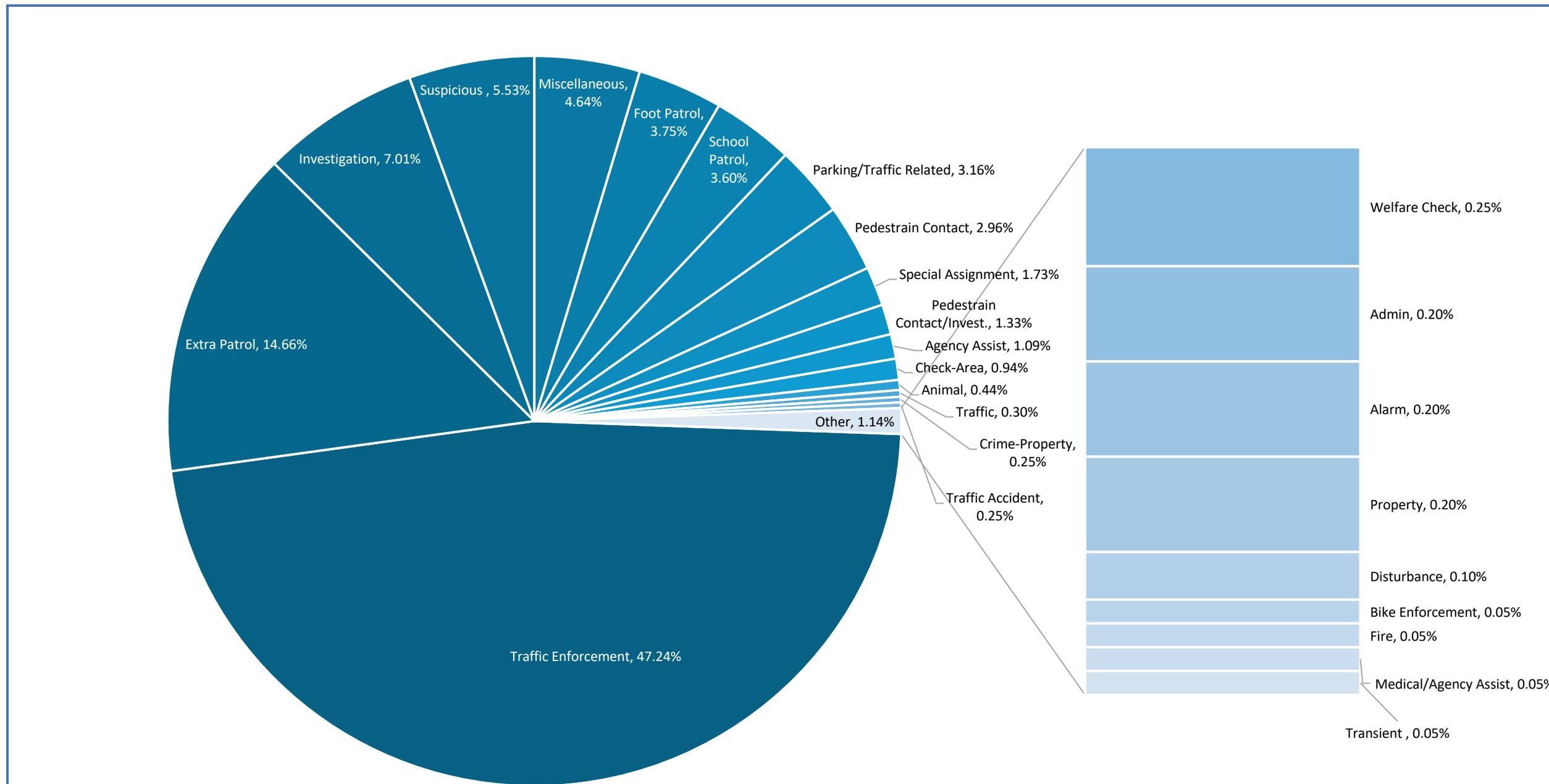




Table 5: Events, by Event Month and Initiator, by Year

Month	Community-Initiated Contact							Field-Initiated Contact							Agency Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
January	356	451	338	412	212	365	417	307	492	348	323	229	215	141	2,551	2,055
February	314	367	247	348	229	356	308	290	520	276	340	209	190	147	2,169	1,972
March	407	364	343	353	237	338	331	421	536	258	230	116	235	127	2,373	1,923
April	431	375	336	373	229	332	370	447	595	154	208	145	212	153	2,446	1,914
May	461	424	383	404	266	423	391	384	626	143	202	184	198	157	2,752	1,894
June	494	444	349	398	274	354	406	474	690	130	214	155	183	162	2,719	2,008
July	528	516	368	432	399	388	488	605	639	171	379	349	120	200	3,119	2,463
August	505	333	448	334	318	341	466	723	488	257	286	197	167	298	2,745	2,416
September	429	374	396	269	383	319	442	570	564	189	263	183	118	162	2,612	2,049
October	409	391	423	292	325	313	358	469	560	305	394	199	132	127	2,511	2,186
November	390	333	399	273	306	324	311	369	388	256	236	227	105	139	2,336	1,720
December	430	427	371	232	359	298	310	352	412	197	239	215	131	213	2,427	1,759
Total	5,154	4,799	4,401	4,120	3,537	4,151	4,598	5,411	6,510	2,684	3,314	2,408	2,006	2,026	30,760	24,359

Table 6: Recorded Events, by Season and Initiator, by Year

Season	Community-Initiated Contact							Field-Initiated Contact							Agency Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
Autumn	1,343	1,098	1,267	895	1,026	973	1,266	1,762	1,612	751	943	579	417	587	7,868	6,651
Spring	1,152	1,106	926	1,074	695	1,026	1,009	1,158	1,651	688	778	470	637	427	6,988	5,809
Summer	1,483	1,384	1,100	1,234	939	1,165	1,285	1,463	1,955	444	795	688	501	519	8,590	6,365
Winter	1,176	1,211	1,108	917	877	987	1,038	1,028	1,292	801	798	671	451	493	7,314	5,534
Total	5,154	4,799	4,401	4,120	3,537	4,151	4,598	5,411	6,510	2,684	3,314	2,408	2,006	2,026	30,760	24,359

NOTE: Autumn includes August, September, and October; Spring is characterized by February, March, and April; Summer comprises May, June, and July; Winter includes January, November, and December.

Table 7: Recorded Events, by Day of Week and Initiator, by Year

Day of Week	Community-Initiated Contact							Field-Initiated Contact							Agency Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
Sunday	637	610	500	470	462	543	618	759	816	288	470	309	214	211	3,840	3,067
Monday	649	643	507	522	456	534	560	697	863	348	412	248	217	278	3,871	3,063
Tuesday	664	593	489	508	442	520	623	660	852	332	436	237	206	330	3,839	3,053
Wednesday	702	662	596	551	485	569	649	762	910	408	466	314	278	372	4,214	3,510
Thursday	775	739	760	641	521	548	669	821	1,061	440	468	357	413	291	4,653	3,851
Friday	927	817	818	715	600	749	738	831	1,004	466	486	471	363	297	5,364	3,918
Saturday	800	735	731	713	571	688	741	881	1,004	402	576	472	315	247	4,979	3,897
Total	5,154	4,799	4,401	4,120	3,537	4,151	4,598	5,411	6,510	2,684	3,314	2,408	2,006	2,026	30,760	24,359



Table 8: Number of Community-Initiated Recorded Events, by Category, by Season, by Year – Part I

Record Category	Autumn							Autumn Total	Spring							Spring Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Admin	108	126	182	135	129	119	142	941	106	112	140	132	109	141	97	837
Agency Assist	35	34	55	38	61	35	68	326	39	44	27	42	47	47	75	321
Alarm	117	91	68	28	47	61	79	491	107	98	85	57	29	54	80	510
Animal	53	82	96	46	56	62	173	568	26	38	33	48	27	42	30	244
Bike Enforcement															1	1
Check-Area	72	90	44	28	34	36	41	345	1	58	37	46	18	33	21	214
Crime-Person	40	19	14	12	10	9	20	124	31	34	23	28	11	14	15	156
Crime-Property	53	45	27	28	41	29	46	269	38	33	35	50	24	51	51	282
Crime-Public	3	3	2	2	3	5	2	20	1	2	1	7	4	6	4	25
Crime-Substance	3		2	2	1			8				1	1	2		4
Deceased Person					1	1	1	3						1	1	2
Disturbance	70	56	61	65	81	61	62	456	64	56	38	65	35	60	36	354
Emergency	28	16	77	86	81	86	110	484	6	7	21	103	62	112	144	455
Extra Patrol	26	22	30	30	20	7	12	147	28	24	19	35	17	11	11	145
Fire	4	5	5	2	7	15	8	46	4	2	9	10	3	10	7	45
Foot Patrol				1				1					1			1
Harassment	2	2	3	2		3		12	2		1		1	1	3	8
Investigation	18	5	25	13	14	4	23	102	15	9	25	18	3	7	9	86
Medical	1		2				1	4	1				2	1		4
Medical/Agency Assist	113	69	106	111	107	150	177	833	123	92	92	112	94	121	124	758
Mental Health	3	2	1	4	5	1	7	23	1			1	3	1	1	7
Miscellaneous	205	159	172	99	72	78	74	859	168	203	103	125	63	84	84	830



Table 9: Number of Community-Initiated Recorded Events, by Category, by Season, by Year – Part II

Record Category	Autumn							Autumn Total	Spring							Spring Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Miscellaneous/Invest.																
Missing Person	5	2	7	4	6	5	3	32	2	8	4	5	2	4	25	
Operation (SMS&R)	15	14	13	7	4	6	1	60	20	8	17	5	4	5	63	
Parking																
Parking/Traffic Related	53	52	66	26	47	23	38	305	41	40	43	36	22	43	272	
Pedestrian Contact	1	1					1	3	1				1		2	
Pedestrian Contact/Invest.		1		1				2				2		1	3	
Property	31	28	31	7	23	23	17	160	27	23	33	17	14	24	158	
School Patrol	5	2	1		1			9		2		2			4	
Special Assignment	2	3	6	2	7	1	4	25	2	8	8	6	2	6	36	
Suicide/Suicidal Person		1	2					3	2			1			3	
Suspicious	172	98	94	57	85	88	89	683	218	122	77	62	48	94	705	
Suspicious Activity	1			1	1		1	4	2						2	
Traffic	24	14	17	13	8	12	8	96	16	16	14	13	6	14	86	
Traffic Accident	26	17	17	6	14	21	14	115	18	29	12	8	11	10	104	
Traffic Enforcement	8	7	1	3	21	6	3	49	2	1	4	3	6	6	31	
Transient							5	5								
Unknown Trouble	4	1	3	1	3		4	16	12	4	1	1	3	1	22	
Warrant	1		2	3		1		7	2	3	1		1	1	8	
Welfare Check	41	31	35	32	36	24	33	232	26	30	23	33	21	21	175	
Total	1,343	1,098	1,267	895	1,026	973	1,266	7,868	1,152	1,106	926	1,074	695	1,026	1,009	6,988



Table 10: Number of Community-Initiated Recorded Events, by Category, by Season, by Year – Continued – Part I

Record Category	Summer							Summer Total	Winter							Winter Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Admin	169	178	173	136	145	144	140	1,085	110	187	133	116	89	125	92	852
Agency Assist	49	40	43	46	57	55	53	343	34	37	36	35	46	57	46	291
Alarm	121	80	70	40	44	70	77	502	103	92	87	43	52	54	70	501
Animal	51	129	94	91	68	70	201	704	30	38	34	29	34	28	31	224
Bike Enforcement						1	1	2						2		2
Check-Area	28	101	68	49	50	54	49	399	47	66	65	42	30	28	25	303
Crime-Person	34	28	16	16	24	20	18	156	29	17	18	18	17	12	12	123
Crime-Property	81	43	29	55	34	47	43	332	43	50	48	35	48	45	46	315
Crime-Public	4	3	1	8	4	5	2	27	2	2	4	4	2	5	6	25
Crime-Substance		2	4	2	1	1	2	12		1	2	2				5
Deceased Person						3	1	4					2	2	3	7
Disturbance	94	59	47	77	71	56	50	454	57	61	51	47	57	52	56	381
Emergency	13	4	39	109	82	92	177	516	16	24	54	75	75	108	130	482
Extra Patrol	30	30	40	31	14	24	19	188	26	32	29	32	23	24	12	178
Fire	8	4	4	2	2	8	8	36	6	5	5	6	6	5	5	38
Foot Patrol										1			1			2
Harassment		2		1	1	1		5	3	3	1		1	4	1	13
Investigation	23	16	2	28	4	13	11	97	17	8	7	10	11	12	9	74
Medical		1		1	1	1	4	8	2	1	2	1		1	4	11
Medical/Agency Assist	124	92	108	119	102	130	131	806	137	74	125	117	107	161	181	902
Mental Health	2		2	4	1		3	12	1	1	5	1	3	3	3	17
Miscellaneous	281	236	103	184	60	85	61	1,010	155	182	142	86	72	66	80	783



Table 11: Number of Community-Initiated Recorded Events, by Category, by Season, by Year – Continued - Part II

Record Category	Summer							Summer Total	Winter							Winter Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Miscellaneous/Invest.							1	1								
Missing Person	4	4	2	2		5	3	20	4	5	4	1	2	2	4	22
Operation (SMS&R)	23	24	18	25	4	6	7	107	6	9	8	10	1	3	4	41
Parking		2						2		2						2
Parking/Traffic Related	49	51	54	43	39	39	51	326	56	47	56	26	30	36	38	289
Pedestrian Contact				4				4							1	1
Pedestrian Contact/Invest.			1	1		1	1	4	1							1
Property	35	40	30	17	26	19	16	183	30	33	36	13	25	22	22	181
School Patrol									1			1			2	4
Special Assignment	2	8	6	12	4	4	2	38	2	3	4	4	4	3	3	23
Suicide/Suicidal Person	1	1	3			2	1	8	2	1						3
Suspicious	157	130	83	66	52	119	100	707	170	130	83	93	74	84	88	722
Suspicious Activity		1		2				3	2			2				4
Traffic	19	13	16	11	13	18	8	98	11	31	20	8	12	11	3	96
Traffic Accident	26	22	11	14	13	27	16	129	26	26	15	15	17	10	25	134
Traffic Enforcement	7	3	1	6	3	3	4	27		6		6	5	1	4	22
Transient															4	4
Unknown Trouble	9			4	1		4	18	8	5	1	2	2	1	5	24
Warrant		2	4	2		1		9	3		3					6
Welfare Check	39	35	28	26	19	41	20	208	36	31	30	37	29	20	23	206
Total	1,483	1,384	1,100	1,234	939	1,165	1,285	8,590	1,176	1,211	1,108	917	877	987	1,038	7,314



Table 12: Number of Field-Initiated Recorded Events, by Category, by Season, by Year

Record Category	Autumn							Autumn Total	Spring							Spring Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Admin	2	1	10	3	2	9	2	29			2	2	1	5	1	11
Agency Assist	7	3	6	3	3	3	3	28	4	15	2	4	1	1	7	34
Alarm	1	1	2				2	6		1						1
Animal	3	12	2	3		1	3	24		9		2				11
Bike Enforcement	1	6	1	3				11	5	7	9	2	5		1	29
Check-Area	7	23	3	2		3	3	41	3	16	4	3		9	1	36
Crime-Person																
Crime-Property	1		1	1	1	1		5	4	2				2	2	10
Crime-Substance														1		1
Disturbance	2		1	1		2	1	7		1						1
Extra Patrol	386	180	62	207	42	28	100	1,005	13	151	51	167	19	140	56	597
Fire							1	1			1					1
Foot Patrol	56	10	16	52	6	11	7	158	18	41	18	14	13	22	28	154
Investigation	34	64	41	12	21	32	32	236	33	35	40	44	21	36	40	249
Medical		1						1						1		1
Medical/Agency Assist						1	1	2		1	1			1		3
Mental Health		1						1								1
Miscellaneous	248	320	124	100	3	2	15	812	291	279	101	88	24	13	4	800
Missing Person																
Parking/Traffic Related	191	158	29	6	3	42	16	445	35	130	71	20		7	20	283
Pedestrian Contact	29	12	18	18	15	12	7	111	17	3	15	40	16	14	22	127
Pedestrian Contact/Invest.	16	37	17	8	4	2	2	86	24	18	14	23	6	3	6	94
Property	2			1			1	4	5		1			1		7
Pursuit-Foot										1						1
Pursuit-Vehicle																
School Patrol	73	45	38		15	5	17	193	11	27	35	9		2	19	103
Special Assignment	11	14	6	20	4	5	10	70	8	18	6	8	12	16	8	76
Suspicious	27	32	43	44	27	28	21	222	34	42	36	21	15	41	38	227
Traffic	2	5	3	1		1		12	11	1	3		1	4	1	21
Traffic Accident	2		1			2	1	6	4	3	1	2	1			11
Traffic Enforcement	660	681	325	457	431	225	342	3,121	637	848	276	328	335	317	172	2,913
Transient															1	1
Unknown Trouble																
Warrant		1						1	1							1
Welfare Check	1	5	2	1	2	2		13		2	1	1		1		5
Total	1,762	1,612	751	943	579	417	587	6,651	1,158	1,651	688	778	470	637	427	5,809



Table 13: Number of Field-Initiated Recorded Events, by Category, by Season, by Year – Continued

Record Category	Summer							Summer Total	Winter							Winter Total
	2017	2018	2019	2020	2021	2022	2023		2017	2018	2019	2020	2021	2022	2023	
Admin	3	5	3		1	3		15	10	2			2	1	1	16
Agency Assist	5	7	4	1		5	6	28	1	5	7	4	1	5	6	29
Alarm		2	1					3		2					2	4
Animal	2	9	2	1		4	6	24	6	7	6	3	1	1		24
Bike Enforcement	4	4		3	2			13	5	6	4		1			16
Check-Area	3	28	3	2	2	6	12	56	7	23	6	1	6	1	3	47
Crime-Person		1						1						1		1
Crime-Property	2			1		1	2	6		1	1	2	1	1	1	7
Crime-Substance											1	2				3
Disturbance	2		2			1	1	6	1	1						2
Extra Patrol	257	256	30	164	72	88	46	913	32	106	55	75	58	61	95	482
Fire						1		1								1
Foot Patrol	27	39	9	46	15	30	20	186	39	34	23	23	14	24	21	178
Investigation	54	40	20	30	25	56	34	259	34	40	37	22	23	35	36	227
Medical														1		1
Medical/Agency Assist		1				1		2					1			1
Mental Health	1							1								1
Miscellaneous	268	337	79	200	9	14	10	917	218	239	111	119	30	8	65	790
Missing Person											1					1
Parking/Traffic Related	79	133	7	15	2	8	20	264	28	83	84	22		19	8	244
Pedestrian Contact	18	6	10	22	20	17	20	113	6	6	17	16	13	9	11	78
Pedestrian Contact/Invest.	22	28	19	16	11	6	11	113	20	23	11	11	10	3	8	86
Property	1		1			4	3	9			1	1	1			3
Pursuit-Foot																
Pursuit-Vehicle									1					1		2
School Patrol	6	14	2			2	34	58	21	27	35	8	19	7	3	120
Special Assignment	9	18	8	11	11	6	10	73	13	20	8	3	9	9	7	69
Suspicious	61	40	22	34	15	46	29	247	33	27	45	33	38	35	24	235
Traffic	4	4	2			2	4	16	4	5	1	1	3	1	1	16
Traffic Accident		3	1		1	4	3	12	3	5	2				1	11
Traffic Enforcement	629	977	216	248	502	195	244	3,011	544	628	343	450	437	227	199	2,828
Transient																
Unknown Trouble	1							1	1							1
Warrant	1		1					2				1				1
Welfare Check	4	3	2	1		1	4	15	1	2	3	2	1	1	1	11
Total	1,463	1,955	444	795	688	501	519	6,365	1,028	1,292	801	798	671	451	493	5,534



Table 14: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Part I

Record Category	Sunday							Monday							Tuesday						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Admin	53	85	84	68	71	75	68	50	65	74	70	62	65	57	49	54	56	64	49	57	59
Agency Assist	18	16	20	15	28	24	20	35	23	16	33	20	22	33	21	18	31	23	29	25	37
Alarm	65	43	30	17	23	24	43	57	46	30	21	22	25	32	62	39	20	22	11	25	43
Animal	17	31	37	30	22	30	66	15	38	18	30	27	27	44	18	45	30	18	20	18	49
Bike Enforcement																					
Check-Area	13	28	30	21	15	15	8	29	45	26	15	29	25	17	16	43	22	15	23	24	21
Crime-Person	9	7	3	5	2	6	6	21	12	6	8	7	4	12	16	15	14	8	10	5	10
Crime-Property	32	18	15	16	21	24	25	26	30	21	14	15	22	27	30	28	15	15	21	23	27
Crime-Public	4	1			2	2	2		4		2	2	2	1	1	2	1	5	1	2	3
Crime-Substance	1		1	2					1		1			1	1						
Deceased Person							1					1	2						1		
Disturbance	49	43	25	37	45	27	43	32	31	23	21	15	27	12	30	22	17	26	19	12	14
Emergency	7	13	15	33	41	63	62	8	8	20	61	64	49	79	9	7	20	59	49	57	82
Extra Patrol	5	17	9	14	8	5	11	9	16	15	18	13	12	5	17	14	20	23	8	9	8
Fire	2	2	4	3	2	6	3	4	3	5	5	2	4	4	6	3	3		5	6	3
Foot Patrol									1												
Harassment			1	2				1				1	1		1	1				1	
Investigation	6	2	2	6	4	2	2	16	5	1	7	2	3	9	12	10	2	7	7	9	5
Medical	1		1				1						1								
Medical/Agency Assist	75	35	56	76	59	91	99	55	46	55	72	53	96	82	57	41	57	71	61	77	96
Mental Health					1		3		1	1		2	1	1	3	1	2	2	1		5
Miscellaneous	103	97	49	34	36	39	43	107	97	60	49	29	49	43	98	86	62	68	32	49	44



Table 15: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Part II

Record Category	Sunday							Monday							Tuesday						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Missing Person	2	3		3	1	3	3	3	4	2	1		4	3	2	2					2
Operation (SMS&R)	19	16	14	9	3	4	5	1	8	6	4		2	1	2	4	3	1	2	3	
Parking									1							1					
Parking/Traffic Related	25	24	25	13	16	22	21	23	27	25	15	16	23	24	27	22	22	8	11	17	19
Pedestrian Contact	1	1										1			1						
Pedestrian Contact/Invest.				1			1		1		1									1	
Property	9	21	21	8	11	9	5	14	14	9	5	11	8	9	27	13	18	4	13	13	8
School Patrol									1								1	1			
Special Assignment		1	3	2		3	4		1	3	4	2	2			5	4	1	5	1	2
Suicide/Suicidal Person	1							1	1	1	1										
Suspicious	75	58	32	32	25	42	42	94	67	63	40	38	32	41	103	77	44	34	29	47	54
Suspicious Activity								1								1					
Traffic	6	8	6	2	7	7	3	12	14	8	3	3	9	1	10	7	4	2	7	4	5
Traffic Accident	8	13	8	1	7	6	8	9	12	5	7	2	4	9	21	14	5	4	7	14	7
Traffic Enforcement	2			1	3	1	1	5	3	1	2	3		1	3	2		2	7	5	5
Transient							2							1							2
Unknown Trouble	7	3		1				3	1		1			2	1	1	1		2	1	5
Warrant	1	3		1	1	1				1	1				3		2	1			
Welfare Check	21	21	9	17	8	12	15	18	16	12	10	14	13	9	17	15	13	24	12	13	10
Total	637	610	500	470	462	543	618	649	643	507	522	456	534	560	664	593	489	508	442	520	623



Table 16: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Continued – Part I

Record Category	Wednesday							Thursday							Friday						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Admin	57	87	83	55	53	50	41	60	75	91	69	68	50	63	128	140	132	98	91	128	98
Agency Assist	19	17	24	22	25	30	35	27	28	25	26	33	33	38	18	28	23	24	36	29	43
Alarm	66	58	45	19	31	27	48	59	51	72	26	25	43	42	62	57	51	30	38	43	50
Animal	22	37	28	30	30	30	60	24	52	51	41	20	22	76	33	47	49	29	30	37	74
Bike Enforcement																					
Check-Area	27	48	45	21	14	20	24	19	60	17	36	14	33	20	26	52	45	26	19	18	27
Crime-Person	20	15	12	14	14	14	6	35	21	12	14	11	7	12	21	19	15	20	11	11	9
Crime-Property	23	30	22	25	11	23	26	26	22	20	28	28	19	24	40	25	22	38	31	36	27
Crime-Public		1		3	3	2	1	1		2	2	3	5	2	1		3	4	1	5	
Crime-Substance					1		1		2	3	1	1					3			2	
Deceased Person						1	2					1		3							
Disturbance	34	24	25	23	17	28	27	42	26	30	32	29	24	24	41	31	31	49	42	47	32
Emergency	8	4	23	54	45	60	74	11	4	36	51	35	60	80	11	8	47	59	39	56	92
Extra Patrol	19	11	16	14	17	12	9	21	19	19	17	13	11	8	24	18	29	22	7	10	8
Fire	1	1	4	3	3	4	5	3		5	2	2	4	6	2	6	2	3	4	8	4
Foot Patrol					1						1	1									
Harassment		3	1	1	2		2	3		3			2		2	2				3	1
Investigation	7	7	10	16	3	5	14	9	5	16	11	3	7	5	17	4	16	11	8	7	11
Medical	2				1		2					1		1	1	2	2	2		1	1
Medical/Agency Assist	72	43	64	59	64	72	89	75	52	75	63	52	57	82	96	54	62	58	57	82	67
Mental Health		1	1	5	4	1	1	1				2	1	2	1		3	3	1	2	1
Miscellaneous	117	122	68	71	34	58	45	133	128	91	85	47	34	36	142	122	110	103	46	44	43



Table 17: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Continued – Part II

Record Category	Wednesday							Thursday							Friday						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Missing Person	1	2		2	1	1		4	5	6	2	5	3	2	3	2	4	3	3	2	
Operation (SMS&R)	10	6	3	8	4	3	3	6	6	6	4	1	2	2	8	2	6	6	2		2
Parking									1												
Parking/Traffic Related	28	18	22	17	21	22	25	28	27	45	26	18	11	24	31	34	36	19	30	25	31
Pedestrian Contact						1								1				1			
Pedestrian Contact/Invest.								1			1							1			1
Property	20	23	12	9	12	11	16	13	14	24	11	12	15	12	20	20	25	6	11	12	15
School Patrol	1	1					2	2	2		1	1			3			1			
Special Assignment		6	1	4	2	1	2	3	2	3	3	3	2	3	3	6	6	5	1		1
Suicide/Suicidal Person	1	1	4			1									1	1				1	
Suspicious	99	55	50	41	36	62	53	118	80	52	42	45	65	64	132	82	56	48	41	82	53
Suspicious Activity	1						1	2			3	1						1			
Traffic	8	8	6	6	4	8	6	9	12	16	5	7	9	4	9	14	11	12	9	13	4
Traffic Accident	18	9	6	6	6	5	11	17	20	11	9	16	11	7	13	17	13	7	13	19	21
Traffic Enforcement	2	5	2	1	6	1	3	2	1		4	10	4	5		2	1	4	3	4	2
Transient							1							1							1
Unknown Trouble	3			2	2			2	2	1	3	2		1	12	3	2	1	1		2
Warrant	1		1	1						4			1		1	2		1			
Welfare Check	15	19	18	19	18	16	14	19	22	24	22	11	13	18	25	17	16	17	25	22	17
Total	702	662	596	551	485	569	649	775	739	760	641	521	548	669	927	817	818	715	600	749	738



Table 18: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Last – Part I

Record Category	Saturday						
	2017	2018	2019	2020	2021	2022	2023
Admin	96	97	108	95	78	104	85
Agency Assist	19	25	22	18	40	31	36
Alarm	77	67	62	33	22	52	48
Animal	31	37	44	36	36	38	66
Bike Enforcement						3	2
Check-Area	18	39	29	31	18	16	19
Crime-Person	12	9	9	5	7	8	10
Crime-Property	38	18	24	32	20	25	30
Crime-Public	3	2	2	5	1	3	5
Crime-Substance	1		4		1	1	
Deceased Person							4
Disturbance	57	55	46	66	77	64	52
Emergency	9	7	30	56	27	53	92
Extra Patrol	15	13	10	20	8	7	5
Fire	4	1		4		6	3
Foot Patrol							
Harassment		1				2	1
Investigation	6	5	12	11	5	3	6
Medical			1		1	1	4
Medical/Agency Assist	67	56	62	60	64	87	98
Mental Health	2		1		1		1
Miscellaneous	109	128	80	84	43	40	45
Miscellaneous/Invest.							



Table 19: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year – Last – Part II

	Saturday						
Record Category	2017	2018	2019	2020	2021	2022	2023
Missing Person		1	5	1		1	2
Operation (SMS&R)	18	13	18	15	1	6	3
Parking		1					
Parking/Traffic Related	37	38	44	33	26	21	30
Pedestrian Contact				3			
Pedestrian Contact/Invest.			1				
Property	20	19	21	11	18	20	10
School Patrol							
Special Assignment	2	1	4	5	4	5	1
Suicide/Suicidal Person	1						1
Suspicious	96	61	40	41	45	55	54
Suspicious Activity	1			1			
Traffic	16	11	16	15	2	5	3
Traffic Accident	10	9	7	9	4	9	8
Traffic Enforcement	3	4	2	4	3	1	3
Transient							1
Unknown Trouble	5		1		2		2
Warrant			2				1
Welfare Check	27	17	24	19	17	17	14
Total	800	735	731	713	571	688	741



Table 20: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year

Record Category	Sunday							Monday							Tuesday							
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	
Admin	2	1	1	1	1	1	1	3	3	1	1				3	2	1					
Agency Assist	2	4	2	3	1	1	3	2	7	4	2		2		5	3	4	2				1
Alarm		2	1				1								1							
Animal		3				1	2	1	4	1	2		1		2	5					1	2
Bike Enforcement	1	6		1						2	1	1			2	7			1			
Check-Area	3	10	3	2	2	5	5	1	4	5			3		3	5	3	1	2			
Crime-Person																					1	
Crime-Property	1	2		1			1	4							1	1		1	1			
Crime-Substance																			1			
Disturbance	1									1											2	2
Extra Patrol	212	77	19	103	31	25	37	184	61	12	70	10	29	46	138	53	11	77	9	26	40	
Fire										1												
Foot Patrol	11	20	4	9	5	7	6	12	14	3	12	4	7	7	11	13	10	12	5	10	17	
Investigation	12	14	11	8	9	14	15	17	24	7	9	9	21	21	24	24	14	8	11	19	34	
Medical										1												
Medical/Agency Assist										1							1					
Mental Health																1						
Miscellaneous	131	168	50	71	13	5	9	149	168	62	56	15	8	4	171	148	49	54	9	1	3	
Missing Person			1																			
Parking/Traffic Related	71	78	17	12	1	8	6	13	37	26	4		4	5	29	58	37	7		31	6	
Pedestrian Contact	9	6	7	14	8	6	11	12	5	19	11	4	7	10	10	3	9	24	7	6	8	
Pedestrian Contact/Invest.	9	12	8	4	4	3	4	12	18	8	14	5	2	1	6	11	5	5	4		6	
Property	1										2			1	2					1	2	
Pursuit-Foot																1						
Pursuit-Vehicle																						
School Patrol								26	18	20	2	11	3	16	26	21	19	8	14	2	27	
Special Assignment	6	12		9	1	5	3	9	11		8	1	4	5	13	8	6	8	6	4	10	
Suspicious	17	24	33	24	12	17	14	22	21	25	25	5	18	20	25	11	19	24	12	27	17	
Traffic	1	2	1					4	2					2	1	4	2					
Traffic Accident	2	1		1		1	1	1	1	1			1			2	2				1	
Traffic Enforcement	264	373	130	205	220	115	91	224	462	149	193	183	110	136	192	471	135	202	156	71	154	
Transient																						
Unknown Trouble	1														1							
Warrant	1			1											1							
Welfare Check	1	1		1	1		1	1	1	1					1		1	1		1		
Total	759	816	288	470	309	214	211	697	863	348	412	248	217	278	660	852	332	436	237	206	330	



Table 21: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year - Continued

Record Category	Wednesday							Thursday							Friday							
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	
Admin	1	1	2		2	1	1	4		4		2	9	1	2		3	2	1	3		
Agency Assist	1	1	2	2		4	4	3	9	2		3	5	5	1	4	4		1	1	5	
Alarm							2								1	2	2					
Animal	3	5	3	2				2	7	4	2		1	1		6		1		2	1	
Bike Enforcement	2	3	4	2				3	2	1	1				2	2	2	1				
Check-Area	1	6		1	1	8		6	9	1		1	1		5	20	1	2	1	2	9	
Crime-Person		1																				
Crime-Property				1		1		2				2	1			1	1	1	1	1	3	
Crime-Substance						1													1			
Disturbance	1	1		1		1		1	1	2					1							
Extra Patrol	82	101	26	58	24	47	56	41	128	44	95	37	75	45	19	129	49	105	45	62	44	
Fire																					1	
Foot Patrol	21	20	12	15	3	16	11	25	17	12	28	8	14	9	19	17	12	30	10	12	14	
Investigation	33	29	24	21	9	28	25	28	39	27	19	21	35	15	20	29	29	21	18	20	14	
Medical																					1	
Medical/Agency Assist						1						1	1								1	
Mental Health															1							
Miscellaneous	157	160	59	67	11	5	15	156	173	60	84	5	6	19	129	179	62	88	7	4	24	
Missing Person																						
Parking/Traffic Related	20	41	36	6		6	11	37	79	22	3	1	9	10	72	107	35	8	2	7	14	
Pedestrian Contact	9	3	9	16	9	6	20	11	3	6	13	10	11	5	7	3	6	13	12	8	1	
Pedestrian Contact/Invest.	14	18	5	8	4	1	3	12	19	17	8	2	3	5	18	16	14	14	8	1	4	
Property							1	2		1			1				2		1	2		
Pursuit-Foot																						
Pursuit-Vehicle	1												1									
School Patrol	28	26	26	5	1	1	18	17	23	27		4	6	10	14	25	18	2	4	4	2	
Special Assignment	5	9	9	7	6	5	3	1	8	3	5	9	8	4		12	3	3	5	7	6	
Suspicious	19	20	21	21	7	18	27	22	19	23	11	11	23	17	23	25	17	9	28	16	9	
Traffic	3	1	1	1			1	2	2	1	1		1	2	6	3	2		2	3		
Traffic Accident	1	1		1	1		1	2	4				3	1	2	1	1		1		1	
Traffic Enforcement	360	462	169	231	236	126	170	442	519	182	196	242	196	141	488	422	201	185	322	205	145	
Transient							1															
Unknown Trouble																						
Warrant																1						
Welfare Check		1				2	2	2		1	2		2		1	1	2	1	1		1	
Total	762	910	408	466	314	278	372	821	1,061	440	468	357	413	291	831	1,004	466	486	471	363	297	



Table 22: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year - Final

Record Category	Saturday						
	2017	2018	2019	2020	2021	2022	2023
Admin	3		2			4	1
Agency Assist	3	2	1	3		1	4
Alarm		1					
Animal	3	7	2	2	1		3
Bike Enforcement	5	3	5	2	6		1
Check-Area	4	38	1		2	1	2
Crime-Person							
Crime-Property				1			
Crime-Substance				1			
Disturbance	1						
Extra Patrol	12	144	37	105	35	53	29
Fire							1
Foot Patrol	41	23	13	29	13	21	12
Investigation	21	20	26	22	13	22	18
Medical						1	
Medical/Agency Assist		1					1
Mental Health							
Miscellaneous	132	179	73	87	6	8	20
Missing Person							
Parking/Traffic Related	91	104	18	23	1	11	12
Pedestrian Contact	12	4	4	5	14	8	5
Pedestrian Contact/Invest.	11	12	4	5	4	4	4
Property	3					1	
Pursuit-Foot							
Pursuit-Vehicle							
School Patrol							
Special Assignment	7	10	7	2	8	3	4
Suspicious	27	21	8	18	20	31	8
Traffic	4	1	2		2	4	1
Traffic Accident	1	1	1			1	
Traffic Enforcement	500	425	194	271	346	141	120
Transient							
Unknown Trouble							
Warrant			1				
Welfare Check		8	3		1		1
Total	881	1,004	402	576	472	315	247



ASSIGNED UNITS

Total Assigned Units. There were 43,918 events recorded associated with community-initiated and field-initiated records. Recall that there are records missing the unit information. The below tables describe the distribution of those records with the average number of *unique* units assigned to the record.

Table 23: Assigned Units by Number of Units, by Year

Assigned Units	Community-Initiated							Field-Initiated							Total	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community-Initiated	Field-Initiated
One Unit	1,964	1,683	1,308	950	745	806	860	4,099	4,855	1,898	2,402	1,196	1,170	1,284	8,316	16,904
Two Units	1,779	1,452	1,042	973	860	903	1,171	1,188	1,401	656	763	1,018	718	662	8,180	6,406
Three Units	361	541	389	364	324	363	356	108	228	118	125	181	109	66	2,698	935
Four or More Units	72	45	49	76	32	51	62	11	22	7	21	12	8	11	387	92
Total	4,176	3,721	2,788	2,363	1,961	2,123	2,449	5,406	6,506	2,679	3,311	2,407	2,005	2,023	19,581	24,337



Table 24: Number of Responding Units up to Four or More Deputies, by Category, by Year

Record Category	One Unit							Two Units						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Admin	168	199	134	68	57	61	69	34	26	37	14	19	12	21
Agency Assist	79	76	72	49	69	46	69	63	64	47	52	63	62	87
Alarm	24	14	17	2	4	11	10	311	251	207	116	119	162	208
Animal	59	134	111	59	47	62	85	52	109	39	49	42	39	119
Bike Enforcement	8	8	7	3	6	2	1	6	11	6	2	2	1	2
Check-Area	56	99	47	146	114	33	26	24	108	42	49	34	31	11
Crime-Person	89	61	51	45	31	31	27	23	15	10	7	15	8	14
Crime-Property	93	88	75	74	85	88	85	86	56	36	58	29	45	65
Crime-Public	1		1	3	3	3		3	6	2	11	3	4	8
Crime-Substance	2	1	13	1	1	1		1	1	5	3	3	3	1
Deceased Person						1	2					2	5	3
Disturbance	65	27	36	20	24	28	36	178	118	94	147	136	135	105
Emergency	9	8	7	17	19	12	25	28	26	18	49	42	39	78
Extra Patrol	1,802	1,389	1,065	1,540	524	404	384	65	65	59	88	17	18	17
Fire	1	2	1	1	3	2	3	12	7	3	5	2	7	1
Foot Patrol	121	103	53	78	34	59	52	17	22	11	54	16	28	20
Harassment	7	5	9	2	2	8	3		2	2				1
Investigation	148	165	142	113	80	124	134	66	42	43	37	24	50	45
Medical	3	1	1	2	2	1	4		1	2		1	4	4
Medical/Agency Assist	265	104	64	24	7	21	22	145	113	95	42	24	27	46
Mental Health	1	1	1	1	1			3		3	3	3		7
Miscellaneous	1,513	1,658	716	779	165	143	189	191	159	91	100	50	33	53
Miscellaneous/Invest.														1
Missing Person	10	11	5	2	3	7	4	3	4	6	4	3	3	3
Operation (Sierra Madre Search & Rescue Page)	2	3	1	3	1	2	1	3	1	1	2		2	
Parking														
Parking/Traffic Related	503	686	420	171	152	223	220	44	36	28	29	18	18	55
Pedestrian Contact	24	3	19	35	15	16	10	32	13	28	46	32	30	45
Pedestrian Contact/Invest.	48	85	49	48	22	10	17	31	18	10	10	8	3	8
Property	100	109	102	41	65	61	64	12	6	8	2	6	8	5
Pursuit-Foot		1												
Pursuit-Vehicle	1					1								
School Patrol	118	113	108	19	35	15	74	2	4	2			1	
Special Assignment	39	59	36	35	27	27	34	8	28	8	13	14	15	10
Suicide/Suicidal Person								3		2			1	1
Suspicious	228	106	89	91	48	96	82	510	357	257	204	215	275	274
Suspicious Activity								4			1			
Traffic	48	46	27	19	12	31	23	28	23	21	21	12	16	4



Traffic Accident	37	30	25	14	8	26	23	41	33	16	13	24	22	28
Traffic Enforcement	1,539	1,931	658	935	733	433	502	890	1,076	447	509	853	468	427
Transient														7
Unknown Trouble	8		1	1	1			18	6		1	4		4
Warrant	4	5	5		1	1		3	1	2	2			
Welfare Check	28	12	16	14	16	22	12	92	84	70	73	57	56	57
Total	7,251	7,343	4,184	4,455	2,417	2,112	2,292	3,032	2,892	1,758	1,816	1,892	1,631	1,845



Table 25: Number of Responding Units up to Four or More Deputies, by Category, by Year - Continued

Record Status	Three Units							Four or More Units						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Admin	5	5	4	2	2	1	1				1			
Agency Assist	9	25	29	24	35	27	37	1	4	2		1	1	2
Alarm	86	79	55	33	29	42	51	8	5	6	2	1	2	5
Animal	6	30	8	4	2	6	24	1	1		2		1	7
Bike Enforcement	1	3	1	3					1					
Check-Area	4	16	6	8	3	6	1		1		2		2	
Crime-Person	7	12	12	11	5	9	11	3	4	3	3	1	5	5
Crime-Property	19	25	19	22	15	25	17	11	4	4	4	3	4	7
Crime-Public	4	3	4	6	5	11	5	1		1	1	1	3	1
Crime-Substance		1	3		1		1							
Deceased Person					1	1	1							
Disturbance	35	81	50	69	63	51	51	7	4	9	12	6	4	6
Emergency	3	4	5	8	8	8	8	1			1		1	
Extra Patrol		8	1	5	1		1	1	3		1			
Fire	4	6	3	5	2	4	4	3		3	4		2	2
Foot Patrol	1		1	4			4	1		1				
Harassment						1								
Investigation	6	6	5	4	7	9	7		2	2	2	2	3	2
Medical		1	1				1	1						
Medical/Agency Assist	21	36	35	16	13	16	10	2	3	2	1	2	1	1
Mental Health	4	2	4	3	8	4	7		1		3		1	
Miscellaneous	18	39	14	21	15	12	7	1	3	1	2			2
Miscellaneous/Invest.														
Missing Person	1	2	5	5	2	3							1	1
Operation (Sierra Madre Search & Rescue Page)														
Parking														
Parking/Traffic Related	1	6	2	3	5	2	2			1				1
Pedestrian Contact	15	9	13	13	18	6	6	1	2		5		1	
Pedestrian Contact/Invest.	3	4	2	3		2	2			1		1		1
Property	2		1		1	2	1							
Pursuit-Foot														
Pursuit-Vehicle														
School Patrol							1							
Special Assignment		2	1	8	5	1	2	2	3	5	7	5	7	3
Suicide/Suicidal Person		3	3					2			1		1	
Suspicious	106	124	112	87	74	113	79	19	12	6	17	4	11	16
Suspicious Activity	1	1		2	1		1				1			
Traffic	6	8	8	3	6	3		1	1		1	2		



Traffic Accident	14	33	11	12	12	12	15	8	3	3	6	4	5	3
Traffic Enforcement	59	155	59	76	136	68	38	7	7	1	13	6	3	5
Transient							2							
Unknown Trouble	7	3	3	5	2	1	6				1	2		1
Warrant						1								
Welfare Check	21	38	29	27	28	25	18	1	3	5	4	2	1	2
Total	469	770	509	492	505	472	422	83	67	56	97	44	59	73



Table 26: Average Assigned Units, by Call Source, and Year - With Averages

Record Categories	Community-Initiated Contact								Field-Initiated Contact								Agency
	2017	2018	2019	2020	2021	2022		Average	2017	2018	2019	2020	2021	2022	2023	Average	Average
Admin	1.23	1.16	1.25	1.25	1.32	1.25	1.26	1.23	1.07	1.00	1.40	1.20	1.00	1.00	1.25	1.13	1.22
Agency Assist	1.58	1.80	1.81	1.85	1.82	1.87	1.92	1.81	1.35	1.52	1.32	1.25	2.00	1.93	1.32	1.47	1.77
Alarm	2.18	2.23	2.18	2.23	2.18	2.16	2.20	2.19	2.00	1.67	2.00				2.00	1.86	2.19
Animal	1.60	1.68	1.37	1.59	1.50	1.51	1.83	1.62	1.27	1.35	1.00	1.11	2.00	1.33	1.89	1.34	1.59
Bike Enforcement						1.33	1.50	1.40	1.53	1.87	1.57	2.00	1.25		2.00	1.68	1.66
Check-Area	1.49	1.55	1.67	1.67	1.78	1.82	1.58	1.64	1.60	1.83	1.31	1.50	1.38	1.68	1.11	1.63	1.64
Crime-Person	1.38	1.57	1.65	1.63	1.56	1.85	1.96	1.61		2.00				2.00		2.00	1.62
Crime-Property	1.81	1.72	1.70	1.76	1.52	1.69	1.70	1.71	1.43	1.67	2.00	1.50	1.50	1.40	1.80	1.57	1.71
Crime-Public	2.56	2.33	2.63	2.24	2.33	2.71	2.50	2.47									2.47
Crime-Substance	1.33	2.00	2.29	2.00	1.67	1.67	2.50	1.96				1.00	2.50	2.00		2.00	1.96
Deceased Person					2.33	2.00	1.83	2.00									2.00
Disturbance	1.95	2.27	2.19	2.30	2.23	2.15	2.15	2.17	2.60	2.50	1.33	2.00		2.00	2.00	2.13	2.17
Emergency	1.90	1.89	1.93	1.91	1.84	1.97	1.85	1.89									1.89
Extra Patrol	1.14	1.32	1.13	1.48	1.07	1.09	1.00	1.21	1.00	1.07	1.04	1.04	1.06	1.03	1.04	1.04	1.05
Fire	2.85	2.27	3.00	2.93	1.86	2.50	2.56	2.62			3.00			1.00	2.00	2.00	2.60
Foot Patrol				1.00	1.00			1.00	1.16	1.18	1.24	1.46	1.33	1.32	1.37	1.29	1.29
Harassment	1.00	1.29	1.20	1.00	1.00	1.22	1.25	1.17									1.17
Investigation	1.55	1.42	1.41	1.14	1.48	1.44	1.80	1.46	1.28	1.26	1.26	1.41	1.37	1.42	1.22	1.31	1.35
Medical	1.75	1.50	2.00	1.00	1.33	1.67	1.67	1.63		3.00				2.00		2.33	1.70
Medical/Agency Assist	1.45	1.76	1.88	1.96	2.24	1.97	1.88	1.71		2.00	1.00		1.00	1.50	1.00	1.43	1.71
Mental Health	2.29	3.33	2.38	2.90	2.58	3.20	2.50	2.64	3.00	1.00						2.00	2.62
Miscellaneous	1.26	1.32	1.26	1.35	1.42	1.32	1.43	1.31	1.05	1.03	1.04	1.03	1.17	1.22	1.12	1.04	1.16
Miscellaneous/Invest.							2.00	2.00									2.00
Missing Person	1.36	1.47	1.93	2.27	2.22	1.69	1.75	1.77			3.00					3.00	1.78
Operation (Sierra Madre Search & Rescue Page)	1.60	1.25	1.50	1.40	1.00	1.50	1.00	1.41									1.41
Parking																	
Parking/Traffic Related	1.14	1.19	1.12	1.18	1.20	1.14	1.20	1.17	1.05	1.02	1.03	1.13	1.00	1.03	1.41	1.06	1.11
Pedestrian Contact	2.00	2.00		1.67	2.00	3.00	2.00	2.00	1.90	2.38	1.90	1.90	2.05	1.83	1.93	1.95	1.95
Pedestrian Contact/Invest.			2.00	1.33		1.00	3.00	1.67	1.45	1.25	1.26	1.26	1.35	1.50	1.48	1.33	1.34
Property	1.15	1.05	1.09	1.05	1.11	1.18	1.11	1.11	1.00		1.00	1.00	1.00	1.00	1.00	1.00	1.10
Pursuit-Foot										1.00						1.00	1.00
Pursuit-Vehicle									1.00					1.00		1.00	1.00
School Patrol	1.00	1.00		1.00	1.00		1.00	1.00	1.01	1.04	1.02	1.00	1.00	1.06	1.03	1.02	1.02
Special Assignment	1.75	2.05	2.27	3.00	2.40	6.93	2.33	2.92	1.20	1.61	1.39	1.81	1.75	1.39	1.63	1.55	1.94
Suicide/Suicidal Person	3.20	3.00	2.60	4.00		4.00	2.00	3.06									3.06
Suspicious	1.99	2.19	2.18	2.29	2.22	2.21	2.18	2.15	1.66	1.81	1.91	1.67	1.84	1.82	1.78	1.78	2.06
Suspicious Activity	2.20	3.00		3.25	3.00		3.00	2.75									2.75
Traffic	1.65	1.62	1.74	1.71	2.00	1.52	1.19	1.65	1.14	1.20	1.22	1.00	1.75	1.00	1.00	1.17	1.56



Traffic Accident	2.00	2.17	1.86	2.35	2.35	2.05	2.11	2.11	1.89	1.91	1.80	1.00	2.00	1.83	1.60	1.80	2.09
Traffic Enforcement	1.27	1.70	1.33	1.27	1.29	1.00	1.14	1.29	1.42	1.45	1.49	1.47	1.67	1.64	1.54	1.50	1.50
Transient							2.25	2.25							2.00	2.00	2.22
Unknown Trouble	1.97	2.33	2.50	2.75	2.67	3.00	2.73	2.34	2.00							2.00	2.33
Warrant	1.40	1.00	1.33	2.00	1.00	2.00		1.35	1.50	2.00	1.00	2.00				1.60	1.40
Welfare Check	1.96	2.30	2.22	2.20	2.15	2.08	2.14	2.15									
Average	1.66	1.73	1.71	1.83	1.83	1.88	1.86	1.77	1.31	1.34	1.31	1.23	1.27	1.31		1.30	1.63

Chart 5: Community-Initiated Average Assigned Units, by Call Category, and Year - With Averages – Part I

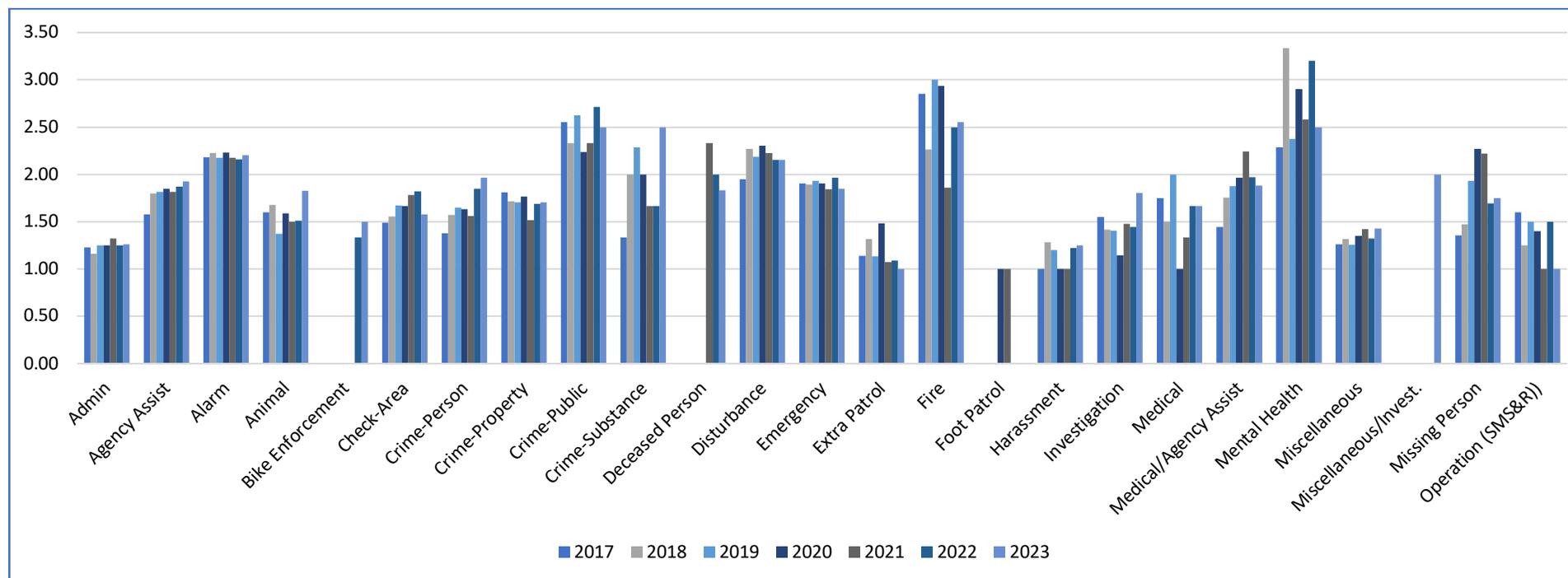




Chart 6: Community-Initiated Average Assigned Units, by Call Category, and Year - With Averages – Part II

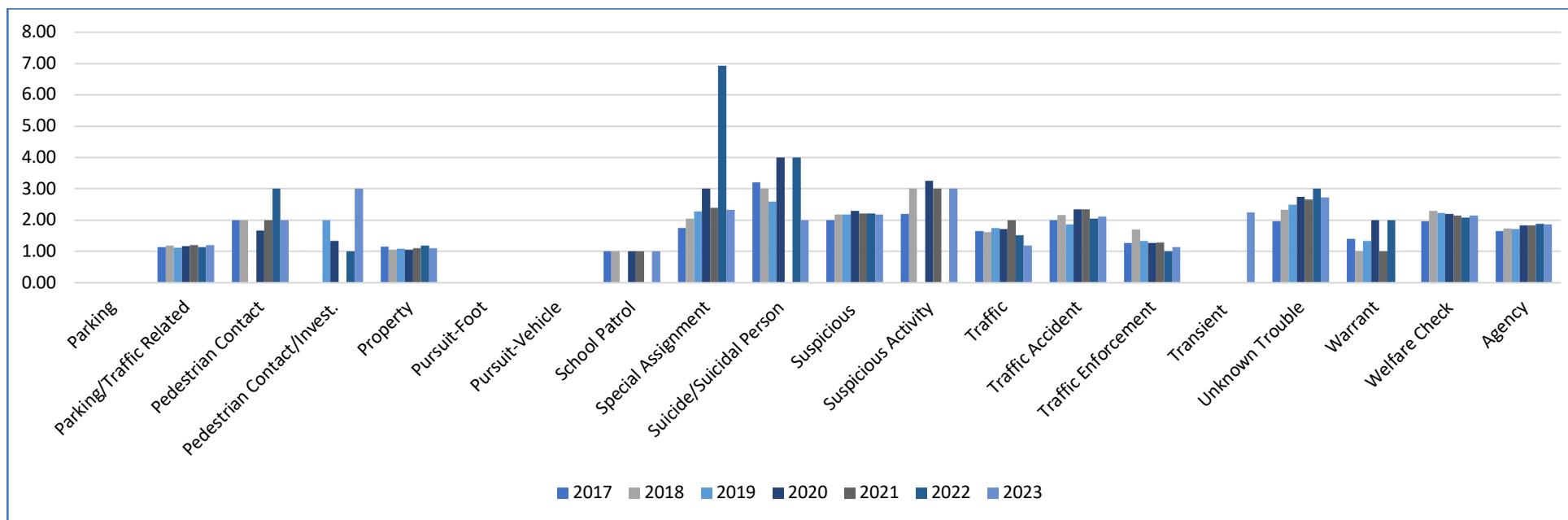




Chart 7: Field-Initiated Average Assigned Units, by Call Category, and Year - With Averages

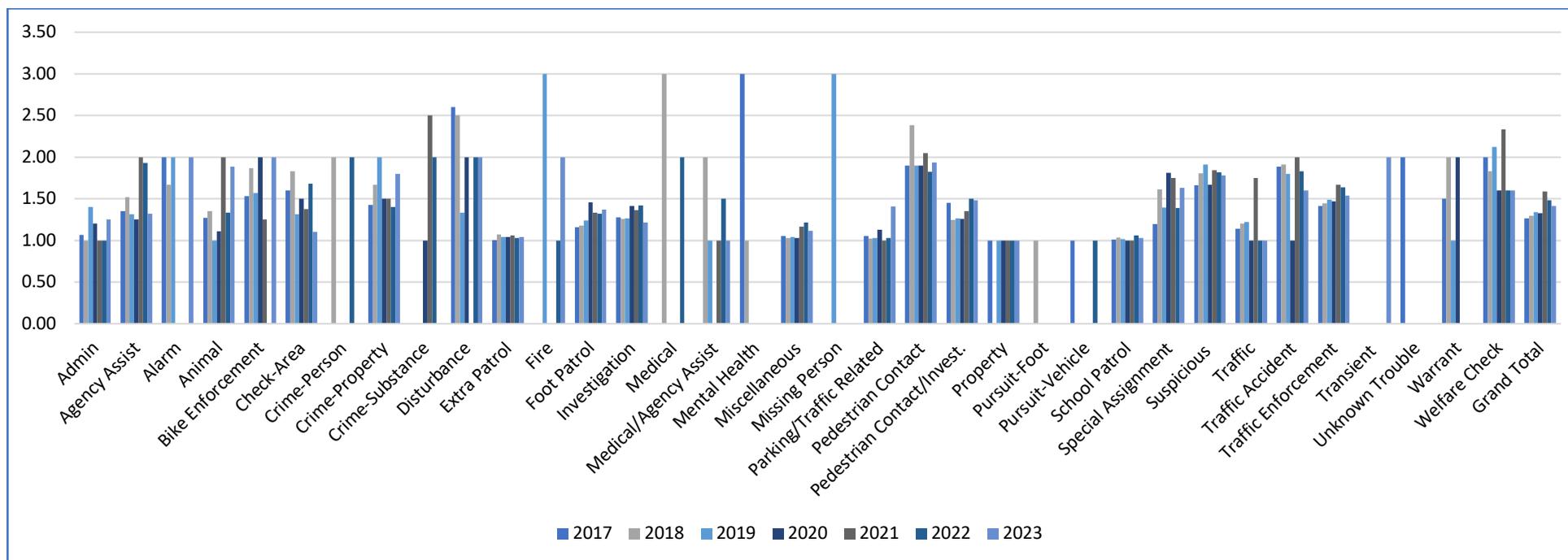




Table 27: Total Records by Hour for Call Sources, by Year

Total Calls Hour	Community-Initiated Contact								Field-Initiated Contact								Agency Total
	2017	2018	2019	2020	2021	2022	2023	Total	2017	2018	2019	2020	2021	2022	Total		
00	142	152	127	96	101	93	82	793	171	205	93	129	207	99	86	990	1,783
01	101	82	87	74	78	68	83	573	113	176	72	104	137	90	86	778	1,351
02	60	60	74	60	51	70	74	449	105	239	143	107	97	93	76	860	1,309
03	53	43	54	54	34	61	50	349	102	300	73	77	69	67	72	760	1,109
04	57	53	46	59	48	59	52	374	214	202	70	143	37	38	45	749	1,123
05	64	90	62	61	48	66	72	463	376	504	141	189	27	28	23	1,288	1,751
06	84	72	63	72	45	84	88	508	41	30	4	8	8	14	5	110	618
07	161	167	164	130	131	178	123	1,054	151	256	166	88	92	70	86	909	1,963
08	213	191	194	179	205	203	235	1,420	170	274	93	98	142	98	131	1,006	2,426
09	228	215	220	228	182	250	254	1,577	195	223	94	125	110	110	118	975	2,552
10	266	253	274	241	222	274	269	1,799	195	213	80	116	121	113	94	932	2,731
11	247	273	219	217	212	259	277	1,704	172	207	80	80	98	86	97	820	2,524
12	298	269	223	227	180	224	248	1,669	253	212	75	74	77	50	64	805	2,474
13	295	256	249	204	173	221	255	1,653	333	230	61	87	58	90	88	947	2,600
14	274	232	266	222	212	219	292	1,717	303	256	98	108	83	103	85	1,036	2,753
15	303	306	220	228	197	251	291	1,796	221	275	119	87	79	118	65	964	2,760
16	302	301	276	196	204	265	299	1,843	236	235	121	69	60	82	45	848	2,691
17	311	264	244	243	192	241	305	1,800	145	147	77	56	28	35	36	524	2,324
18	224	201	210	196	173	183	229	1,416	110	104	25	85	45	28	33	430	1,846
19	259	279	262	288	227	199	284	1,798	427	423	196	387	131	94	135	1,793	3,591
20	290	279	248	225	197	210	214	1,663	598	713	298	415	145	113	166	2,448	4,111
21	402	316	267	231	154	193	201	1,764	328	457	220	259	177	120	123	1,684	3,448
22	324	253	211	229	166	149	189	1,521	238	334	157	219	191	131	131	1,401	2,922
23	196	192	141	160	105	131	132	1,057	214	295	128	204	189	136	136	1,302	2,359
Total	5,154	4,799	4,401	4,120	3,537	4,151	4,598	30,760	5,411	6,510	2,684	3,314	2,408	2,006	2,026	24,359	55,119



Chart 8: Community-Initiated Records by Hour, by Year

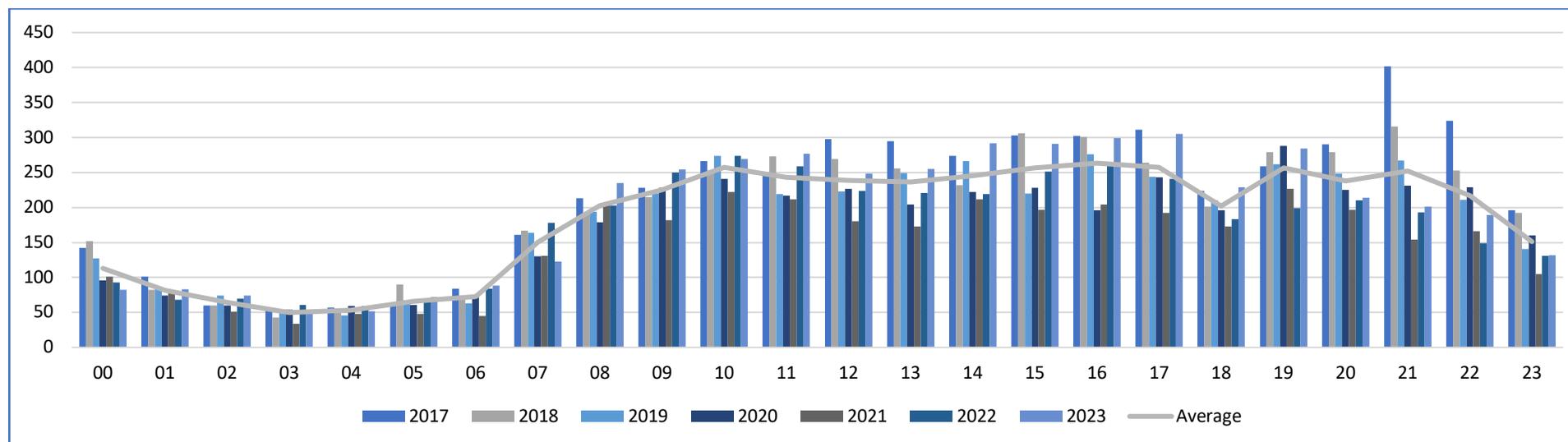




Chart 9: Field-Initiated Records by Hour, by Year - with Averages

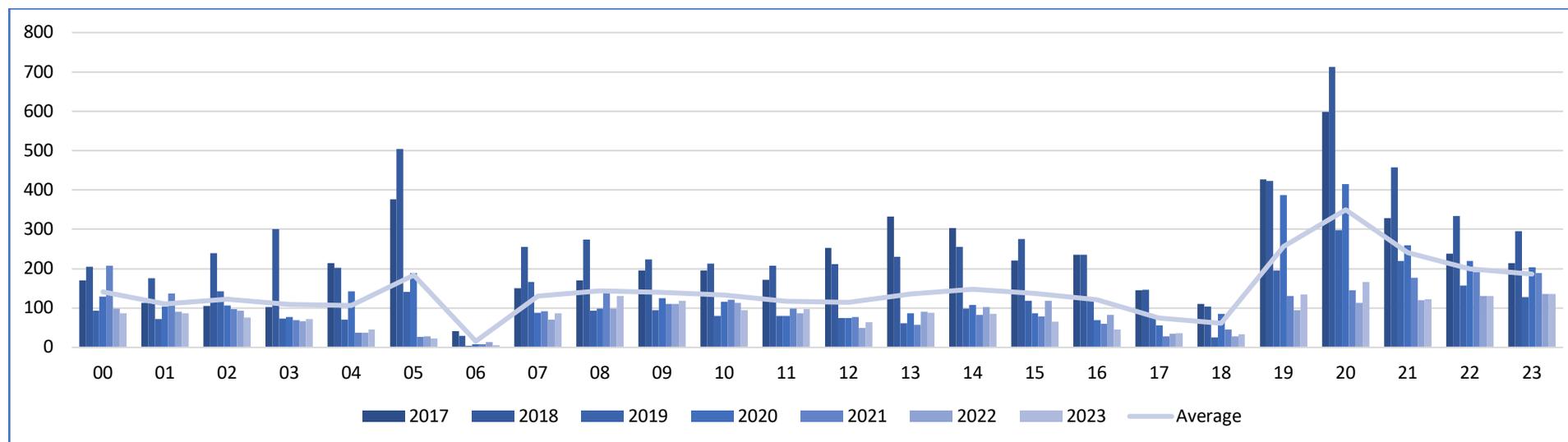




Table 28: Average Assigned Units, by Hour, by Year - with Averages

Average Deployed		Community-Initiated Contact							Field-Initiated Contact							Agency	
Hour	2017	2018	2019	2020	2021	2022	2023	Average	2017	2018	2019	2020	2021	2022	2023	Average	Average
00	1.71	1.90	1.77	1.96	2.23	2.06	2.11	1.92	1.51	1.61	1.68	1.55	1.94	1.85	1.72	1.69	1.78
01	1.72	1.79	1.90	2.20	2.12	2.23	2.38	2.00	1.51	1.77	1.88	1.49	1.99	1.78	1.64	1.73	1.83
02	1.84	1.98	1.90	1.85	1.75	2.15	2.10	1.95	1.45	1.29	1.24	1.59	1.90	1.58	1.62	1.47	1.60
03	1.78	1.97	1.92	2.22	2.30	2.12	2.19	2.04	1.32	1.13	1.30	1.51	2.09	1.46	1.68	1.38	1.54
04	1.55	1.85	1.81	2.26	1.84	2.23	2.03	1.92	1.10	1.15	1.19	1.20	1.89	1.66	1.60	1.24	1.41
05	1.65	1.88	1.65	2.03	2.24	2.06	1.91	1.87	1.04	1.02	1.10	1.06	1.56	1.46	1.43	1.07	1.21
06	1.68	1.51	1.74	1.95	1.86	2.04	1.86	1.76	1.05	1.43	1.00	1.63	1.00	1.15	1.20	1.21	1.58
07	1.57	1.58	1.58	1.61	1.74	1.68	1.96	1.64	1.05	1.10	1.09	1.30	1.22	1.34	1.07	1.14	1.32
08	1.54	1.69	1.64	1.66	1.59	1.78	1.74	1.65	1.14	1.19	1.18	1.17	1.28	1.16	1.16	1.19	1.39
09	1.53	1.69	1.44	1.61	1.68	1.65	1.71	1.61	1.17	1.21	1.24	1.11	1.27	1.36	1.26	1.22	1.40
10	1.48	1.51	1.57	1.54	1.68	1.58	1.65	1.56	1.16	1.15	1.24	1.20	1.28	1.25	1.23	1.20	1.39
11	1.60	1.58	1.61	1.82	1.83	1.80	1.73	1.68	1.20	1.15	1.25	1.28	1.31	1.37	1.26	1.24	1.48
12	1.65	1.65	1.72	1.68	1.81	1.71	1.90	1.72	1.15	1.19	1.33	1.24	1.27	1.26	1.28	1.22	1.50
13	1.64	1.66	1.72	1.67	1.83	1.77	1.60	1.68	1.21	1.27	1.23	1.25	1.43	1.16	1.15	1.23	1.46
14	1.71	1.73	1.63	1.80	1.64	1.97	1.78	1.74	1.21	1.23	1.26	1.19	1.34	1.35	1.31	1.25	1.50
15	1.75	1.75	1.57	1.70	1.76	1.70	1.65	1.70	1.27	1.26	1.37	1.21	1.35	1.25	1.22	1.27	1.50
16	1.69	1.69	1.76	1.75	1.67	1.84	1.70	1.72	1.26	1.24	1.32	1.28	1.23	1.46	1.18	1.28	1.53
17	1.69	1.74	1.84	1.82	1.82	1.88	1.69	1.77	1.31	1.30	1.36	1.20	1.32	1.20	1.31	1.30	1.61
18	1.81	1.85	1.70	1.81	1.77	1.91	1.97	1.83	1.16	1.31	1.36	1.26	1.44	1.32	1.42	1.29	1.65
19	1.63	1.77	1.76	1.91	1.72	1.84	1.90	1.78	1.34	1.34	1.41	1.31	1.43	1.61	1.49	1.37	1.54
20	1.73	1.89	1.82	1.89	2.02	1.98	1.94	1.88	1.25	1.30	1.31	1.31	1.65	1.64	1.47	1.34	1.52
21	1.57	1.67	1.73	1.77	1.88	2.03	1.99	1.75	1.42	1.50	1.42	1.41	1.68	1.65	1.46	1.49	1.60
22	1.61	1.72	1.83	1.89	2.02	1.88	2.12	1.82	1.55	1.60	1.57	1.49	1.77	1.71	1.69	1.61	1.71
23	1.88	1.89	1.92	2.17	2.10	2.26	2.14	2.02	1.58	1.62	1.59	1.64	1.85	1.71	1.68	1.66	1.80
Average	1.66	1.73	1.71	1.83	1.83	1.88	1.86	1.77	1.27	1.30	1.34	1.33	1.59	1.48	1.42	1.35	1.54

Note: When interpreting the above table, the data represents a measure based on assignment to records and should not be viewed as available resources. For example, you could have two officers assigned to two different calls, and the average would be one (Traffic Stop - One officer Assigned & Nuisance Call - One officer Assigned). As such, this data measures how often multiple units are allocated to a call. The higher the average, the more that time is associated with more units to calls.



Chart 10: Community-Initiated Average Assigned Units, by Hour, by Year - with Averages

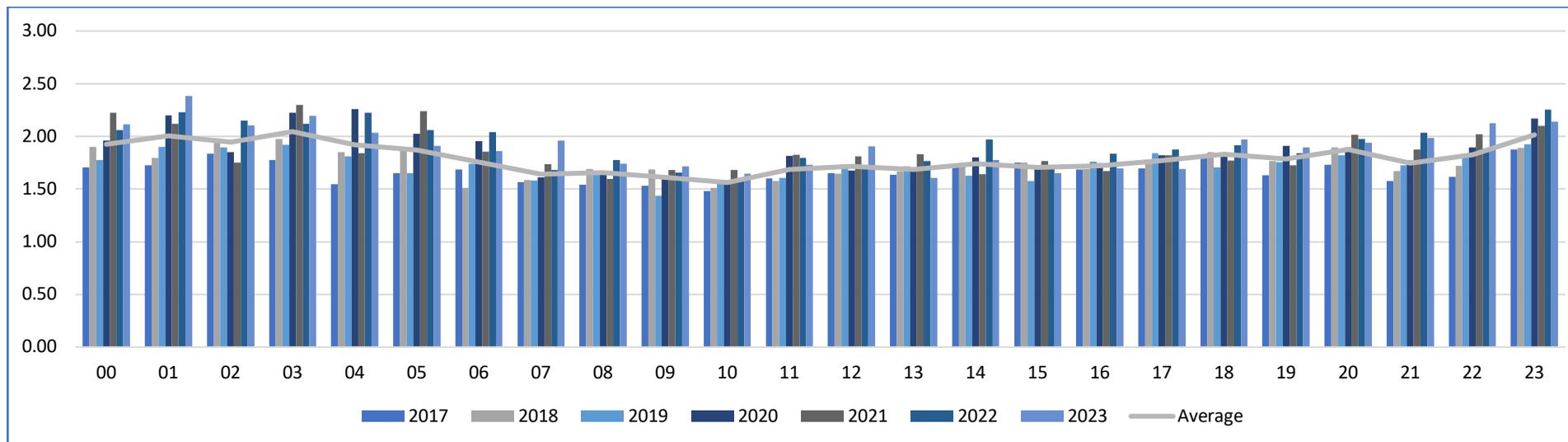


Chart 11: Field-Initiated Average Assigned Units, by Hour, by Year - with Averages

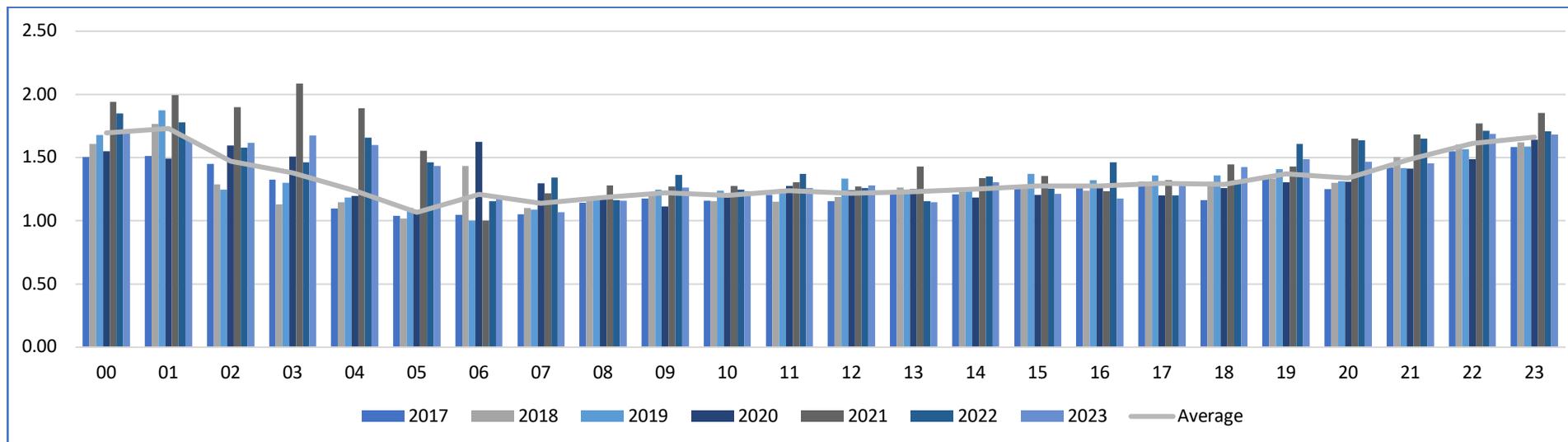




Table 29: Community-Initiated Hourly Average Assigned Units, for Autumn and Spring, by Year - with Averages

Hour	Autumn								Spring							
	2017	2018	2019	2020	2021	2022	2023	Average	2017	2018	2019	2020	2021	2022	2023	Average
Average	1.73	1.79	1.64	1.90	1.88	1.88	1.88	1.79	1.58	1.77	1.77	1.81	1.77	1.96	1.83	1.77
00	1.96	1.85	1.71	1.96	2.09	2.20	2.04	1.93	1.54	1.89	2.00	1.46	1.88	2.18	2.27	1.85
01	1.75	2.14	1.78	2.05	2.43	2.36	2.90	2.18	1.55	1.75	2.36	2.38	1.88	2.23	2.09	1.97
02	2.21	2.30	1.69	1.67	1.86	2.54	2.00	2.04	1.64	2.06	2.43	1.76	1.50	2.00	2.00	1.89
03	1.80	2.27	1.88	2.14	2.67	2.00	2.00	2.07	1.56	1.88	2.43	1.60	2.00	2.00	2.15	1.96
04	1.25	2.20	1.75	2.67	2.14	2.27	1.70	1.93	1.29	1.75	2.00	2.10	1.50	2.00	2.00	1.81
05	1.53	2.00	1.77	2.00	2.33	1.91	1.89	1.89	1.73	2.44	1.67	2.43	2.40	1.83	1.80	2.00
06	1.67	1.83	1.85	1.50	1.75	2.71	1.33	1.81	1.60	1.43	2.00	2.30	1.00	1.43	1.75	1.66
07	1.56	1.88	1.21	2.00	1.57	1.50	3.00	1.74	1.58	1.65	1.63	1.64	1.50	1.53	1.78	1.61
08	1.53	1.74	1.48	1.88	1.58	1.63	1.48	1.59	1.46	1.71	1.71	1.56	1.47	2.56	1.72	1.74
09	1.60	1.53	1.34	2.14	1.88	1.81	1.66	1.65	1.46	1.69	1.70	1.56	1.55	1.94	2.00	1.68
10	1.47	1.63	1.26	1.67	1.84	1.46	1.52	1.54	1.43	1.68	1.80	1.56	1.47	1.77	1.61	1.62
11	1.46	1.60	1.45	2.20	1.95	1.81	1.51	1.65	1.69	1.51	1.64	1.63	1.79	1.77	1.84	1.67
12	1.75	1.63	1.58	2.16	1.82	1.47	2.00	1.74	1.36	1.70	1.45	1.65	1.70	2.12	1.68	1.64
13	1.67	1.48	1.44	1.60	1.79	1.71	1.82	1.63	1.50	1.93	2.02	1.71	1.65	1.80	1.63	1.76
14	1.70	1.64	1.62	1.82	1.74	2.12	1.78	1.72	1.72	1.83	1.63	1.54	1.57	1.87	1.72	1.70
15	1.91	1.80	1.54	1.67	1.82	1.47	1.81	1.75	1.75	2.02	1.55	1.62	1.65	1.71	1.60	1.72
16	1.70	1.78	1.73	1.92	1.68	1.62	1.75	1.72	1.74	1.68	1.45	1.47	1.43	1.98	1.67	1.67
17	1.83	2.00	1.78	1.70	1.82	1.60	1.71	1.79	1.76	1.69	1.78	1.89	2.11	2.34	1.72	1.86
18	1.86	2.06	1.71	1.65	1.69	1.72	1.90	1.82	1.63	1.64	1.81	1.90	1.78	2.15	1.85	1.78
19	1.65	1.83	1.77	1.69	1.71	2.00	1.78	1.76	1.64	1.77	1.97	2.16	1.70	1.91	1.91	1.86
20	1.93	1.78	1.77	1.92	2.08	1.97	1.91	1.90	1.57	2.08	1.94	2.08	2.07	1.83	2.12	1.91
21	1.70	1.69	1.64	1.72	1.90	2.03	1.90	1.77	1.49	1.71	1.76	1.83	2.08	1.64	1.95	1.70
22	1.79	1.82	1.95	1.98	2.06	2.20	2.22	1.97	1.52	1.60	1.65	2.08	2.05	1.76	2.12	1.76
23	2.10	1.96	1.90	2.36	2.10	2.00	2.41	2.10	1.77	1.87	1.92	2.22	2.16	2.43	2.07	2.04

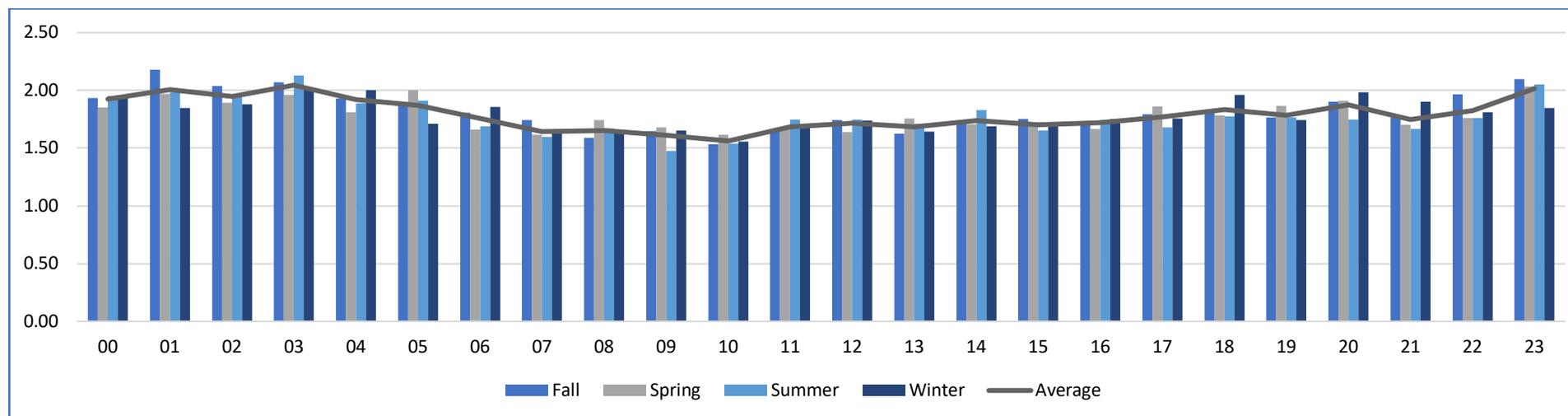


Table 30: Community-Initiated Hourly Average Assigned Units, for Summer and Winter, by Year - with Averages

Hour	Summer								Winter							
	2017	2018	2019	2020	2021	2022	2023	Average	2017	2018	2019	2020	2021	2022	2023	Average
Average	1.68	1.67	1.70	1.85	1.77	1.83	1.84	1.75	1.63	1.70	1.76	1.78	1.87	1.85	1.90	1.76
00	1.81	1.86	1.89	2.29	2.35	1.75	2.17	1.95	1.53	2.04	1.65	2.00	2.39	2.29	2.00	1.94
01	1.89	1.76	1.67	2.60	2.00	2.33	2.10	1.98	1.65	1.57	1.83	1.94	2.20	2.00	2.00	1.85
02	1.76	1.75	1.92	2.14	1.88	2.00	2.27	1.96	1.70	1.83	1.83	1.80	1.80	2.00	2.09	1.88
03	2.00	1.92	1.88	2.54	2.00	2.08	2.25	2.13	1.79	1.75	1.71	2.18	2.40	2.43	2.40	2.00
04	1.77	1.61	1.50	2.38	1.83	2.57	1.86	1.89	1.76	2.00	2.00	1.88	1.75	2.13	2.56	2.00
05	1.89	1.71	1.56	2.00	2.00	2.44	2.00	1.91	1.33	1.57	1.56	1.83	2.00	2.00	1.92	1.71
06	1.64	1.43	1.29	1.67	2.50	1.86	2.00	1.69	1.85	1.36	2.00	1.71	2.20	2.20	2.38	1.86
07	1.65	1.33	1.50	1.61	1.73	1.75	1.68	1.60	1.46	1.50	1.76	1.41	2.00	1.86	1.25	1.63
08	1.67	1.78	1.56	1.86	1.48	1.33	2.00	1.67	1.45	1.57	1.84	1.29	1.74	1.52	1.85	1.62
09	1.40	1.46	1.38	1.57	1.70	1.32	1.57	1.48	1.65	1.93	1.41	1.55	1.43	1.69	1.68	1.65
10	1.50	1.36	1.56	1.52	1.62	1.57	1.74	1.54	1.54	1.41	1.58	1.48	1.72	1.46	1.71	1.56
11	1.64	1.61	1.63	1.88	1.81	1.98	1.68	1.75	1.66	1.60	1.67	1.73	1.69	1.52	1.96	1.67
12	1.73	1.57	2.15	1.64	1.77	1.53	2.08	1.75	1.69	1.69	1.88	1.38	1.96	1.67	1.92	1.74
13	1.69	1.64	1.53	1.63	1.92	2.09	1.48	1.71	1.67	1.60	1.72	1.71	1.92	1.36	1.43	1.64
14	1.72	1.85	1.72	1.85	1.57	2.16	1.91	1.83	1.73	1.60	1.55	2.07	1.67	1.67	1.68	1.69
15	1.65	1.57	1.42	1.89	1.86	1.66	1.62	1.65	1.68	1.62	1.74	1.67	1.70	1.88	1.58	1.69
16	1.74	1.71	1.97	1.74	1.50	1.74	1.76	1.74	1.57	1.60	1.87	1.97	1.94	1.93	1.60	1.75
17	1.52	1.60	2.00	1.90	1.52	1.72	1.60	1.68	1.67	1.75	1.81	1.77	1.89	1.74	1.77	1.75
18	1.83	1.78	1.55	1.98	1.80	1.67	1.70	1.78	1.95	1.97	1.80	1.47	1.79	2.03	2.32	1.96
19	1.71	1.73	1.60	1.84	1.91	1.72	1.94	1.77	1.43	1.73	1.73	1.88	1.65	1.80	1.98	1.74
20	1.73	1.68	1.59	1.78	1.77	1.91	1.85	1.75	1.74	2.03	2.09	1.86	2.19	2.19	1.91	1.98
21	1.57	1.54	1.74	1.65	1.67	2.16	1.89	1.67	1.56	1.86	1.81	2.06	2.09	2.21	2.25	1.90
22	1.61	1.76	1.80	1.74	1.97	1.74	2.00	1.76	1.54	1.66	1.85	1.91	2.00	1.95	2.13	1.81
23	1.88	2.00	1.85	2.18	2.00	2.43	2.15	2.05	1.67	1.61	2.04	1.89	2.13	2.00	1.88	1.85



Chart 12: Community-Initiated Hourly Average Assigned Units, by Season, by Year - with Averages





Workload by Hour. The Workload by Hour analysis provides insight into the police department’s staffing needs, particularly in regard to patrol operations. The total service time per hour should not exceed 60 minutes, as this would indicate that an event is likely to spill over into the next hour, potentially exacerbating resource constraints. This analysis includes all records with patrol unit identification, ensuring a comprehensive understanding of workload demands. By examining the workload by hour, we can identify peak demand periods and allocate resources accordingly. This information is essential for informing staffing decisions and ensuring that the department is adequately prepared to respond to calls for service. In calculating workload, we build the estimates based on the most complete records. As such, workload represents all records with each of the four record status elements (Created ----> Dispatched, Dispatched----> En route, En route ----> Arrived, Arrived ----> Closed). This analysis includes only those records with *patrol* unit identification.

As a means of providing data transparency, Table 32 details the categories grouping total event duration prior to and after this trimming process to remove outliers. Chart 12 shows how the transformation process influences the analysis.

Table 31: Total Event Duration Original and Transformed Records

Category	Total Event Duration (Original)	Total Event Duration (Transformed)	Difference
Less than 1 minute	2,395		-2,395
1-5 minutes	12,871	12,871	0
6-10 minutes	8,550	8,550	0
11-15 minutes	5,683	5,683	0
16-20 minutes	3,486	3,486	0
21-25 minutes	2,229	2,229	0
26-30 minutes	1,599	1,599	0
31-40 minutes	2,084	2,084	0
41-50 minutes	1,238	1,238	0
51-60 minutes	773	773	0
More than 61 minutes	2,402	635	-1,767
Total	43,310	39,148	-4,162



Chart 13: Total Event Duration Original and Transformed by Hour

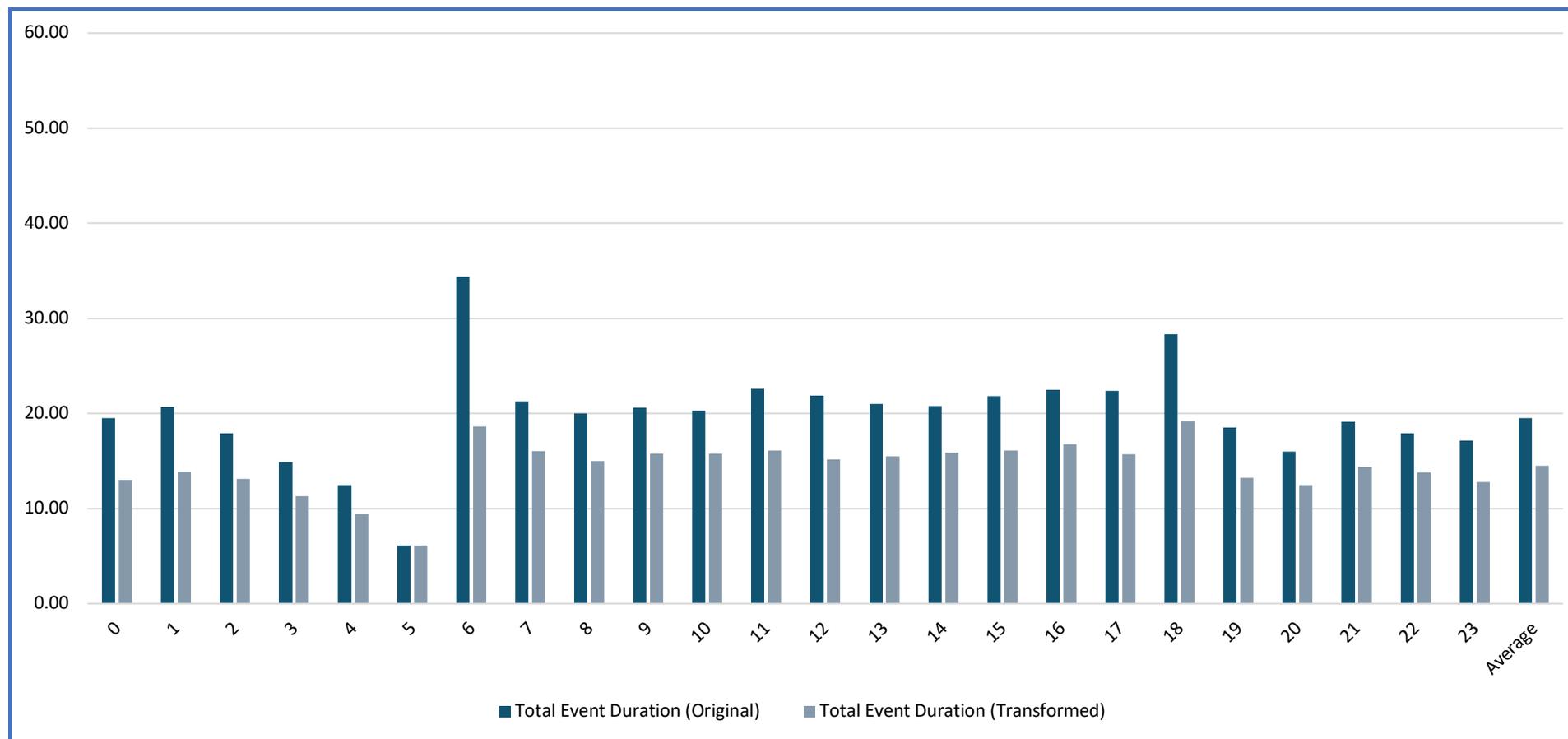
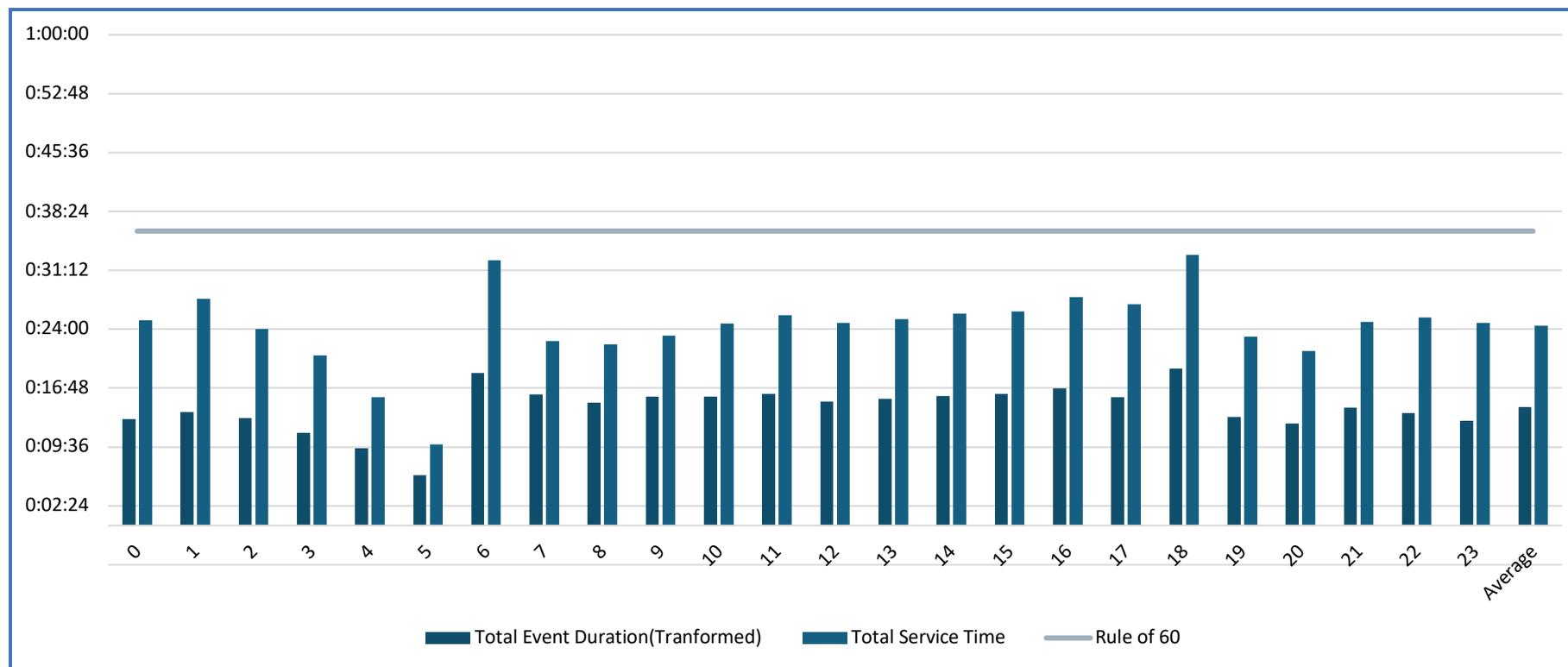




Chart 14: Average Occupied Time for Community-Initiated and Field-Initiated Records, 2017-2023



Note: The Total Service Time represents the Primary Officer Total Event Duration, which is then multiplied by the number of *unique* units assigned to the record.



Chart 15: Average Total Event Duration and Total Service Time, by Year - Agency

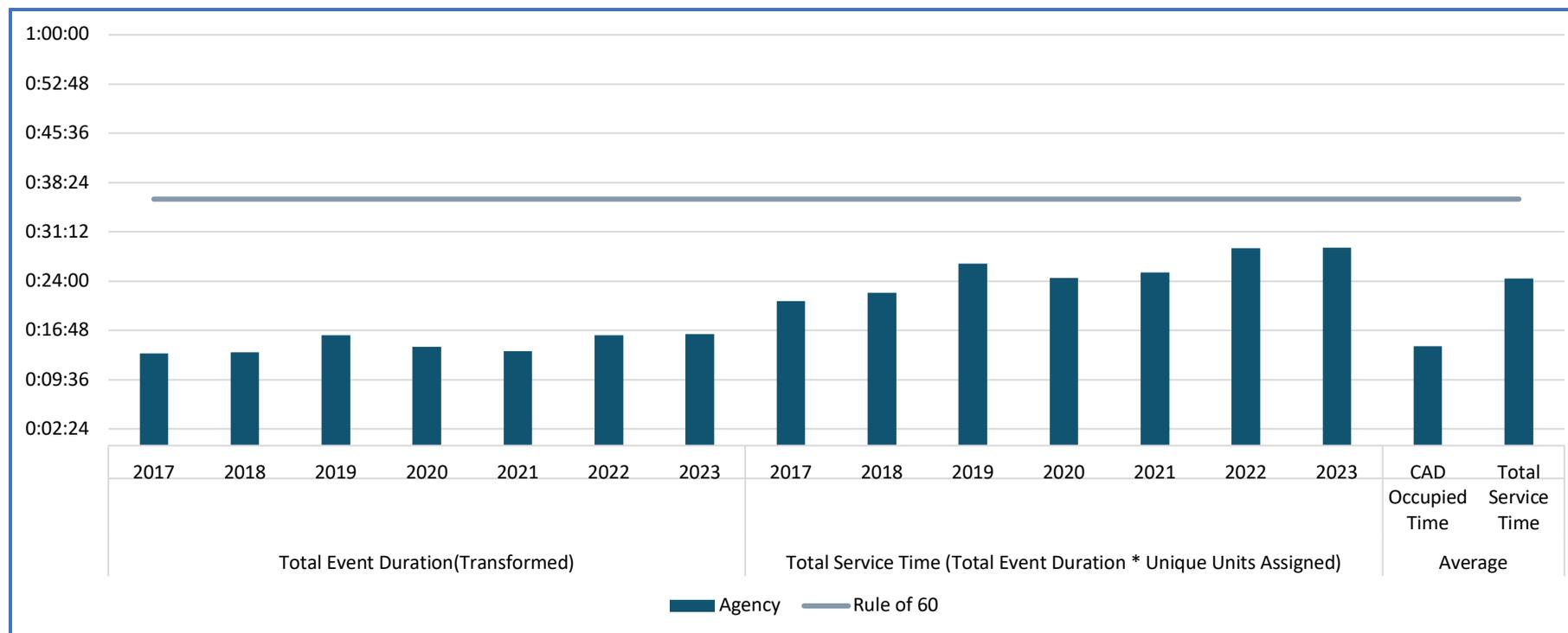




Table 32: Community-Initiated CAD Unit Total Event Duration and Total Service Time, by Hour, by Year

Community-Initiated Contact Hour	Average of Total Event Duration (Transformed)							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
0	0:19:11	0:20:31	0:18:10	0:17:41	0:15:33	0:19:45	0:19:54	0:31:55	0:39:21	0:31:48	0:34:02	0:33:24	0:40:42	0:46:35	0:18:51	0:36:11
1	0:17:14	0:22:38	0:19:31	0:14:41	0:17:40	0:24:11	0:18:52	0:30:33	0:40:28	0:36:03	0:28:56	0:41:00	0:59:46	0:40:36	0:19:03	0:38:30
2	0:17:38	0:16:25	0:19:04	0:13:52	0:20:05	0:15:49	0:15:49	0:32:27	0:32:10	0:36:43	0:27:24	0:45:18	0:30:14	0:37:22	0:16:42	0:33:36
3	0:14:51	0:18:01	0:19:46	0:14:19	0:15:45	0:16:27	0:17:19	0:26:16	0:32:24	0:35:28	0:32:59	0:34:28	0:39:30	0:39:49	0:16:42	0:34:01
4	0:14:40	0:17:11	0:22:43	0:15:39	0:11:47	0:15:27	0:16:27	0:25:10	0:33:31	0:46:33	0:38:15	0:23:40	0:29:22	0:31:06	0:16:15	0:32:27
5	0:14:09	0:11:49	0:12:19	0:13:49	0:09:54	0:13:57	0:16:43	0:24:41	0:22:23	0:23:31	0:31:18	0:22:03	0:33:16	0:31:14	0:13:17	0:26:27
6	0:20:31	0:19:51	0:21:53	0:25:39	0:25:01	0:23:20	0:18:30	0:34:00	0:32:30	0:39:56	0:46:33	1:10:35	0:46:59	0:35:52	0:21:37	0:40:37
7	0:20:08	0:20:45	0:19:53	0:24:19	0:22:30	0:22:34	0:20:29	0:34:15	0:35:17	0:31:55	0:39:23	0:34:58	0:37:26	0:34:57	0:21:09	0:35:04
8	0:17:58	0:19:14	0:19:57	0:19:01	0:20:10	0:23:52	0:21:09	0:27:57	0:31:59	0:30:59	0:28:00	0:32:55	0:37:02	0:33:33	0:20:01	0:31:35
9	0:20:35	0:20:29	0:21:53	0:21:12	0:18:26	0:21:34	0:17:35	0:32:49	0:31:17	0:30:29	0:33:07	0:31:42	0:35:31	0:29:31	0:20:18	0:31:58
10	0:18:45	0:20:55	0:20:25	0:19:09	0:18:16	0:21:06	0:20:51	0:29:50	0:33:51	0:33:19	0:37:31	0:32:01	0:31:58	0:35:34	0:19:55	0:33:12
11	0:20:00	0:19:28	0:20:54	0:21:30	0:19:52	0:22:00	0:19:45	0:31:27	0:31:03	0:31:10	0:35:25	0:36:31	0:40:23	0:33:54	0:20:23	0:33:46
12	0:17:09	0:19:41	0:19:55	0:19:34	0:17:58	0:21:08	0:20:59	0:30:05	0:34:00	0:33:05	0:36:43	0:33:55	0:32:58	0:40:10	0:19:10	0:33:45
13	0:19:45	0:20:04	0:22:38	0:24:09	0:19:16	0:21:23	0:21:38	0:33:33	0:32:20	0:38:47	0:39:49	0:33:29	0:41:17	0:38:05	0:21:00	0:36:01
14	0:19:42	0:23:00	0:20:59	0:21:43	0:20:33	0:22:30	0:20:45	0:33:33	0:42:02	0:32:01	0:36:58	0:34:25	0:43:47	0:36:52	0:21:13	0:36:49
15	0:20:00	0:21:21	0:23:25	0:21:19	0:19:59	0:20:54	0:20:49	0:33:48	0:38:25	0:37:23	0:37:40	0:35:29	0:37:06	0:32:58	0:21:08	0:36:05
16	0:22:06	0:21:18	0:20:05	0:21:10	0:16:48	0:23:02	0:22:22	0:38:21	0:37:01	0:35:47	0:38:34	0:27:15	0:41:06	0:38:37	0:21:12	0:37:02
17	0:19:25	0:18:10	0:17:16	0:18:05	0:16:33	0:22:23	0:19:41	0:31:14	0:34:26	0:30:31	0:34:42	0:33:25	0:39:35	0:36:03	0:18:50	0:33:51
18	0:24:17	0:22:32	0:24:13	0:21:55	0:23:43	0:26:48	0:25:45	0:39:54	0:37:16	0:42:36	0:39:06	0:43:18	0:52:15	0:50:22	0:24:03	0:42:52
19	0:21:12	0:20:02	0:19:39	0:19:41	0:20:32	0:19:54	0:20:43	0:36:08	0:39:03	0:36:17	0:37:09	0:39:16	0:39:06	0:38:36	0:20:17	0:37:49
20	0:19:51	0:23:15	0:21:15	0:21:43	0:17:29	0:20:26	0:22:47	0:31:58	0:41:00	0:36:37	0:35:52	0:34:06	0:41:26	0:47:40	0:21:07	0:37:41
21	0:21:44	0:27:39	0:19:36	0:23:41	0:19:07	0:19:24	0:18:48	0:32:12	0:44:25	0:34:28	0:41:43	0:38:37	0:40:14	0:38:01	0:22:15	0:38:13
22	0:20:30	0:23:14	0:21:40	0:19:34	0:14:00	0:18:27	0:18:09	0:32:23	0:38:58	0:41:37	0:34:42	0:30:07	0:35:22	0:40:33	0:20:00	0:36:01
23	0:20:26	0:24:08	0:20:38	0:15:38	0:16:55	0:19:00	0:16:08	0:36:52	0:45:40	0:37:11	0:33:37	0:37:26	0:44:00	0:35:08	0:19:30	0:38:50
Average	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:32:51	0:36:53	0:35:01	0:36:20	0:35:09	0:39:39	0:38:12	0:20:24	0:35:58



Chart 16: Community-Initiated Primary Unit Total Event Duration, by Hour, by Year

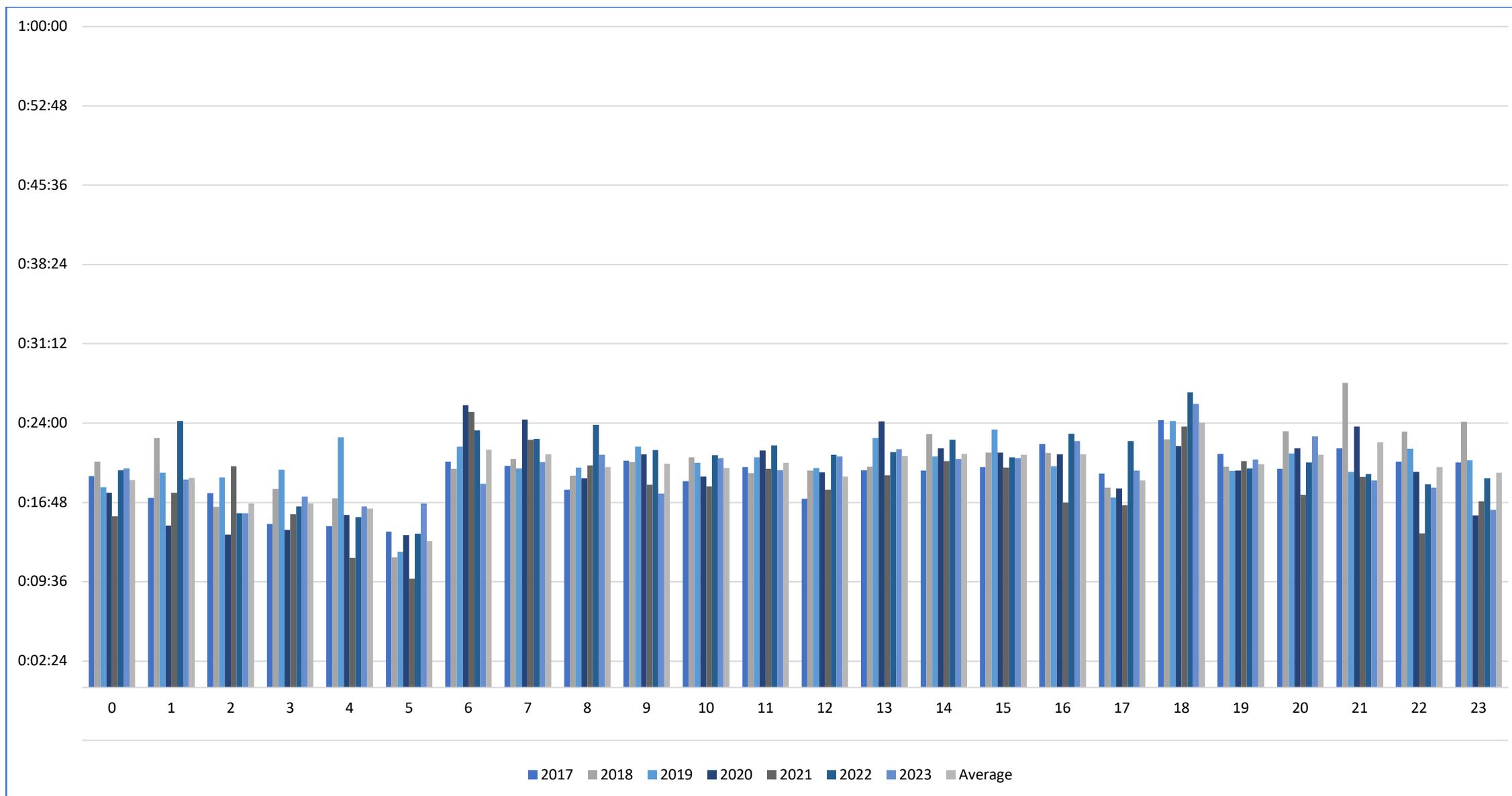




Chart 17: Community-Initiated Total Service Time, by Hour, by Year

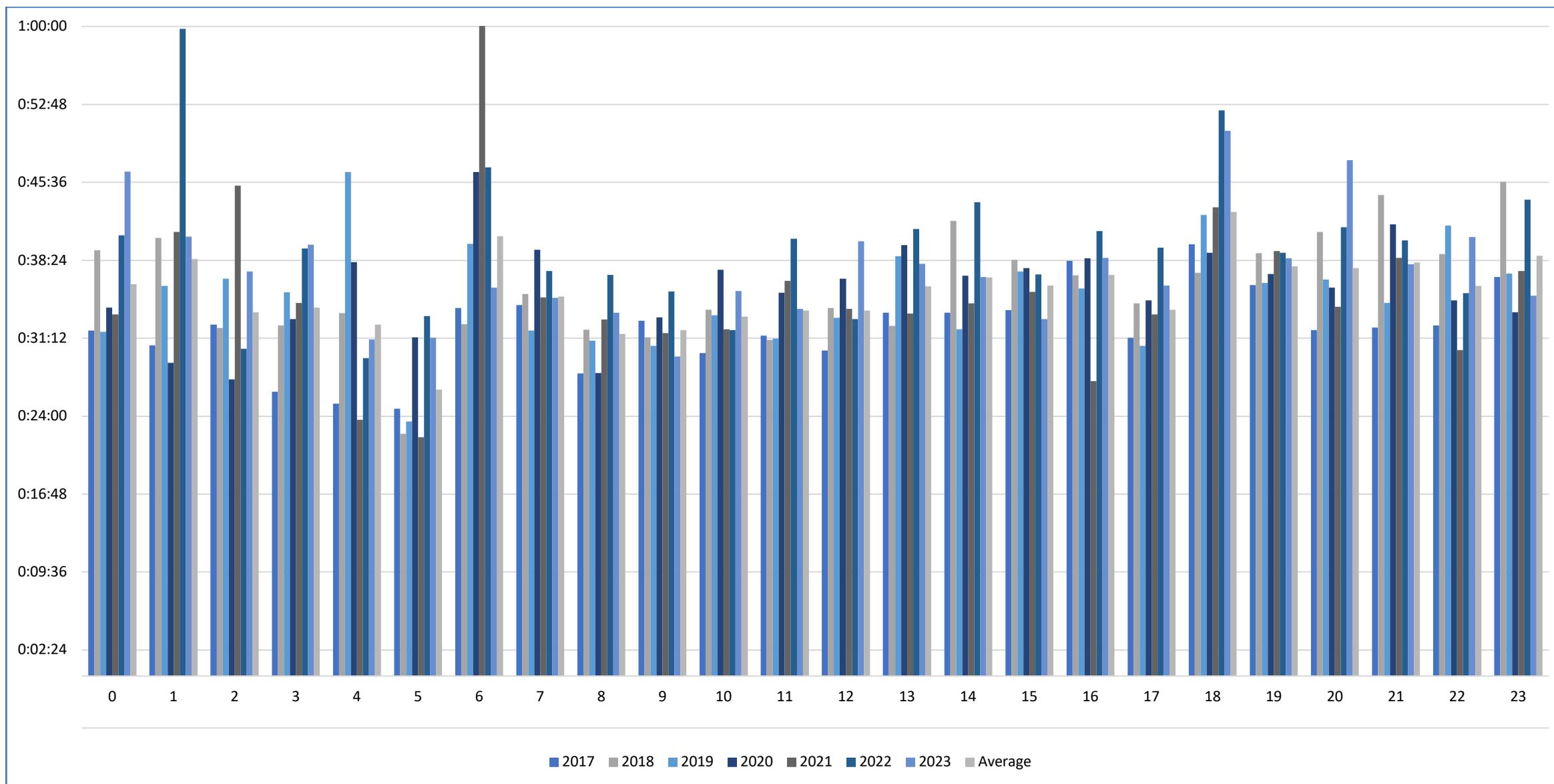




Table 33: Field-Initiated CAD Unit Total Event Duration and Total Service Time, by Hour, by Year

Field-Initiated Hour	Average of Total Event Duration (Transformed)							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
0	0:08:07	0:08:55	0:10:22	0:10:31	0:10:10	0:08:49	0:10:32	0:13:10	0:17:42	0:20:45	0:18:44	0:22:03	0:16:16	0:20:40	0:09:32	0:18:28
1	0:09:51	0:11:44	0:15:56	0:12:12	0:10:46	0:08:19	0:10:41	0:17:51	0:23:49	0:33:07	0:24:29	0:23:00	0:14:06	0:20:37	0:11:13	0:22:15
2	0:08:38	0:07:56	0:15:02	0:10:57	0:13:07	0:12:54	0:19:29	0:14:36	0:11:58	0:22:03	0:22:07	0:26:39	0:19:49	0:35:36	0:11:40	0:20:04
3	0:08:25	0:06:18	0:12:28	0:10:06	0:15:17	0:10:42	0:12:45	0:12:18	0:08:22	0:17:30	0:20:29	0:29:48	0:22:43	0:25:08	0:09:08	0:15:23
4	0:05:05	0:05:42	0:09:06	0:06:30	0:06:04	0:14:48	0:15:28	0:05:34	0:07:31	0:13:53	0:08:01	0:11:38	0:22:20	0:28:02	0:06:51	0:09:19
5	0:03:39	0:02:52	0:04:30	0:04:35	0:05:03	0:04:43	0:12:38	0:03:43	0:03:02	0:05:05	0:07:35	0:06:32	0:07:01	0:19:05	0:03:39	0:04:10
6	0:08:42	0:12:50	0:17:05	0:14:08	0:17:40	0:10:01	0:18:18	0:10:24	0:15:48	0:19:34	0:14:08	0:26:23	0:14:15	0:19:23	0:12:17	0:15:05
7	0:13:56	0:14:26	0:14:19	0:12:45	0:08:41	0:09:11	0:11:38	0:14:53	0:16:05	0:15:51	0:17:28	0:12:07	0:12:29	0:13:14	0:12:57	0:15:01
8	0:10:32	0:11:08	0:11:49	0:12:43	0:08:46	0:12:58	0:08:41	0:13:07	0:14:56	0:14:54	0:15:38	0:11:44	0:18:26	0:11:38	0:10:45	0:14:07
9	0:11:06	0:13:22	0:12:06	0:11:39	0:11:09	0:10:02	0:11:31	0:14:03	0:17:47	0:14:30	0:13:27	0:15:23	0:13:21	0:16:55	0:11:45	0:15:21
10	0:09:55	0:11:56	0:11:32	0:12:04	0:10:58	0:11:52	0:11:27	0:13:49	0:14:00	0:17:59	0:19:30	0:13:21	0:16:58	0:15:45	0:11:17	0:15:27
11	0:09:34	0:09:46	0:10:01	0:11:42	0:11:36	0:13:46	0:12:55	0:12:40	0:12:37	0:17:13	0:17:46	0:18:07	0:21:18	0:19:07	0:10:50	0:15:40
12	0:09:24	0:09:58	0:10:00	0:12:37	0:08:52	0:14:36	0:15:13	0:12:18	0:13:25	0:12:01	0:17:56	0:14:52	0:22:12	0:18:00	0:10:35	0:14:18
13	0:08:57	0:10:16	0:10:23	0:10:09	0:07:47	0:08:15	0:11:02	0:12:19	0:14:39	0:16:16	0:14:44	0:12:27	0:10:47	0:14:46	0:09:31	0:13:27
14	0:08:36	0:11:12	0:11:54	0:12:13	0:09:54	0:10:31	0:12:20	0:12:17	0:15:56	0:18:48	0:16:13	0:16:18	0:14:28	0:15:45	0:10:32	0:15:04
15	0:08:47	0:10:14	0:09:58	0:12:36	0:10:45	0:12:14	0:11:32	0:11:47	0:14:55	0:14:05	0:18:40	0:15:12	0:19:29	0:15:17	0:10:25	0:14:58
16	0:09:42	0:10:57	0:11:27	0:07:32	0:10:34	0:12:30	0:12:16	0:13:10	0:16:49	0:16:33	0:10:56	0:16:09	0:18:46	0:15:00	0:10:36	0:15:19
17	0:07:43	0:10:49	0:07:47	0:09:27	0:10:14	0:08:40	0:10:42	0:11:40	0:14:53	0:11:29	0:12:10	0:13:28	0:11:01	0:13:20	0:09:11	0:12:47
18	0:07:57	0:06:27	0:10:22	0:11:59	0:10:50	0:17:49	0:11:22	0:10:33	0:09:07	0:19:26	0:15:24	0:16:11	0:31:38	0:15:34	0:10:07	0:14:42
19	0:07:21	0:08:14	0:09:28	0:10:03	0:07:29	0:11:12	0:10:09	0:11:18	0:13:49	0:14:49	0:13:40	0:12:13	0:20:19	0:16:24	0:08:45	0:13:41
20	0:06:15	0:06:02	0:09:12	0:09:21	0:08:01	0:10:57	0:09:37	0:09:17	0:09:45	0:14:46	0:14:44	0:14:29	0:18:48	0:16:13	0:07:34	0:12:07
21	0:07:42	0:07:36	0:10:21	0:07:50	0:09:21	0:08:23	0:08:09	0:12:16	0:13:30	0:17:58	0:12:33	0:19:05	0:15:52	0:13:22	0:08:17	0:14:29
22	0:09:09	0:09:16	0:10:38	0:06:42	0:08:00	0:09:19	0:08:39	0:17:11	0:18:36	0:21:37	0:12:17	0:17:08	0:15:21	0:16:08	0:08:46	0:16:57
23	0:09:46	0:08:05	0:12:11	0:07:46	0:09:45	0:08:46	0:09:11	0:16:14	0:14:23	0:22:12	0:14:11	0:20:54	0:18:39	0:17:49	0:09:10	0:17:13
Average	0:13:26	0:13:37	0:16:06	0:14:26	0:13:46	0:16:08	0:16:16	0:21:06	0:22:18	0:26:34	0:24:27	0:25:15	0:28:49	0:28:55	0:14:30	0:24:24



Chart 18: Field-Initiated CAD Unit Total Event Duration, by Hour, by Year

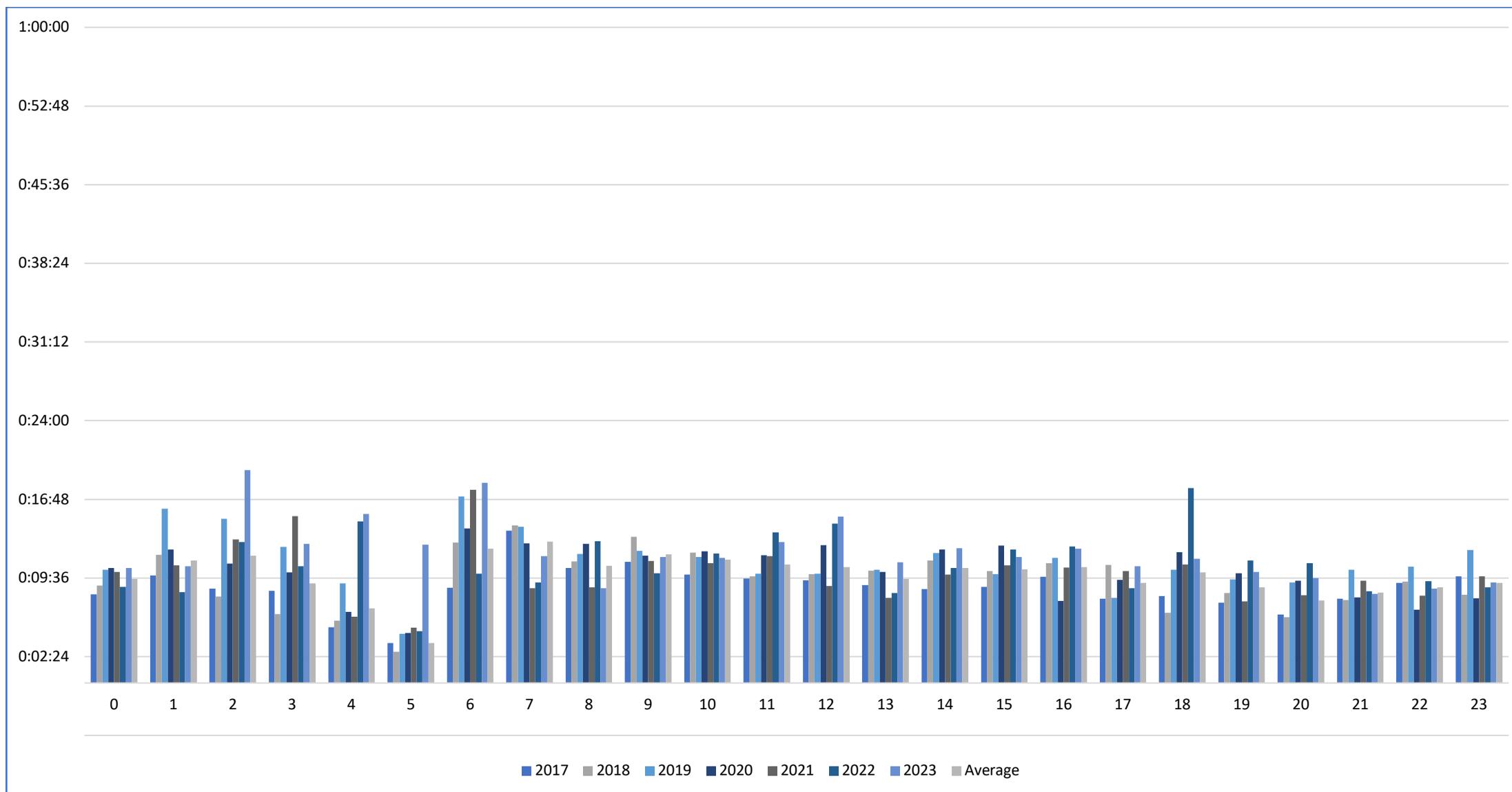




Chart 19: Field-Initiated Total Service Time, by Hour, by Year

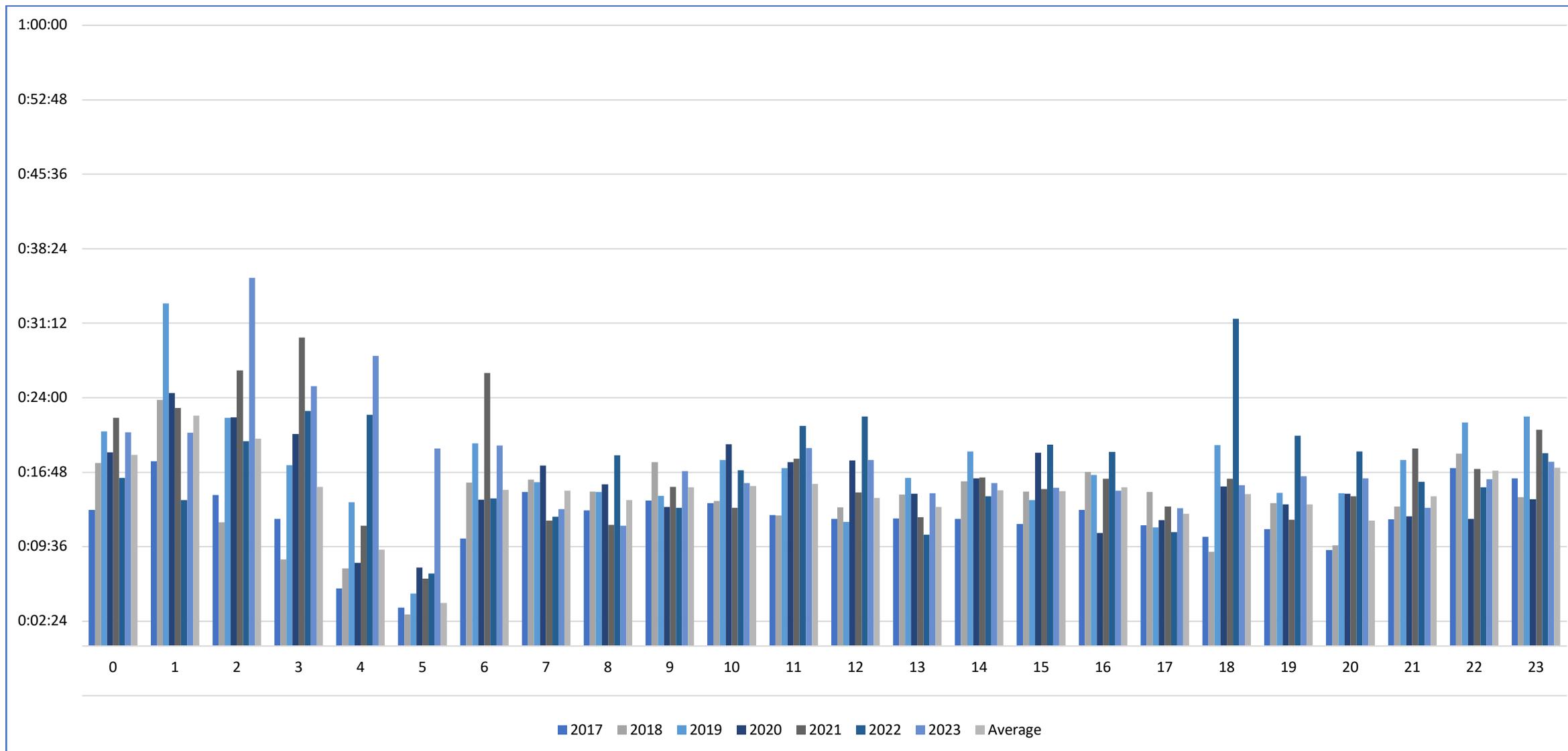




Table 34: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Day of Week, by Year

Community-Initiated Day of Week	CAD Primary Unit Total Event Duration							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Sunday	0:17:55	0:21:04	0:19:38	0:19:49	0:19:11	0:21:45	0:21:24	0:28:49	0:37:44	0:34:31	0:37:25	0:37:51	0:38:15	0:40:39	0:19:56	0:35:38
Monday	0:20:09	0:19:41	0:19:27	0:19:12	0:17:57	0:22:23	0:20:08	0:32:04	0:34:07	0:34:30	0:34:58	0:34:20	0:41:40	0:38:49	0:19:52	0:35:00
Tuesday	0:20:53	0:23:02	0:20:57	0:20:35	0:17:16	0:20:35	0:19:50	0:36:20	0:42:41	0:34:23	0:40:28	0:35:21	0:38:10	0:37:04	0:20:47	0:37:56
Wednesday	0:20:18	0:20:51	0:20:27	0:22:01	0:19:49	0:20:08	0:20:39	0:34:32	0:33:37	0:34:59	0:38:30	0:34:48	0:38:06	0:39:16	0:20:37	0:35:57
Thursday	0:20:49	0:22:35	0:21:50	0:21:09	0:19:51	0:21:36	0:20:48	0:34:29	0:37:40	0:35:59	0:35:12	0:34:48	0:41:25	0:39:25	0:21:20	0:36:43
Friday	0:20:01	0:21:39	0:21:16	0:19:50	0:17:53	0:21:44	0:20:41	0:32:49	0:37:29	0:35:48	0:35:45	0:32:41	0:41:17	0:39:02	0:20:30	0:36:09
Saturday	0:19:15	0:20:16	0:20:11	0:19:10	0:18:54	0:20:31	0:19:21	0:30:49	0:35:29	0:34:12	0:34:37	0:36:51	0:38:18	0:34:05	0:19:40	0:34:36
Average	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:32:51	0:36:53	0:35:01	0:36:20	0:35:09	0:39:39	0:38:12	0:20:24	0:35:58

Chart 20: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Day of Week, by Year

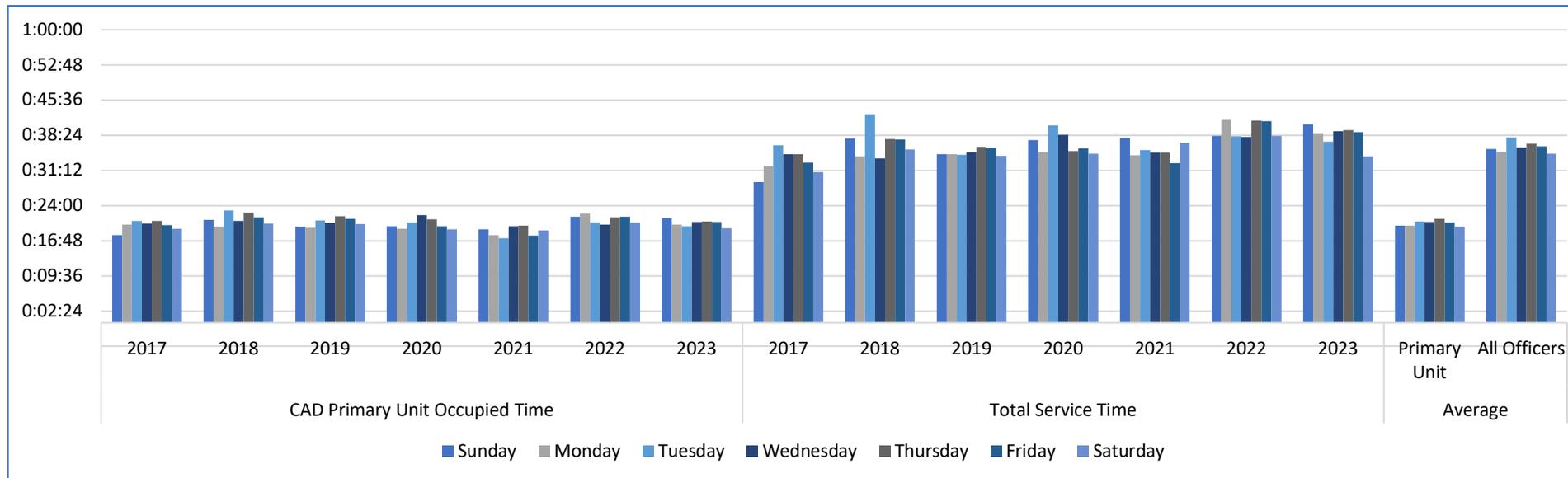




Table 35: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Day of Week, by Year

Field-Initiated Day of Week	CAD Primary Unit Total Event Duration							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Sunday	0:07:51	0:07:48	0:11:16	0:08:23	0:08:39	0:10:03	0:11:15	0:10:34	0:12:29	0:19:45	0:13:03	0:16:35	0:16:44	0:18:20	0:08:42	0:13:53
Monday	0:08:07	0:09:21	0:10:46	0:10:20	0:08:57	0:12:01	0:10:08	0:11:05	0:13:57	0:18:14	0:17:33	0:15:47	0:19:45	0:16:12	0:09:33	0:14:57
Tuesday	0:08:48	0:08:40	0:10:45	0:10:20	0:09:14	0:09:08	0:11:30	0:11:51	0:13:32	0:15:21	0:14:36	0:16:42	0:15:13	0:19:18	0:09:32	0:14:29
Wednesday	0:08:51	0:09:23	0:10:42	0:10:02	0:09:29	0:11:04	0:11:11	0:12:38	0:13:52	0:15:44	0:16:24	0:16:45	0:18:26	0:17:01	0:09:50	0:15:05
Thursday	0:08:31	0:08:58	0:11:02	0:09:49	0:10:35	0:11:03	0:09:53	0:13:04	0:12:58	0:17:12	0:14:55	0:18:28	0:17:41	0:14:47	0:09:38	0:14:51
Friday	0:08:15	0:09:03	0:10:44	0:09:35	0:09:59	0:10:22	0:11:27	0:12:09	0:13:44	0:16:28	0:14:34	0:17:42	0:16:26	0:17:10	0:09:33	0:14:47
Saturday	0:08:21	0:09:53	0:11:11	0:10:42	0:10:16	0:11:16	0:12:48	0:12:06	0:14:44	0:16:52	0:15:24	0:17:28	0:17:06	0:19:23	0:10:06	0:15:14
Average	0:08:23	0:09:03	0:10:55	0:09:54	0:09:43	0:10:47	0:11:09	0:11:57	0:13:38	0:17:00	0:15:12	0:17:13	0:17:21	0:17:25	0:09:35	0:14:47

Chart 21: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Day of Week, by Year

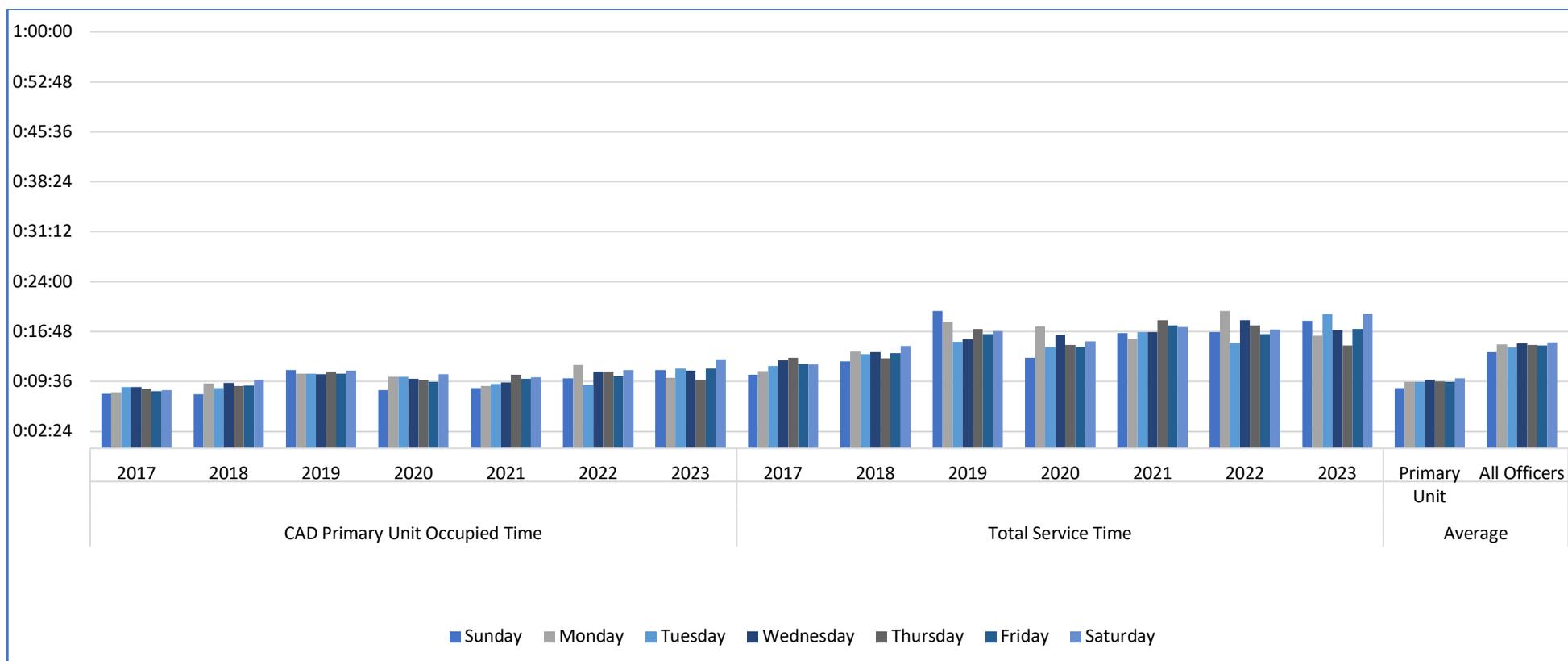




Table 36: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Season, by Year – with Averages

Community-Initiated Day of Week	CAD Primary Unit Total Event Duration							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Average	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:32:51	0:36:53	0:35:01	0:36:20	0:35:09	0:39:39	0:38:12	0:20:24	0:35:58
Autumn	0:20:06	0:20:28	0:20:09	0:17:56	0:18:35	0:19:46	0:19:41	0:33:49	0:36:11	0:34:30	0:34:00	0:35:36	0:37:46	0:37:29	0:19:41	0:35:24
Spring	0:19:46	0:22:34	0:21:41	0:20:24	0:18:56	0:21:01	0:20:36	0:31:30	0:37:56	0:37:53	0:38:03	0:33:51	0:39:20	0:37:34	0:20:50	0:36:18
Summer	0:20:40	0:22:13	0:20:49	0:21:44	0:18:52	0:21:42	0:19:57	0:34:58	0:38:28	0:34:48	0:38:13	0:37:13	0:40:20	0:37:46	0:20:56	0:37:09
Winter	0:18:55	0:19:56	0:20:09	0:20:14	0:18:39	0:22:01	0:21:29	0:30:34	0:34:55	0:33:04	0:33:58	0:33:12	0:40:46	0:40:10	0:20:05	0:34:48

Chart 22: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Season, by Year – with Averages

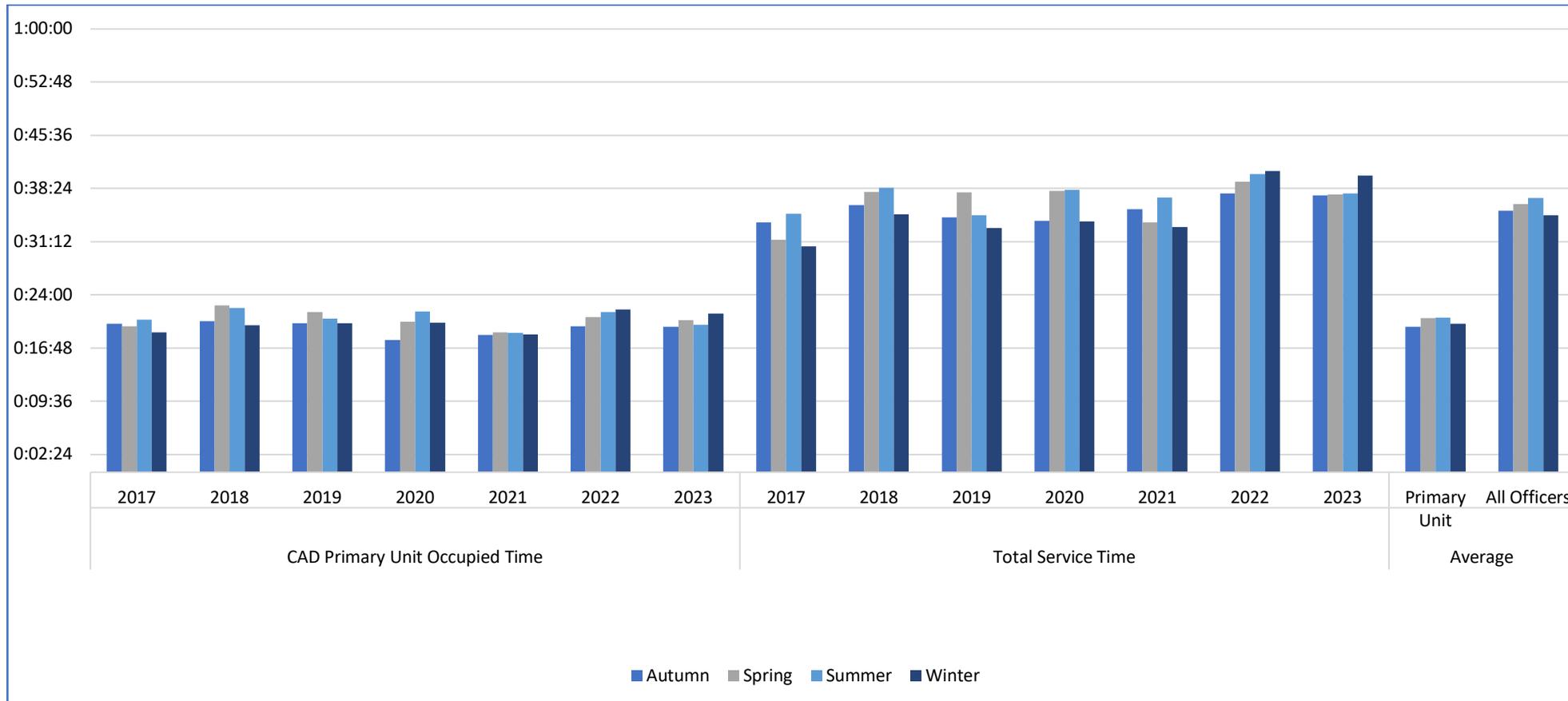




Table 37: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Season, by Year – with Averages

Field-Initiated Season	CAD Primary Unit Total Event Duration						Total Service Time						Average			
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Average	0:08:23	0:09:03	0:10:55	0:09:54	0:09:43	0:10:47	0:11:09	0:11:57	0:13:38	0:17:00	0:15:12	0:17:13	0:17:21	0:17:25	0:09:35	0:14:47
Autumn	0:08:32	0:09:15	0:11:38	0:10:09	0:09:26	0:12:07	0:10:49	0:12:14	0:15:02	0:17:13	0:15:46	0:18:32	0:22:16	0:17:31	0:09:48	0:15:42
Spring	0:08:28	0:09:50	0:11:04	0:10:40	0:10:46	0:11:31	0:12:22	0:11:37	0:14:50	0:17:52	0:16:57	0:16:41	0:17:28	0:19:12	0:10:11	0:15:22
Summer	0:08:00	0:08:24	0:10:12	0:10:05	0:09:38	0:10:15	0:10:46	0:11:41	0:11:57	0:15:57	0:14:51	0:18:13	0:15:38	0:17:06	0:09:07	0:13:56
Winter	0:08:49	0:08:43	0:10:37	0:08:57	0:09:19	0:09:28	0:10:52	0:12:30	0:12:55	0:17:01	0:13:46	0:15:17	0:15:28	0:16:07	0:09:20	0:14:17

Chart 23: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Season, by Year – with Averages

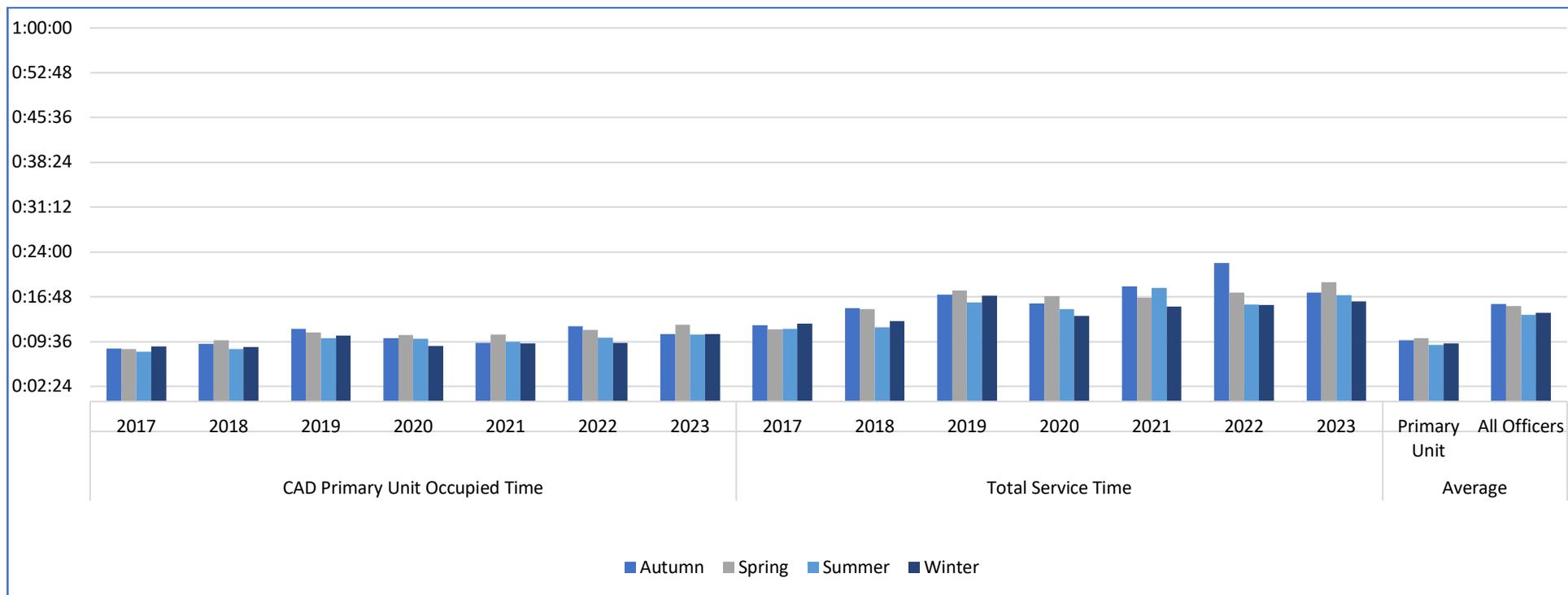




Table 38: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Hour, by Year, by Priority

Community-Initiated Priority	Total Event Time (Transformed)							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Average	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:32:51	0:36:53	0:35:01	0:36:20	0:35:09	0:39:39	0:38:12	0:20:24	0:35:58
1	0:16:03	0:19:11	0:17:30	0:17:55	0:14:44	0:20:46	0:19:24	0:29:18	0:41:22	0:35:06	0:39:57	0:31:35	0:45:27	0:41:10	0:17:43	0:36:26
2	0:18:48	0:19:14	0:19:54	0:18:51	0:18:48	0:20:39	0:19:06	0:36:25	0:39:35	0:40:07	0:38:36	0:37:31	0:42:36	0:39:24	0:19:17	0:38:59
3	0:22:18	0:23:58	0:22:06	0:22:05	0:19:09	0:21:34	0:22:06	0:30:12	0:34:24	0:30:51	0:33:43	0:33:38	0:34:39	0:35:17	0:22:11	0:32:59
4	0:22:23	0:20:28	0:22:29	0:21:20	0:20:06	0:24:50	0:24:03	0:30:42	0:28:54	0:29:45	0:32:58	0:31:55	0:37:43	0:39:52	0:21:59	0:32:11

Chart 24: Community-Initiated Primary Unit Total Event Duration and Total Service Time, by Hour, by Year, by Priority

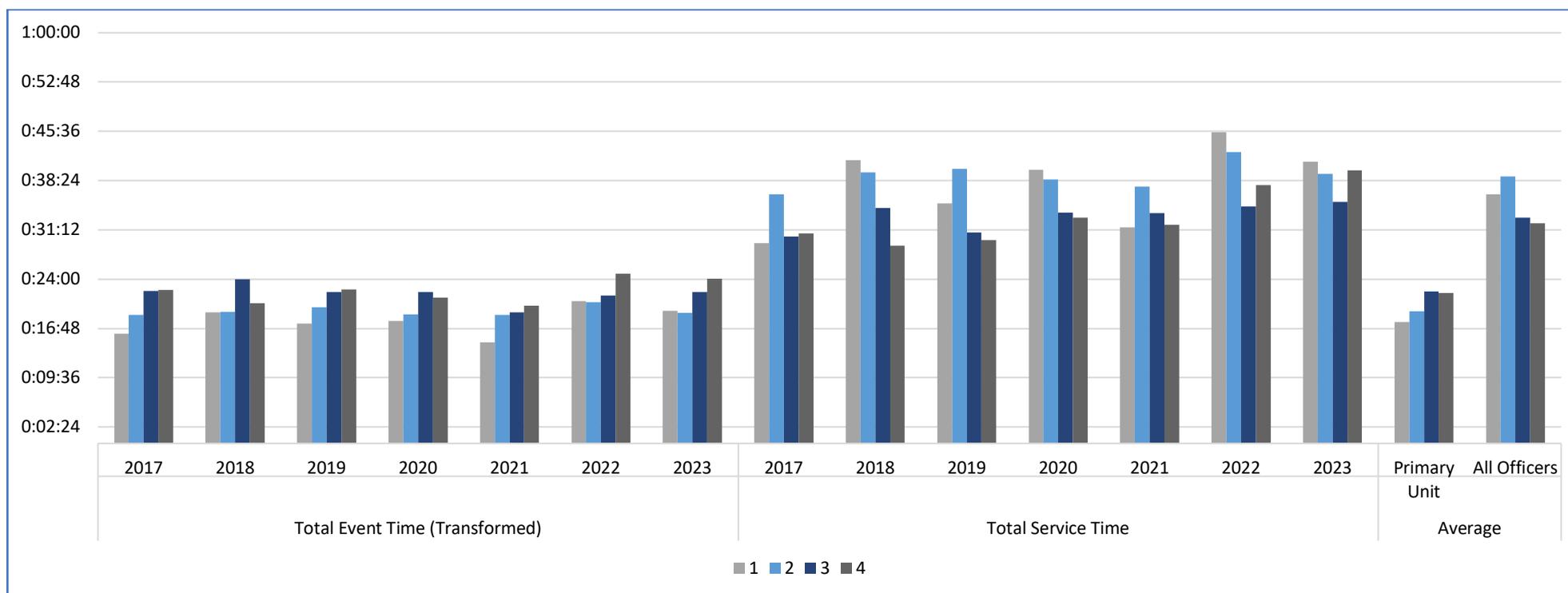




Table 39: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Hour, by Year, by Priority

Field-Initiated Priority	Total Event Time (Transformed)							Total Service Time							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Primary Unit	All Officers
Average	0:08:23	0:09:03	0:10:55	0:09:54	0:09:43	0:10:47	0:11:09	0:11:57	0:13:38	0:17:00	0:15:12	0:17:13	0:17:21	0:17:25	0:09:35	0:14:47
1	0:13:30	0:20:13	0:16:50	0:07:45	0:33:09	0:15:38	0:28:06	0:25:15	0:41:17	0:31:37	0:13:23	0:57:18	0:32:26	1:16:06	0:17:46	0:36:01
2	0:10:02	0:10:04	0:13:54	0:11:12	0:11:04	0:10:08	0:08:50	0:16:52	0:19:04	0:27:56	0:22:20	0:25:04	0:20:07	0:15:30	0:10:45	0:20:42
3	0:07:32	0:07:53	0:09:24	0:08:19	0:08:22	0:08:42	0:11:00	0:11:30	0:12:54	0:15:31	0:14:00	0:16:22	0:15:39	0:18:22	0:08:21	0:13:57
4	0:10:44	0:12:32	0:14:01	0:12:48	0:15:35	0:15:04	0:11:57	0:12:30	0:14:57	0:17:26	0:16:30	0:19:02	0:19:40	0:15:37	0:12:44	0:15:45

Chart 25: Field-Initiated Primary Unit Total Event Duration and Total Service Time, by Hour, by Year, by Priority

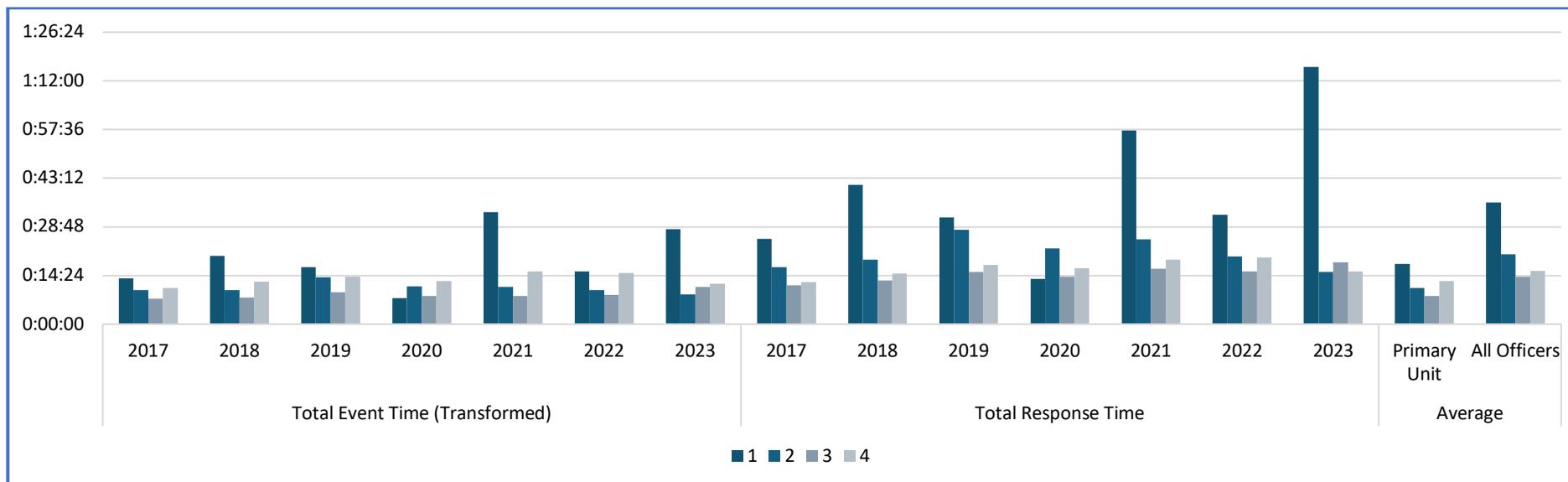




Table 40: Unit Total Event Duration, by Record Source, by Category, by Year – with Averages – Part I

Call Category	Community-Initiated							Field-Initiated							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
Admin	0:19:04	0:18:02	0:16:40	0:18:22	0:16:34	0:19:26	0:23:27	0:05:45	0:02:45	0:17:02	0:12:58	0:13:36	0:08:34	0:06:27	0:18:32	0:10:34
Agency Assist	0:20:59	0:23:22	0:22:44	0:24:08	0:21:25	0:24:43	0:24:05	0:17:35	0:11:56	0:19:03	0:21:38	0:13:16	0:25:22	0:19:09	0:23:01	0:17:59
Alarm	0:15:24	0:13:43	0:14:52	0:13:54	0:13:30	0:13:28	0:13:19	0:05:18	0:09:44	0:12:53			0:21:00	0:14:11	0:13:39	
Animal	0:18:32	0:17:55	0:16:47	0:16:34	0:18:22	0:19:03	0:19:30	0:13:31	0:07:11	0:12:56	0:07:29	0:23:28	0:10:42	0:11:13	0:18:11	0:09:34
Bike Enforcement						0:20:34	0:08:17	0:09:13	0:10:04	0:08:27	0:08:52	0:29:29			0:15:39	0:11:35
Check-Area	0:15:28	0:14:13	0:15:15	0:14:51	0:14:30	0:14:17	0:16:47	0:10:12	0:14:15	0:12:27	0:12:01	0:04:53	0:08:23	0:07:28	0:14:48	0:11:57
Crime-Person	0:33:05	0:35:55	0:32:45	0:29:43	0:26:02	0:27:26	0:32:28		0:23:41				0:51:23	0:31:41	0:37:32	
Crime-Property	0:30:07	0:30:38	0:29:30	0:24:03	0:26:47	0:29:17	0:26:33	0:09:28	0:02:13	0:11:03	0:15:55	0:03:57	0:14:08	0:19:21	0:28:12	0:12:15
Crime-Public	0:21:01	0:27:23	0:23:23	0:27:56	0:20:08	0:31:56	0:26:29								0:26:35	
Crime-Substance	0:27:34	0:39:33	0:30:25	0:14:56	0:09:10	0:22:41	0:38:48			0:44:01	0:28:53	0:16:34			0:26:10	0:29:36
Deceased Person					0:43:55	0:48:51	0:43:07								0:45:28	
Disturbance	0:17:47	0:20:26	0:19:09	0:17:26	0:17:12	0:19:38	0:17:44	0:13:19	0:16:16	0:02:08	0:04:20		0:23:02	0:07:11	0:18:25	0:11:48
Emergency	0:13:10	0:12:09	0:16:44	0:11:02	0:10:15	0:18:04	0:14:12								0:13:27	
Extra Patrol	0:20:26	0:14:18	0:14:06	0:15:44	0:13:59	0:29:39	0:11:54	0:06:56	0:07:33	0:08:52	0:08:18	0:10:49	0:09:44	0:06:19	0:16:49	0:07:54
Fire	0:24:09	0:30:34	0:21:27	0:24:28	0:10:37	0:13:41	0:24:14			0:18:48			0:24:42	0:03:06	0:22:01	0:15:32
Foot Patrol				0:03:36	0:06:44			0:14:28	0:10:47	0:15:15	0:15:44	0:21:40	0:19:27	0:17:37	0:05:42	0:15:38
Harassment	0:37:40	0:39:31	0:48:13	0:11:28	0:55:51	0:29:42	0:41:53								0:37:31	
Investigation	0:20:40	0:19:48	0:19:51	0:23:40	0:22:08	0:19:55	0:21:26	0:15:36	0:15:20	0:16:25	0:17:49	0:16:56	0:18:45	0:19:29	0:21:04	0:17:04
Medical	0:15:51	0:19:52	0:23:50	0:19:04	0:26:24	0:21:31	0:22:44		0:27:00				0:16:33		0:21:37	0:20:02
Medical/Agency Assist	0:13:57	0:15:57	0:13:19	0:15:51	0:18:37	0:20:27	0:19:44		0:43:36	0:11:10		0:18:13	0:07:53	0:10:47	0:15:21	0:20:27
Mental Health	0:25:11	0:14:45	0:39:38	0:24:00	0:36:42	0:11:37	0:24:32	1:07:50	0:08:12						0:27:40	0:38:01
Miscellaneous	0:25:41	0:29:11	0:25:04	0:27:01	0:19:39	0:21:26	0:21:24	0:04:11	0:04:06	0:05:50	0:07:12	0:09:56	0:12:11	0:11:22	0:25:49	0:05:00



Table 41: Unit Total Event Duration, by Record Source, by Category, by Year – with Averages – Part II

Call Category	Community-Initiated							Field-Initiated							Average	
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	Community	Field
Missing Person	0:45:13	0:42:19	0:41:36	0:38:45	0:32:31	0:33:50	0:34:25			0:39:06					0:39:04	0:39:06
Operation (SMSR)	0:48:12	0:27:37	0:34:47	0:30:41	0:09:06	0:28:27									0:31:23	
Parking/Traffic Related	0:17:21	0:20:18	0:22:37	0:22:49	0:17:41	0:24:35	0:25:10	0:06:12	0:06:13	0:16:03	0:08:52	0:21:03	0:10:34	0:24:37	0:21:19	0:08:33
Pedestrian Contact	0:05:46	0:28:24		0:19:54	0:20:51	0:11:52	0:12:52	0:12:24	0:17:17	0:13:10	0:12:08	0:19:33	0:13:22	0:15:41	0:17:26	0:14:28
Pedestrian Contact/Invest.			0:30:00	0:25:58			0:37:32	0:09:37	0:09:44	0:07:25	0:08:50	0:10:47	0:14:50	0:13:09	0:29:52	0:09:40
Property	0:24:50	0:23:53	0:26:25	0:20:48	0:23:49	0:30:56	0:29:45	0:15:48		0:13:58	0:40:07	0:07:00	0:12:42	0:02:54	0:25:34	0:16:07
Pursuit-Foot									0:03:10							0:03:10
Pursuit-Vehicle																
School Patrol	0:22:51	0:21:37		0:30:00	0:07:13		0:24:34	0:15:40	0:15:57	0:14:06	0:14:57	0:05:42	0:13:41	0:07:58	0:22:05	0:13:29
Special Assignment	0:46:42	0:33:17	0:43:37	0:41:17	0:47:08	0:27:20	0:21:26	0:21:56	0:22:04	0:22:33	0:28:02	0:31:41	0:32:38	0:23:54	0:38:07	0:25:28
Suicide/Suicidal Person	0:03:59	0:40:39	0:29:17			0:46:33									0:31:23	
Suspicious	0:15:48	0:15:57	0:17:58	0:15:03	0:15:53	0:18:10	0:17:39	0:09:29	0:09:30	0:14:05	0:09:16	0:12:20	0:09:16	0:06:44	0:16:33	0:10:06
Suspicious Activity	0:16:38	0:15:59		0:10:23	0:07:35		0:47:24								0:16:18	
Traffic	0:14:03	0:13:38	0:17:19	0:16:33	0:13:14	0:14:21	0:17:53	0:08:21	0:06:21	0:05:10	0:01:32	0:02:32	0:10:44	0:06:07	0:15:04	0:07:05
Traffic Accident	0:35:50	0:31:51	0:27:52	0:35:42	0:27:54	0:34:52	0:28:49	0:20:20	0:21:20	0:06:16	0:05:05	0:31:40	0:38:24	0:25:12	0:32:01	0:23:38
Traffic Enforcement	0:23:16	0:20:02	0:48:27	0:14:46	0:17:33	0:39:38	0:18:37	0:08:49	0:09:42	0:09:51	0:09:13	0:08:02	0:07:59	0:09:54	0:20:56	0:09:07
Transient							0:21:12						0:04:41		0:21:12	0:04:41
Unknown Trouble	0:17:26	0:20:51	0:23:19	0:22:14	0:15:08	0:12:27	0:19:36	0:07:44							0:18:38	0:07:44
Warrant	1:10:43	0:55:20	1:11:16					0:36:15	0:09:19		0:14:46				1:05:46	0:24:09
Welfare Check	0:18:51	0:25:21	0:25:24	0:20:57	0:20:46	0:24:42	0:22:01	0:08:36	0:22:46	0:18:27	0:22:18	0:16:17	0:11:28	0:23:24	0:22:31	0:18:09
Total	0:19:55	0:21:19	0:20:40	0:20:14	0:18:44	0:21:13	0:20:23	0:08:23	0:09:03	0:10:55	0:09:54	0:09:43	0:10:47	0:11:09	0:20:24	0:09:35



Chart 26: Community-Initiated Unit Total Event Duration, by Year – with Averages – Part I

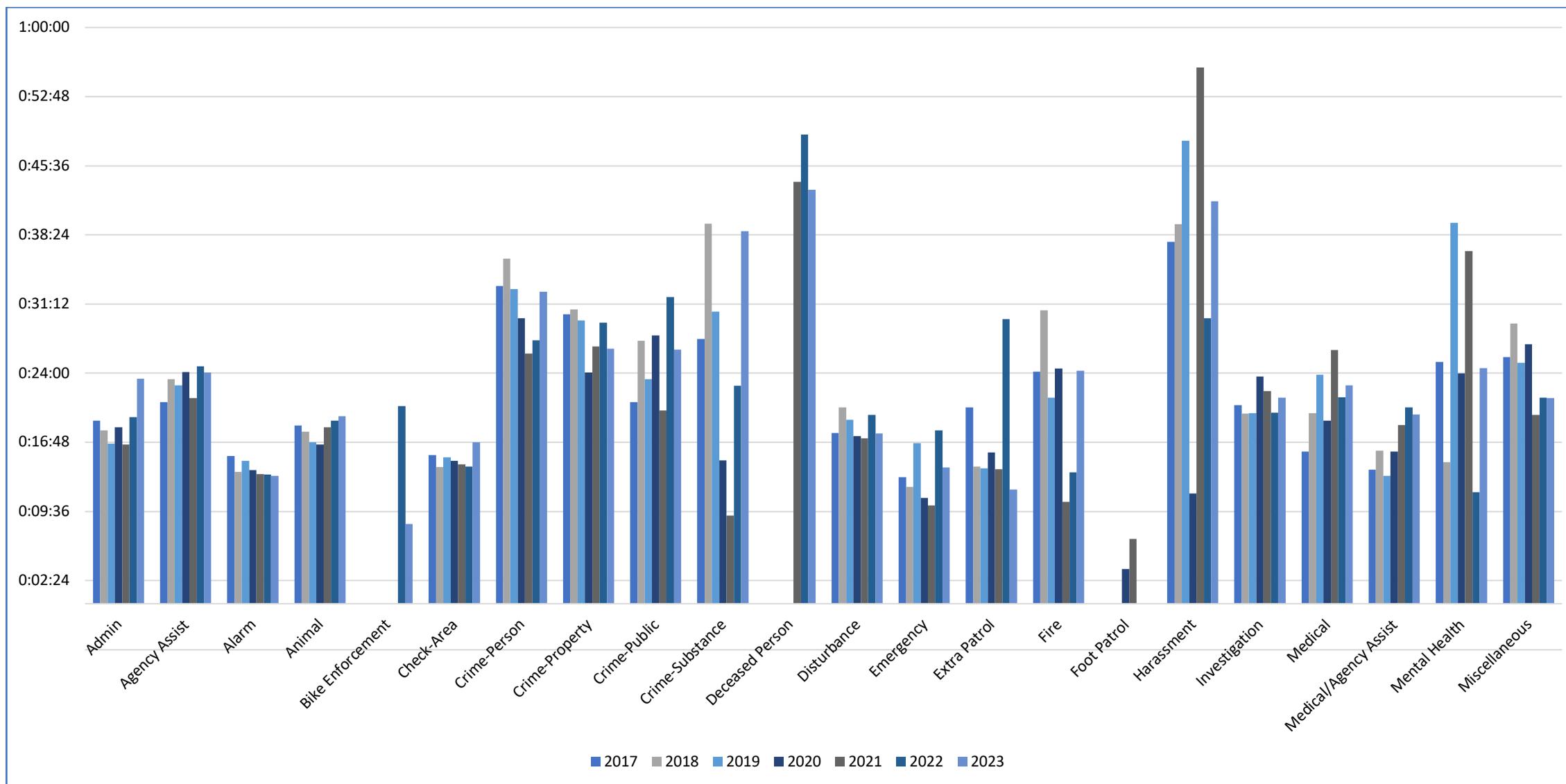




Chart 27: Community-Initiated Unit Total Event Duration, by Year – with Averages – Part II

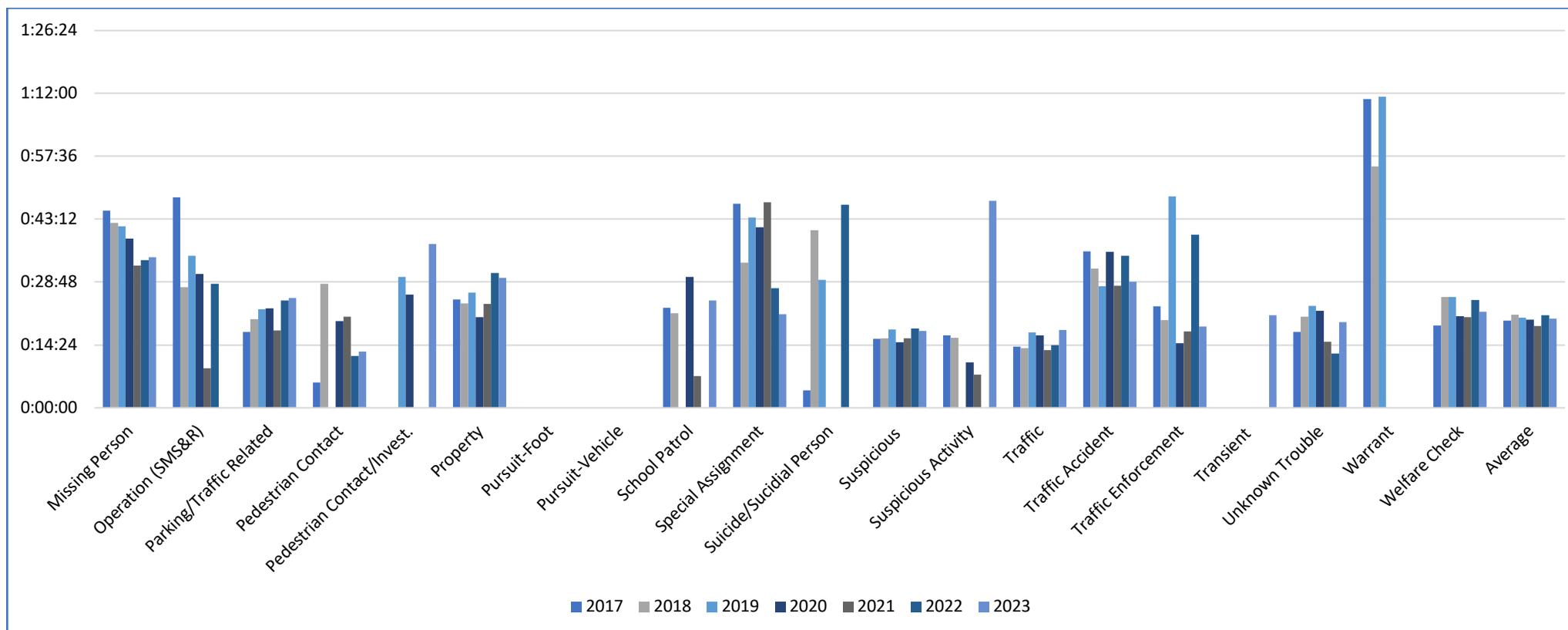




Chart 28: Field-Initiated Unit Total Event Duration, by Year – with Averages Part I

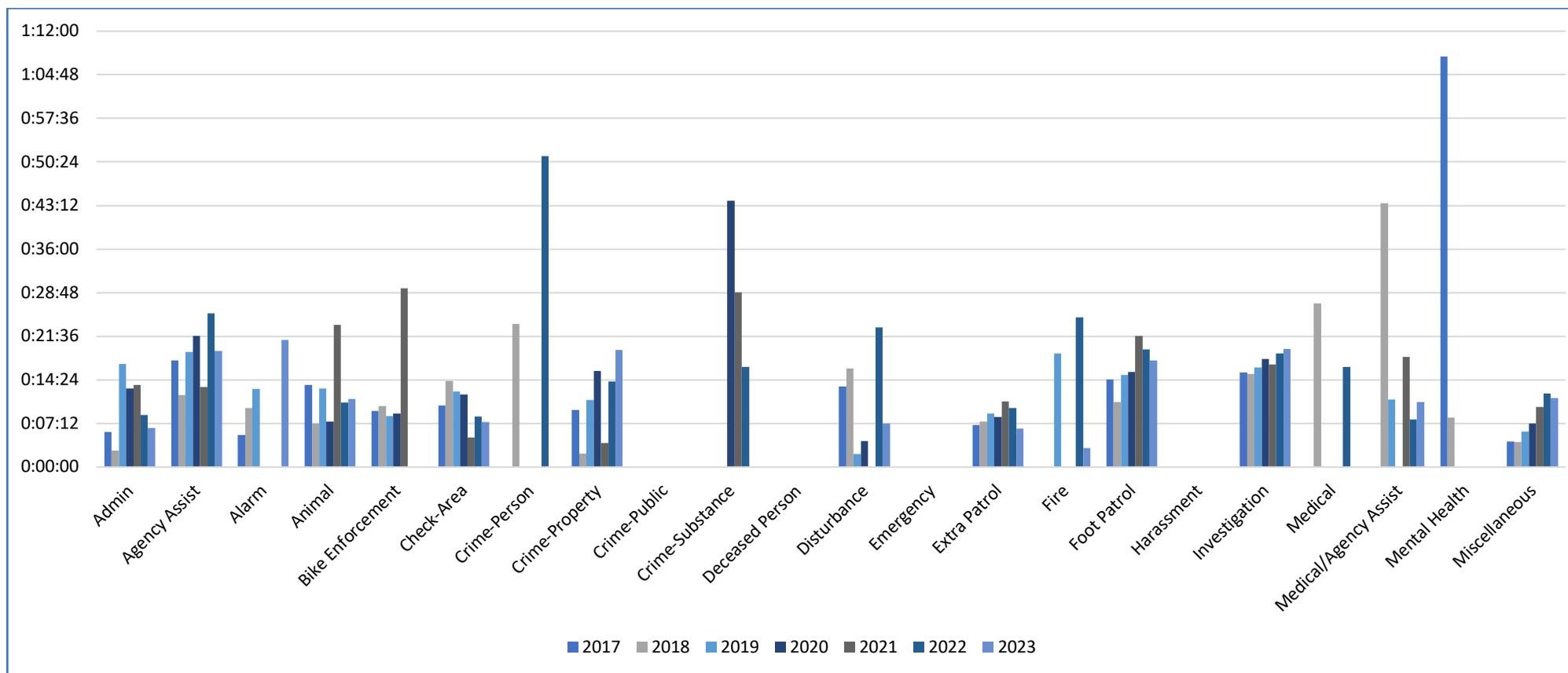
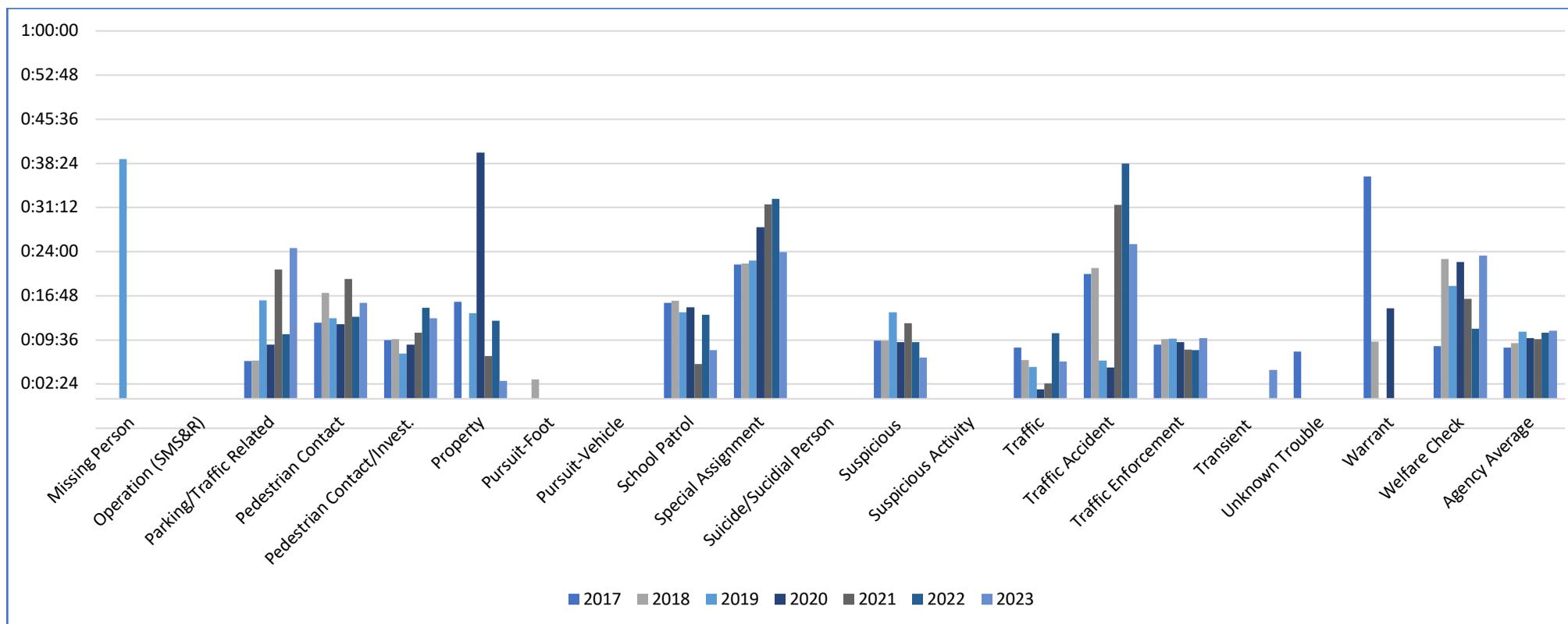




Chart 29: Field-Initiated Unit Total Event Duration, by Year – with Averages Part II





PRIMARY UNIT RESPONSE TIMES AND ON SCENE TIME

Response Times reflect the agency’s time (from receipt of a call for service to arrival. To respond to the community’s request for assistance, we focus the Response Time portion of the data analysis on community-initiated calls for service and units identified as patrol. These segments reflect the time between a call being dispatched to a unit and the status of en route and the duration of time between the record status of en route and when arriving at the location. In concert, these represent dispatch time and response time – measures for how promptly the department responds to a request for service. As the prior section details Total Service Time, as measured from all record stages, and as such how much time an officer is allocated to a record, our last measurement for this section includes on scene time. This operational measurement captures variation in the duration of time between arrival and when the officer is cleared from the event. This measurement is particularly important when examining how changes in policy or practice influence the time an officer is engaged with the community based on the call type.

- Dispatch Time = Dispatched ----> En Route
- Response Time = En Route----> On Scene
- On-Scene Time = Arrived ----> Event Cleared

As prior discussed, there are data inconsistencies associated with missing unit information and time measures. As such, dispatch time reflects the CAD record, and the remaining record statuses reflect the 1st unit assigned to the record and when the CAD record indicated the event as closed.

Table 42: Response Time Record Status and Average Minute, by Day of Week, by Year

Day of Week	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Sunday	00:45	00:50	00:57	00:50	00:48	00:59	01:01	03:12	02:49	02:41	03:27	03:24	03:24	03:33	10:34	11:34	10:35	09:16	10:41	11:58	12:49
Monday	00:48	00:49	00:46	00:52	00:59	00:57	00:57	03:00	02:50	03:01	03:20	03:16	03:05	03:20	11:34	11:54	10:30	09:34	10:31	12:55	11:52
Tuesday	00:50	00:48	00:56	00:49	00:53	01:05	00:55	02:58	02:50	02:49	03:32	02:46	03:12	03:25	11:49	13:14	12:32	11:01	10:43	12:38	11:38
Wednesday	00:50	00:42	00:54	00:53	00:40	00:59	00:48	02:53	02:56	03:10	03:24	03:20	03:15	03:26	11:46	11:31	12:32	12:04	10:48	11:30	12:30
Thursday	00:55	00:48	00:48	00:50	00:41	01:08	00:53	02:58	03:11	03:28	03:14	03:24	03:12	03:20	12:42	12:36	12:58	11:23	11:15	13:12	12:34
Friday	00:56	00:48	00:45	00:42	00:40	00:56	00:50	02:50	03:06	03:21	03:24	03:10	03:13	03:18	11:52	12:15	12:36	10:54	10:26	12:42	11:35
Saturday	01:00	00:45	00:44	00:44	00:39	00:55	00:43	03:01	03:11	03:17	03:07	03:25	03:22	03:08	11:05	11:16	11:29	10:15	10:26	11:55	10:58
Total	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57



Chart 30: Response Time Record Status and Average Minute, by Day of Week, by Year

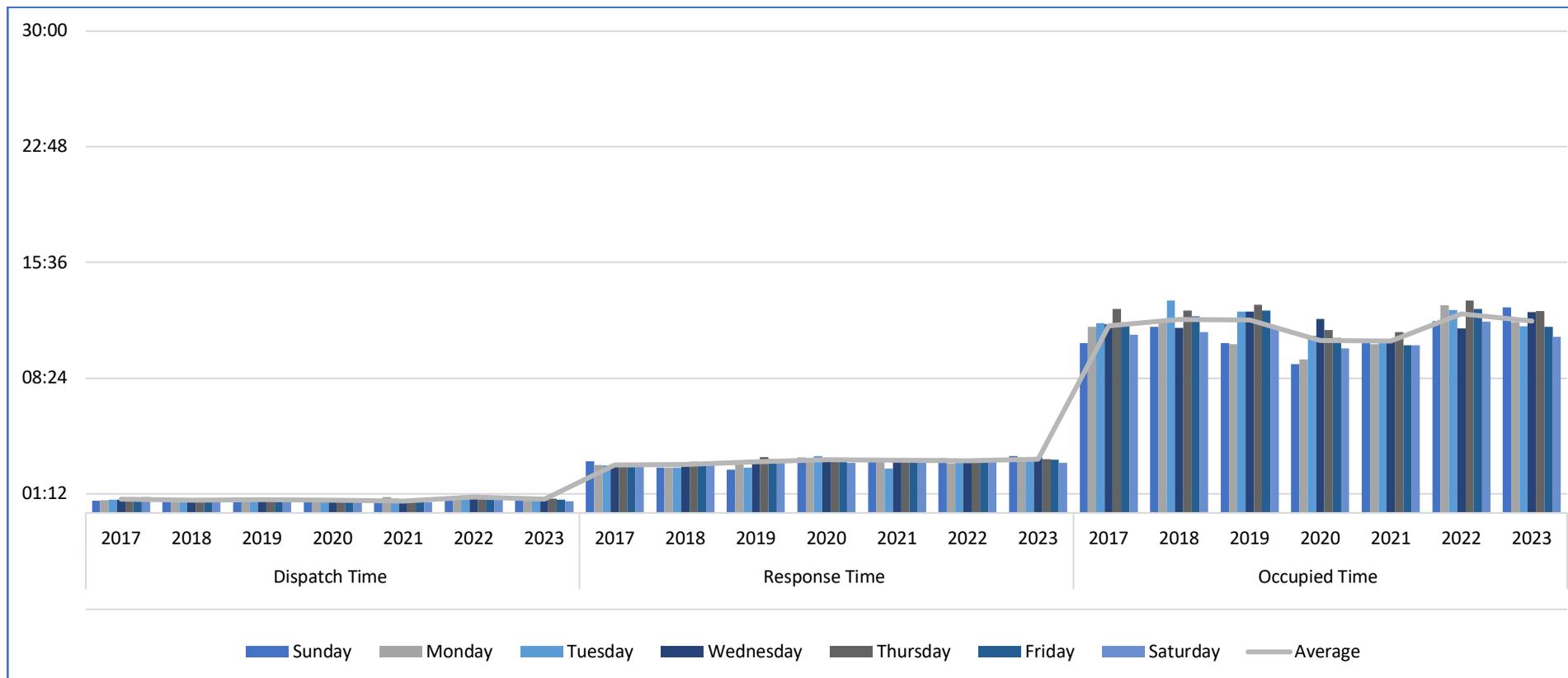




Table 43: Response Time Record Status and Average Minute, by Month, by Year

Month	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
January	00:55	00:52	00:48	00:53	00:44	00:53	00:59	02:56	02:54	02:51	02:47	03:21	03:11	03:03	11:28	11:24	11:11	12:11	09:53	11:32	11:35
February	01:01	00:54	00:44	00:55	00:38	00:56	00:57	02:43	02:53	02:52	03:13	02:56	03:49	03:07	11:44	11:22	12:01	10:20	09:36	11:52	11:48
March	00:46	00:48	00:40	00:52	00:28	00:56	00:40	02:55	03:03	03:22	03:19	03:04	03:23	03:23	11:22	12:58	13:33	11:45	09:19	11:17	11:04
April	00:48	00:50	00:43	00:44	00:46	00:54	00:55	02:58	03:03	03:04	03:10	03:09	03:16	03:53	10:59	12:55	12:06	10:43	11:29	14:01	13:14
May	00:44	00:42	00:47	00:53	00:38	00:56	00:59	02:51	03:03	03:14	03:24	02:55	03:06	03:18	12:09	11:39	12:24	09:55	13:48	12:36	11:01
June	00:59	00:48	00:54	00:57	00:44	01:11	00:42	02:46	03:10	03:39	03:06	03:16	03:28	03:43	12:00	11:40	11:45	11:17	10:29	13:04	12:29
July	00:52	00:45	00:52	00:48	00:44	01:00	00:46	03:03	03:26	02:59	03:28	03:13	03:01	03:16	10:50	11:45	12:00	10:49	10:36	12:46	11:09
August	01:02	00:49	00:49	00:44	00:43	01:10	00:48	02:50	03:01	03:17	03:21	03:23	03:12	03:55	11:39	12:12	12:27	10:15	11:41	12:28	12:06
September	00:58	00:38	00:50	00:40	00:52	00:51	00:51	03:13	02:53	03:02	03:59	03:16	03:17	03:06	11:31	12:56	11:52	09:45	09:34	10:55	11:46
October	00:51	00:47	00:55	00:44	00:44	01:02	01:08	03:05	02:45	03:51	03:21	03:52	03:11	03:05	12:24	11:39	11:19	09:32	09:50	12:01	12:13
November	00:48	00:44	00:46	00:44	00:45	01:00	00:51	03:08	02:39	02:47	03:37	03:02	03:03	02:57	11:53	11:45	11:18	10:43	10:39	13:12	12:18
December	00:44	00:49	01:02	00:37	00:50	01:06	00:48	03:14	02:59	03:04	03:28	03:30	03:06	03:11	11:54	12:23	12:27	10:30	11:43	12:53	13:16
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57



Chart 31: Response Time Record Status and Average Minute, by Month, by Year

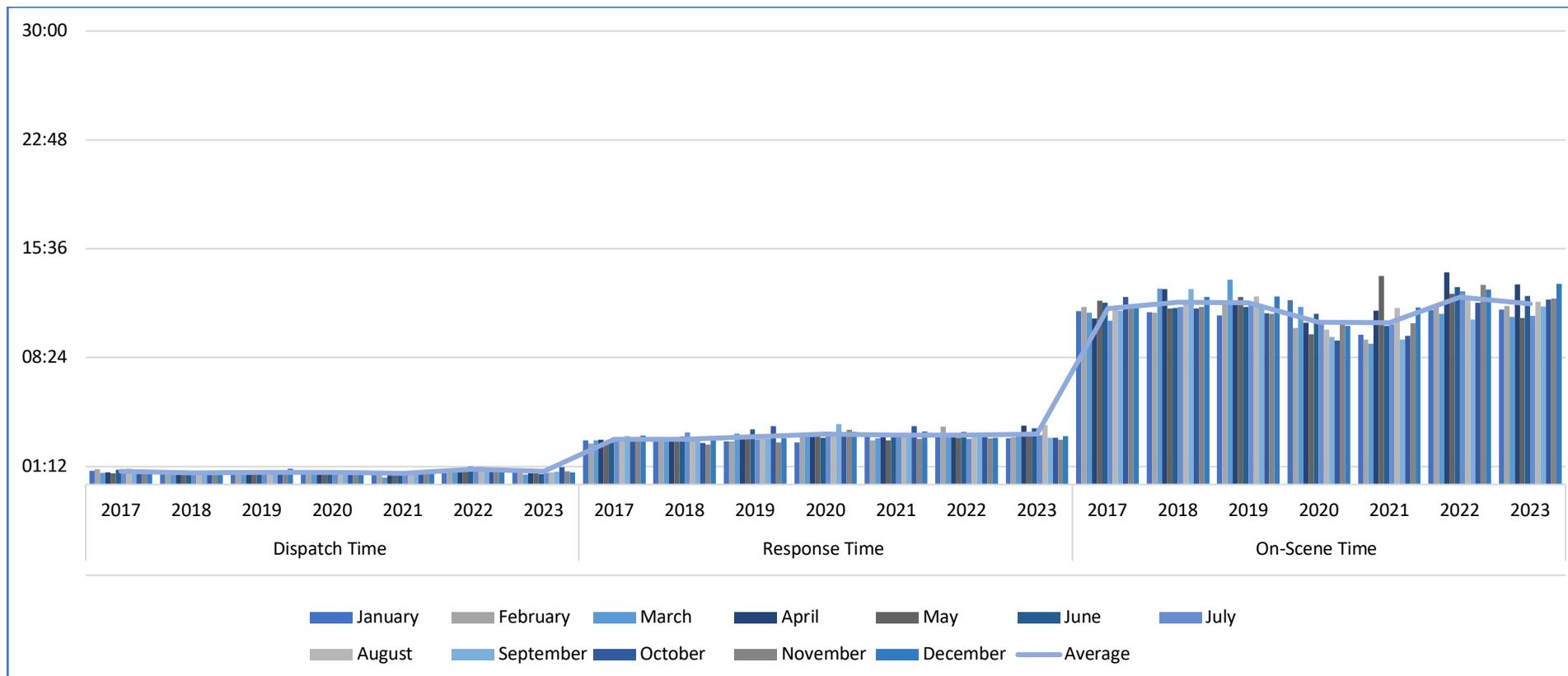




Table 44: Response Time Record Status and Average Minute, by Season, by Year

Month	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Fall	00:57	00:44	00:51	00:42	00:47	01:02	00:54	03:02	02:53	03:24	03:34	03:31	03:13	03:25	11:50	12:16	11:53	09:51	10:15	11:52	12:00
Spring	00:51	00:50	00:42	00:50	00:38	00:55	00:51	02:53	02:59	03:07	03:14	03:03	03:30	03:28	11:19	12:25	12:38	10:57	10:09	12:19	12:01
Summer	00:52	00:45	00:51	00:52	00:43	01:02	00:49	02:53	03:14	03:16	03:20	03:10	03:11	03:25	11:40	11:42	12:04	10:44	11:20	12:48	11:33
Winter	00:49	00:48	00:51	00:46	00:47	00:59	00:53	03:06	02:52	02:54	03:14	03:18	03:07	03:04	11:46	11:52	11:38	11:18	10:55	12:26	12:19
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57

Chart 32: Response Time Record Status and Average Minute, by Season, by Year

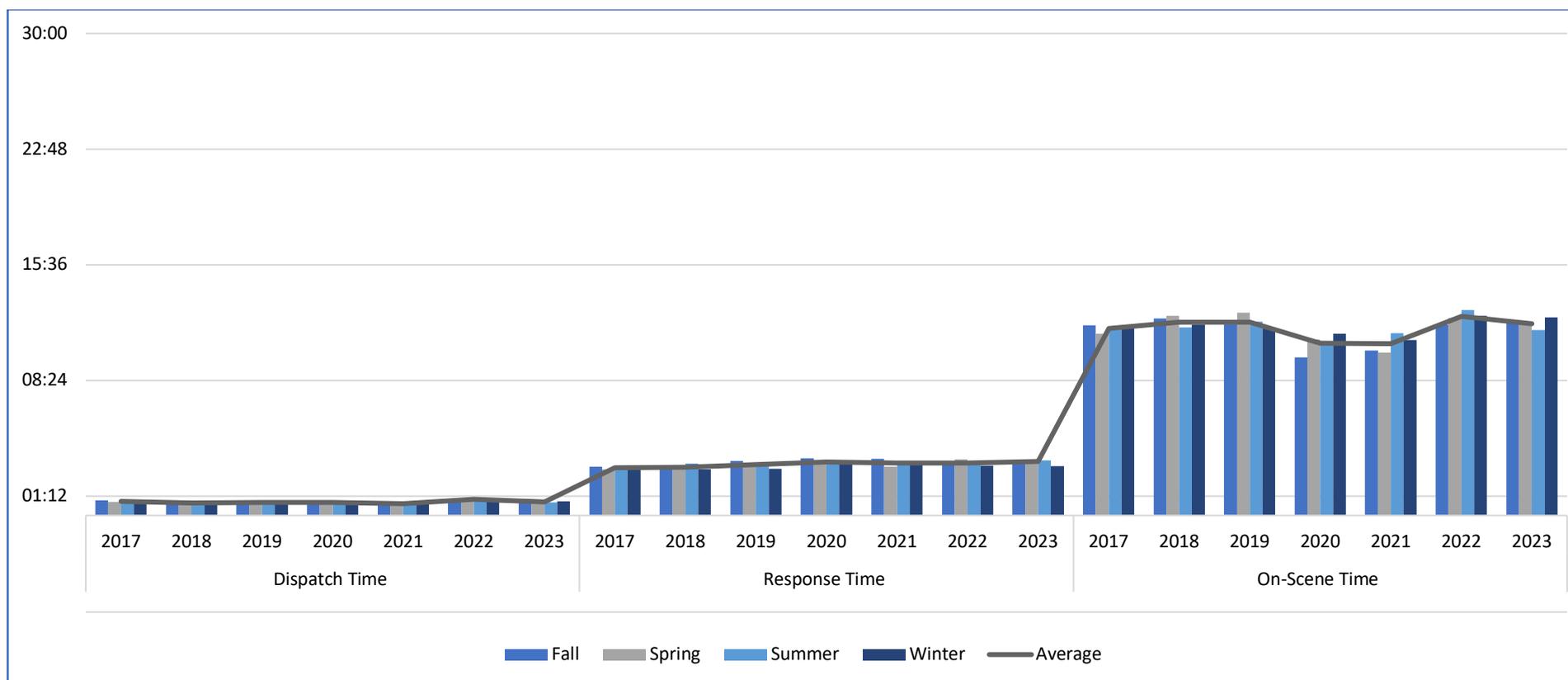




Table 45: Response Time Record Status and Average Minute, by Deployed Hour, by Year

Event Hour	Dispatch Time						Response Time						On-Scene Time								
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
00	00:51	00:41	00:53	00:31	00:50	00:43	00:44	02:39	03:10	03:10	03:18	02:32	03:12	03:18	10:49	11:33	10:34	08:53	09:43	10:58	10:46
01	00:56	00:42	00:52	00:42	00:35	00:48	00:43	02:49	03:03	02:38	03:09	03:08	02:47	03:26	11:50	13:10	11:52	10:11	13:46	14:11	13:47
02	00:48	00:34	01:02	00:33	00:41	00:39	00:39	02:34	02:13	02:41	03:31	02:15	02:53	03:29	11:49	09:57	11:01	07:53	08:54	12:25	09:51
03	00:46	00:45	01:02	00:33	00:28	00:43	00:34	02:44	02:15	02:52	03:05	03:09	03:17	03:24	12:22	12:06	14:21	10:36	11:33	12:26	10:32
04	00:30	00:28	00:44	00:35	00:23	00:39	00:28	02:31	02:46	03:25	02:44	02:43	03:13	03:28	09:33	14:33	10:55	09:49	07:09	11:14	13:37
05	00:41	00:38	00:41	00:15	00:29	00:43	00:34	02:39	02:27	03:02	02:57	01:38	02:51	03:26	09:32	09:56	09:19	11:58	06:44	10:22	10:29
06	01:21	01:03	01:15	01:01	00:58	01:19	00:58	02:53	03:13	03:51	03:13	04:24	03:16	02:37	08:33	06:27	11:54	09:39	05:41	09:29	08:01
07	00:55	00:45	00:49	00:52	00:50	01:01	01:07	02:51	02:54	03:29	03:34	03:59	03:34	03:42	10:55	09:49	09:13	11:39	08:57	11:44	08:43
08	00:55	00:47	00:41	00:50	00:34	01:12	01:11	03:15	03:09	03:12	03:20	04:03	03:05	03:15	12:23	13:35	13:26	12:40	09:44	11:22	11:01
09	00:48	00:51	00:52	01:07	00:46	01:03	00:51	03:11	03:08	03:12	03:16	03:26	03:49	03:34	12:49	11:54	12:49	11:50	08:46	11:49	09:37
10	00:47	00:46	00:46	00:55	00:52	00:57	00:50	03:08	03:31	03:18	03:12	03:20	03:24	03:00	11:21	13:13	13:01	10:53	09:13	12:02	11:34
11	00:52	00:48	00:40	00:49	00:40	01:14	01:05	03:02	03:09	02:45	02:45	03:23	03:26	03:07	12:54	13:53	12:36	14:01	12:04	13:57	11:57
12	00:55	00:47	00:40	01:00	00:40	01:08	00:52	02:52	02:51	03:13	02:58	03:19	02:59	03:10	11:46	11:43	13:23	12:55	10:54	13:35	12:59
13	00:49	00:48	00:41	01:05	00:54	00:52	00:55	03:07	02:39	03:14	04:01	03:16	03:29	03:28	11:06	11:52	11:15	13:12	13:03	12:43	12:53
14	00:50	00:51	00:57	01:03	00:48	01:05	00:54	02:59	02:59	03:13	02:37	03:20	02:59	02:54	14:16	13:39	13:17	13:48	11:33	13:54	12:41
15	00:48	00:48	00:45	00:56	00:45	01:03	00:52	02:46	03:04	03:04	03:07	03:52	03:21	03:26	12:20	12:37	12:56	14:46	12:44	13:22	13:09
16	00:42	00:42	00:37	00:52	00:50	01:05	01:00	02:48	03:18	03:10	03:07	03:12	03:16	03:27	15:04	14:11	13:47	13:48	11:34	13:17	13:14
17	00:46	00:47	00:51	01:03	00:41	01:04	01:04	02:55	02:50	03:25	03:01	03:37	02:37	02:52	13:22	13:08	12:21	12:54	08:43	14:32	12:42
18	01:03	00:50	01:03	00:58	00:57	01:03	01:10	03:12	02:48	02:54	03:58	03:21	04:19	03:38	11:56	12:25	12:03	07:53	08:46	10:46	11:43
19	01:06	00:50	01:01	00:48	00:55	01:05	00:51	03:02	02:45	02:51	03:53	03:10	03:50	03:29	12:43	12:39	11:17	10:00	11:08	11:41	11:45
20	01:01	00:45	01:00	00:40	00:45	00:53	00:38	02:42	02:43	03:13	03:08	03:19	03:11	03:42	11:11	12:55	11:17	09:00	12:16	10:43	12:42
21	00:51	00:53	00:52	00:39	00:42	00:52	00:42	03:09	03:19	03:38	03:45	02:51	02:58	03:48	09:16	09:06	10:34	06:37	10:50	13:42	11:35
22	00:56	00:46	00:43	00:37	00:31	01:04	00:41	02:58	03:23	03:17	03:27	03:08	02:49	03:15	08:58	09:43	10:37	09:44	09:35	10:33	11:42
23	00:55	00:50	00:45	00:29	00:36	00:55	00:43	03:23	02:47	03:13	03:03	02:39	02:57	03:24	10:35	10:56	11:25	09:30	12:04	11:11	12:19
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57



Chart 33: Response Time Record Status and Average Minute, by Deployed Hour, by Year

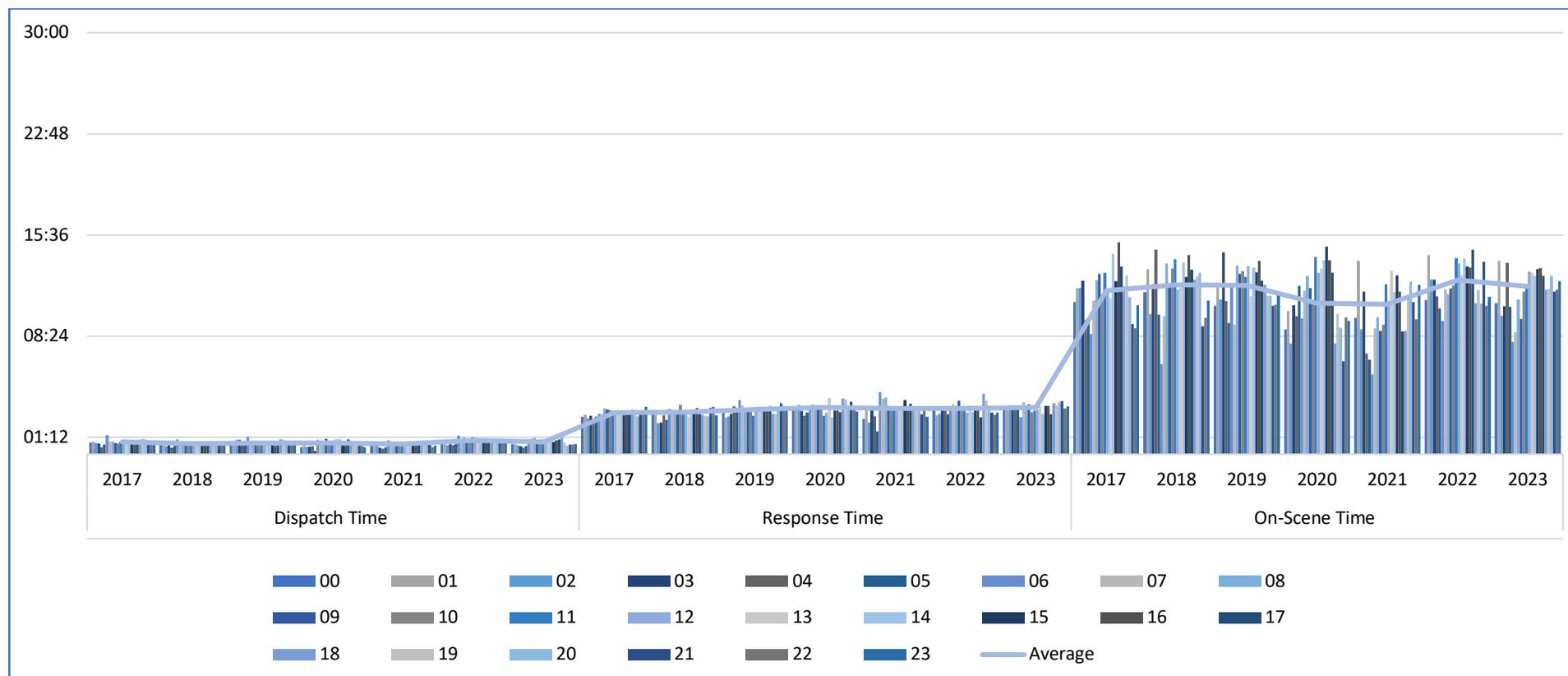




Table 46: Response Time Record Status and Average Minute, by Record Category, by Year

Call Category	Dispatch Time						Response Time						On-Scene Time								
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
Admin	01:02	00:47	00:52	01:04	00:34	01:01	01:04	03:06	02:57	02:43	02:04	03:11	02:49	03:10	09:05	08:36	08:29	10:11	07:46	10:10	09:52
Agency Assist	00:54	00:44	00:48	00:49	00:43	00:48	00:40	03:50	03:32	03:13	04:18	03:33	03:57	03:55	14:15	14:27	16:31	13:50	13:37	14:40	15:41
Alarm	00:49	00:41	00:39	00:42	00:32	00:49	00:41	02:52	02:51	03:20	03:31	03:34	03:35	03:37	12:08	11:02	11:39	10:18	08:44	09:28	09:01
Animal	01:06	00:45	00:48	00:37	00:52	01:10	00:49	03:21	03:28	03:37	04:13	03:09	02:56	04:01	11:01	11:20	08:55	08:13	07:32	08:36	11:03
Check-Area	01:20	00:42	00:46	00:47	00:53	00:37	00:37	02:13	02:27	02:49	03:26	02:45	03:39	03:12	06:49	07:58	08:34	07:18	05:34	09:20	07:24
Crime-Person	00:46	00:56	01:01	01:05	00:39	00:44	01:04	03:09	03:26	02:53	02:04	02:59	02:18	02:17	20:48	22:06	23:43	20:14	15:12	22:04	20:02
Crime-Property	00:54	00:53	00:48	01:09	00:39	01:09	00:56	03:08	03:35	03:25	03:34	03:44	03:19	03:12	19:03	20:28	20:33	15:02	15:09	18:39	17:20
Crime-Public	00:57	00:39	00:52	00:36	00:57	01:06	00:41	01:51	02:05	03:10	02:33	01:53	03:03	02:04	12:14	24:42	20:54	15:07	08:52	19:27	18:52
Crime-Substance	00:46	01:52	00:32	00:42	00:06	00:24	00:26	01:23	01:30	03:58	08:00	02:27	02:30	05:12	07:44	24:48	20:19	06:14	06:37	09:13	02:27
Disturbance	00:57	00:54	00:50	00:44	00:39	00:54	00:50	02:49	02:38	02:58	02:57	03:13	03:21	03:05	12:07	12:26	12:39	11:07	10:37	11:39	11:19
Emergency	00:52	00:40	01:00	01:02	00:47	02:10	02:02	03:03	02:32	02:47	03:26	03:37	03:21	04:14	08:52	07:59	09:50	06:58	05:01	08:39	07:20
Extra Patrol	01:36	00:49	01:29	00:46	01:00	01:11	00:28	01:56	03:01	01:55	03:47	02:35	02:20	03:31	03:36	05:33	02:49	05:21	01:55	03:29	06:00
Fire	00:35	00:29	00:58	00:32	01:17	01:14	00:48	01:38	03:07	02:34	01:43	02:19	02:03	02:22	16:02	24:09	17:44	17:29	07:01	10:03	19:29
Harassment	00:41	00:42	00:56	00:05		00:15	00:10	04:22	02:29	07:11	00:00	05:56	02:44	05:27	31:01	29:02	30:59	06:29	29:12	23:39	25:40
Investigation	00:52	00:21	00:35	00:27	00:33	00:37	00:34	02:52	04:06	03:28	03:21	02:58	02:38	02:40	13:21	11:01	13:00	15:16	10:41	11:54	11:01
Medical	00:38	00:23	00:22	01:14	00:24	00:31	00:41	00:25	00:59	01:50	02:26	02:34	03:20	03:30	14:47	18:30	21:38	15:24	23:26	17:40	16:45
Medical/Agency Assist	00:39	00:34	00:42	00:40	00:50	01:10	01:00	02:35	02:09	02:18	02:27	02:13	02:20	02:19	10:28	12:51	10:11	12:51	14:29	14:51	12:06
Mental Health	00:15	00:25	00:49	00:22	01:02	01:04	00:53	01:57	01:36	02:31	02:52	03:09	02:34	02:44	22:56	12:12	17:34	08:38	25:06	09:19	16:56
Miscellaneous	00:48	00:52	00:46	00:44	00:43	00:44	00:40	03:30	03:31	03:33	03:21	02:40	02:36	02:37	09:47	09:56	11:04	08:33	11:26	14:37	12:55
Missing Person	01:02	00:25	00:39	00:37	00:49	00:29	00:35	04:22	03:38	03:29	02:39	04:08	03:44	02:51	23:36	28:37	31:13	19:53	21:21	19:40	21:23
Operation (SM S&R)			01:03	00:40	00:20	02:10		05:00	00:00	03:11	03:11	00:40	02:56		33:12	00:16	27:22	12:55	08:06	19:45	
Parking/Traffic Related	01:06	00:58	01:05	01:08	01:03	01:15	00:54	03:35	03:39	04:17	04:25	04:09	04:26	04:09	08:15	08:58	06:48	09:20	07:42	08:07	09:25
Pedestrian Contact	00:07				00:09	00:05	00:20	00:02	00:00		01:02	00:00	00:00	00:00	05:36	16:11		09:22	20:42	11:47	12:32
Pedestrian Contact/Invest.			00:07	00:14		00:05	00:05			00:00	00:05		00:00	00:00		29:53	06:27		00:35	37:27	
Property	00:51	00:39	00:57	00:52	00:47	01:02	00:50	02:38	02:56	02:19	02:14	02:39	02:54	01:35	12:14	11:08	14:17	11:57	10:09	13:15	13:16
School Patrol	00:25	00:13		00:40	00:06		00:26	00:58	05:48		02:54	00:00		08:41	21:28	15:36		26:26	07:07		11:08
Special Assignment	00:17	00:20	00:44	00:06	00:07	00:40	00:35	00:55	04:11	03:24	02:40	07:11	02:26	03:15	08:57	20:24	18:12	18:28	15:50	14:58	05:38
Suicide/Suicidal Person	00:38	00:24	01:44	01:28		00:12	00:07	02:37	02:15	02:30	01:05		01:55	04:27		26:53	25:36			45:11	
Suspicious	00:56	00:49	00:49	00:38	00:45	01:00	00:50	02:43	02:30	03:10	03:21	03:10	03:23	03:18	10:30	11:22	11:57	09:08	09:23	10:57	11:15
Suspicious Activity	00:30	00:40		00:19	01:01		04:00	02:48	01:48		02:40	04:31		01:27	11:53	13:31		07:40	02:03		41:57
Traffic	00:46	00:59	00:55	00:40	00:24	01:06	00:52	02:36	02:45	03:02	03:06	03:23	02:46	04:24	08:00	08:09	09:01	05:23	06:14	05:22	08:56
Traffic Accident	00:48	00:47	00:38	00:59	00:37	01:01	00:41	02:44	02:34	02:42	03:24	02:49	02:37	02:32	24:09	22:22	19:04	24:56	21:59	20:38	18:52
Traffic Enforcement	00:34	00:15	04:16	00:57	01:00	01:43	00:38	04:36	04:25	03:56	02:42	03:47	03:32	03:03	13:24	13:42	26:14	10:41	08:58	25:00	09:07
Unknown Trouble	00:41	00:57	00:42	01:16	00:58	01:19	00:29	02:13	02:22	01:41	02:03	02:32	03:06	02:50	13:17	17:34	21:12	15:24	11:38	08:02	16:17
Welfare Check	01:07	01:05	01:02	01:08	01:08	01:11	00:57	02:55	02:42	03:17	03:59	03:44	03:43	04:00	13:23	17:07	14:58	13:07	12:45	14:36	13:01
Total	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57



Chart 34: Response Time Record Status and Average Minute, by Record Category, by Year

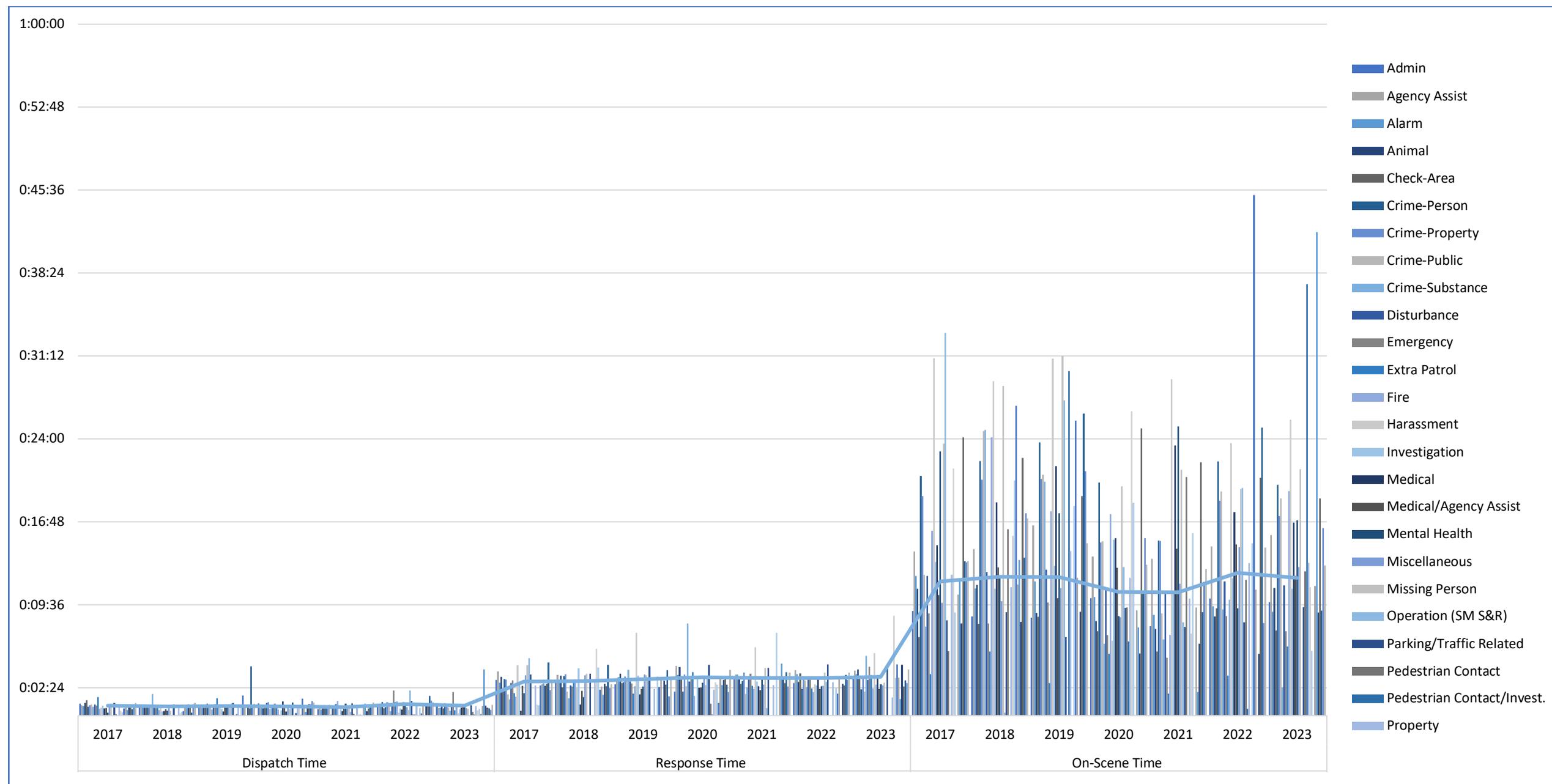
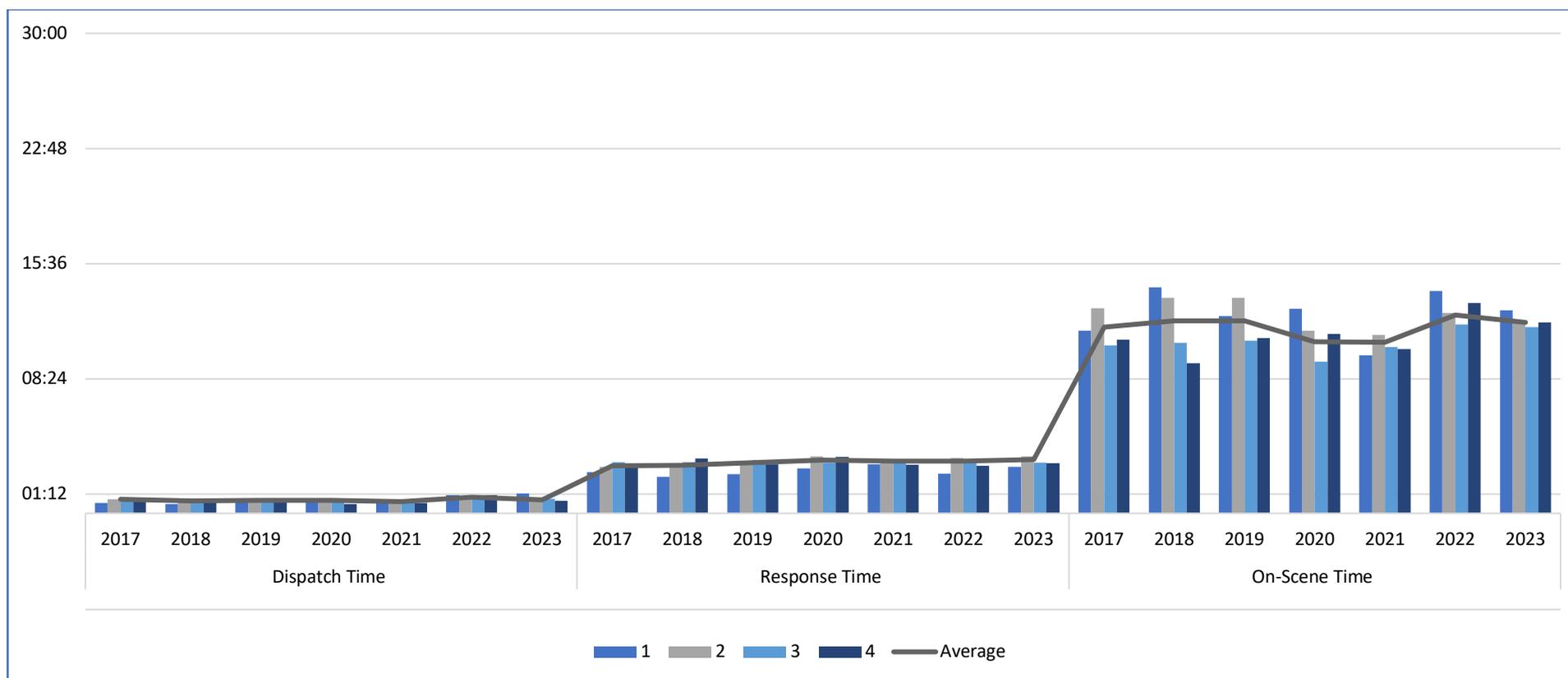




Table 47: Response Time Record Status and Average Minute, by Record Priority, by Year

Call Priority	Dispatch Time							Response Time							On-Scene Time						
	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023	2017	2018	2019	2020	2021	2022	2023
1	00:40	00:36	00:45	00:50	00:52	01:09	01:14	02:35	02:18	02:28	02:49	03:04	02:29	02:55	11:24	14:07	12:20	12:47	09:52	13:54	12:41
2	00:54	00:48	00:48	00:50	00:43	00:58	00:46	02:54	02:55	03:16	03:35	03:24	03:28	03:34	12:48	13:28	13:28	11:24	11:08	12:32	12:03
3	00:57	00:51	00:51	00:49	00:44	00:58	00:55	03:12	03:12	03:19	03:10	03:13	03:11	03:10	10:30	10:39	10:48	09:30	10:24	11:49	11:38
4	00:56	00:43	00:53	00:35	00:40	01:09	00:47	03:02	03:25	03:04	03:32	03:02	02:58	03:08	10:52	09:23	10:56	11:13	10:16	13:08	11:56
Average	00:52	00:47	00:49	00:48	00:44	01:00	00:52	02:58	03:00	03:10	03:19	03:16	03:15	03:21	11:39	12:02	12:01	10:44	10:41	12:24	11:57

Chart 35: Response Time Record Status and Average Minute, by Record Priority, by Year





TRAFFIC ACCIDENTS

Chart 36: Community-Initiated and Field-Initiated Traffic Records, by Year

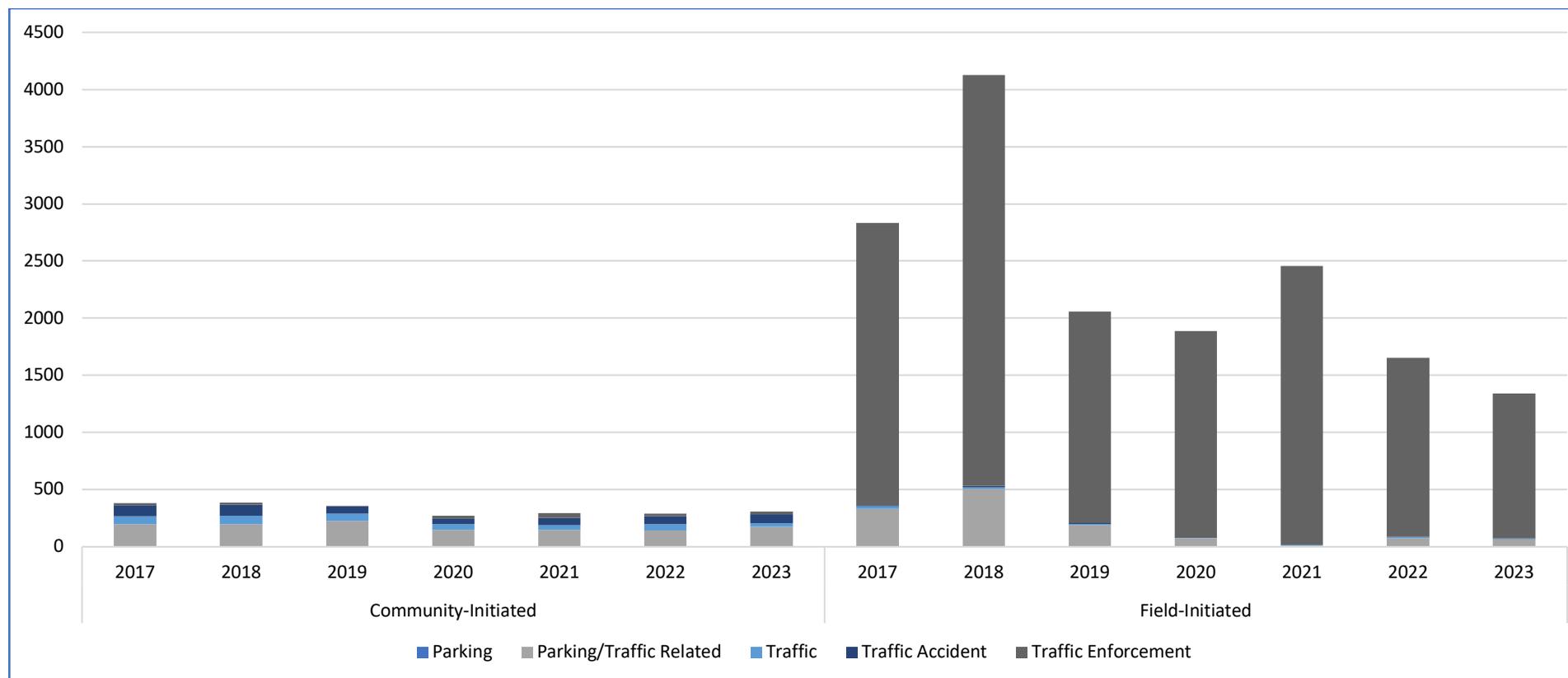




Chart 37: Community-Initiated Traffic Records, by Hour, by Year

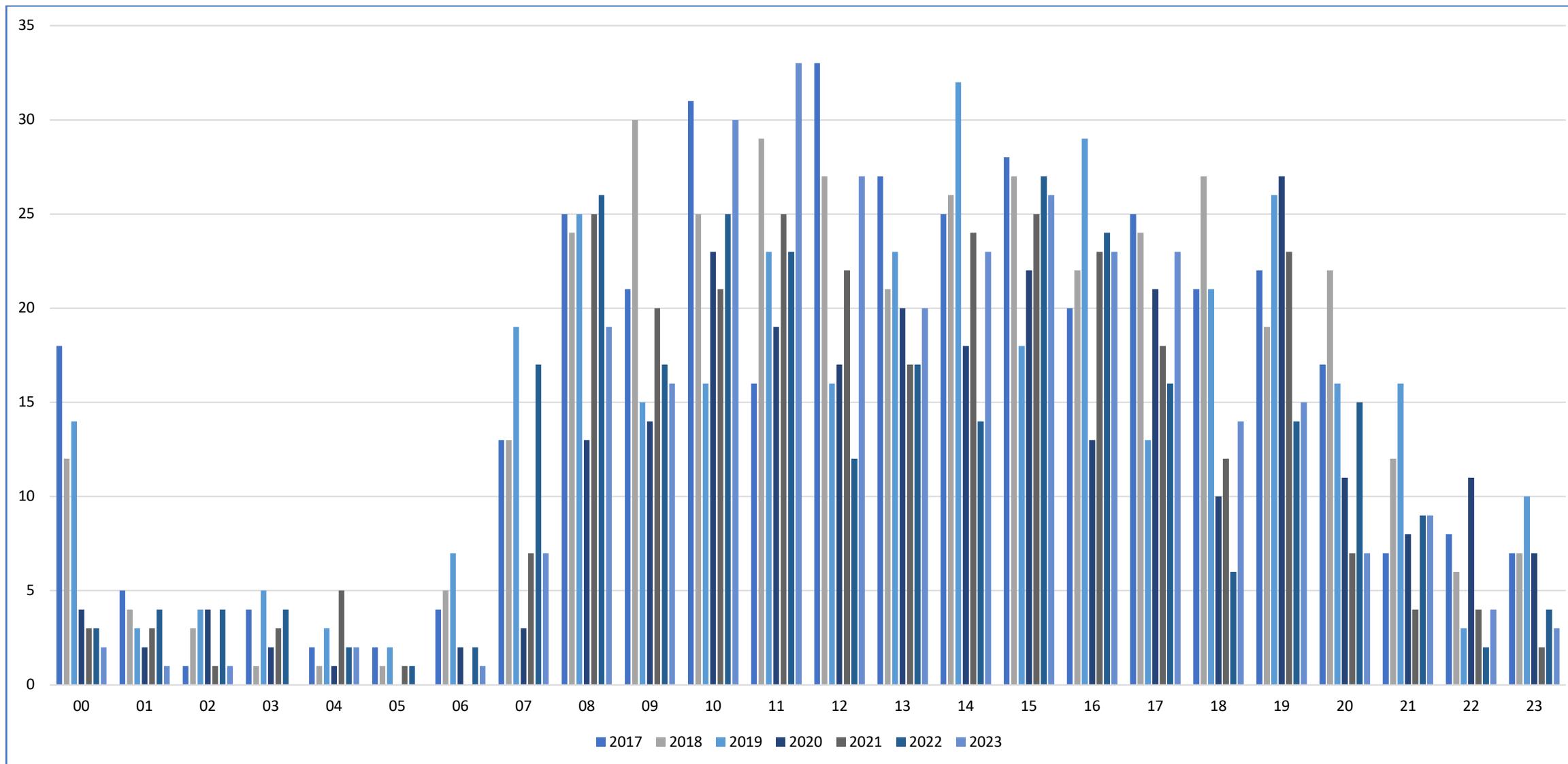




Chart 38: Field-Initiated Traffic Records, by Hour, by Year

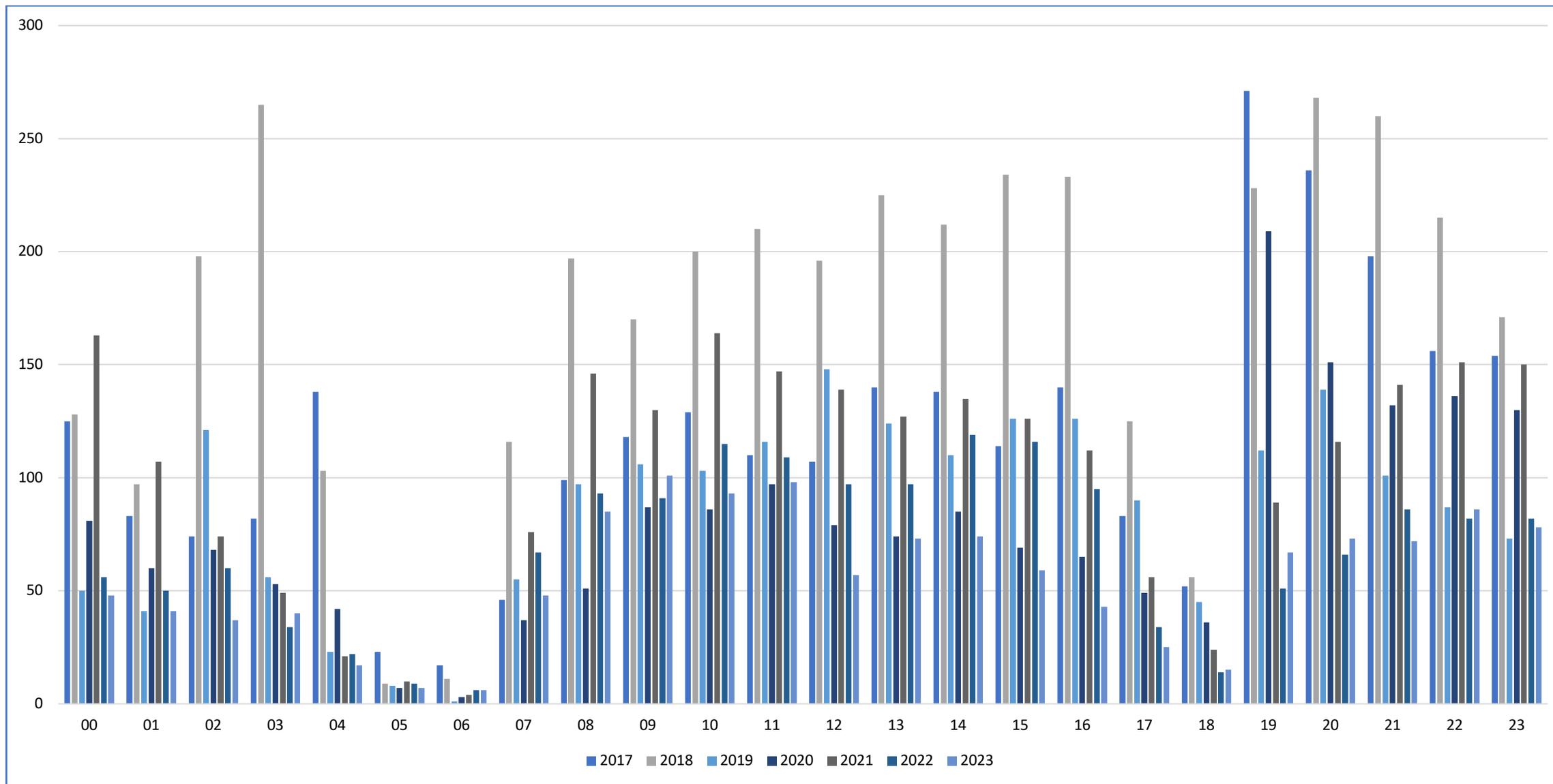




Table 48: Community-Initiated and Field-Initiated Accident Records, by Day of Week, by Hour

Event Hour	Community-Initiated							Field-Initiated							Agency
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
00	10	4	4	4	9	8	17	113	81	60	80	66	102	149	707
01	5	1	3	2	4	5	2	93	64	41	50	59	64	108	501
02	7	1	2	5	1	1	1	84	82	104	71	85	90	116	650
03	2	5	1	5		2	4	93	58	62	62	67	120	117	598
04	5	1	1	1	3		5	79	19	21	34	39	89	85	382
05	2	1		1	2	1		13	5	5	4	8	19	19	80
06	1	7	2	4	2	2	3	1	4	9	1	12	12	9	69
07	5	10	12	9	17	19	7	16	58	78	94	104	70	25	524
08	11	16	22	25	28	39	16	38	71	129	153	185	121	71	925
09	9	21	16	15	23	20	29	47	79	120	144	154	119	140	936
10	21	16	9	26	31	25	43	47	111	118	167	175	140	132	1061
11	21	12	21	28	21	25	40	61	89	136	149	218	145	89	1055
12	17	18	17	19	22	24	37	42	104	129	154	192	115	87	977
13	13	20	14	15	23	35	25	72	84	157	162	192	128	65	1005
14	15	15	25	25	27	32	23	70	89	141	152	195	136	90	1035
15	20	19	26	25	31	41	11	67	91	137	131	194	133	91	1017
16	9	14	28	20	31	26	26	61	108	147	148	164	120	66	968
17	21	21	17	13	23	27	18	40	82	77	80	79	67	37	602
18	14	23	19	9	21	15	10	28	24	33	42	41	37	37	353
19	20	25	22	19	26	16	18	127	116	84	129	190	186	195	1173
20	13	15	14	11	11	15	16	154	123	104	144	167	177	180	1144
21	6	8	6	12	14	9	10	125	100	106	129	178	211	141	1055
22	4	5	2	4	5	7	11	123	116	114	146	124	165	125	951
23	7	7	4	4	4	6	8	98	92	110	103	130	163	142	878
Total	258	285	287	301	379	400	380	1692	1850	2222	2529	3018	2729	2316	18646



Chart 39: Community-Initiated and Field-Initiated Accident Records, by Day of Week, by Hour

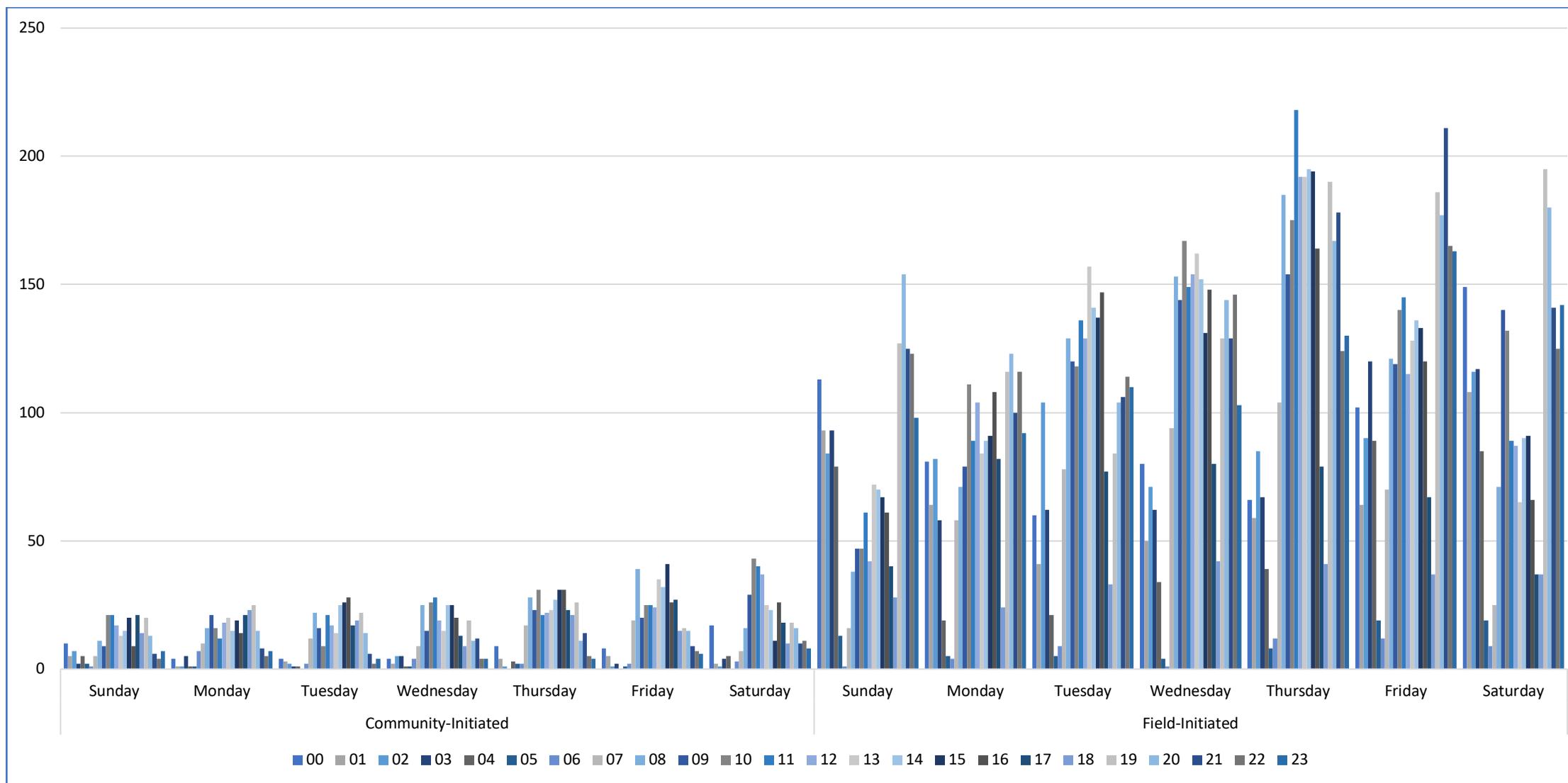


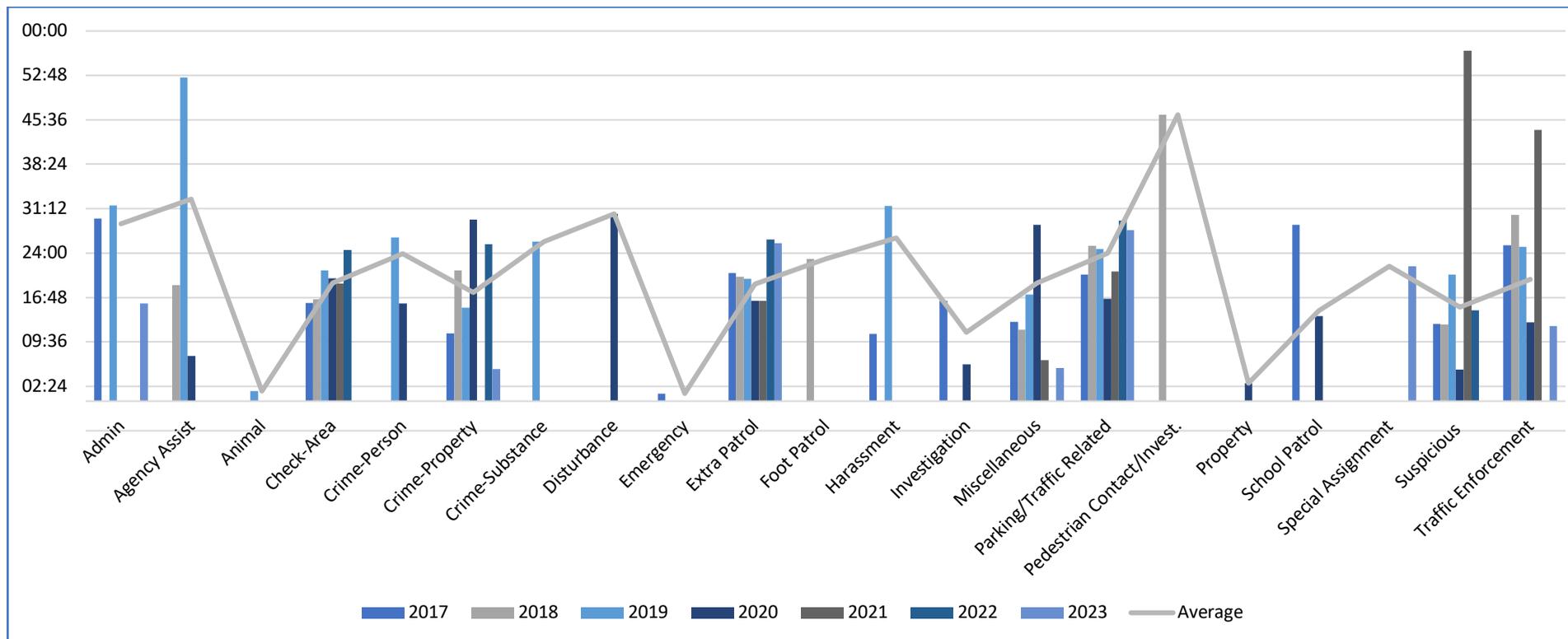


Table 51: Average Total Event Time for Patrol Scheduled Events, by Record Category, by Year

Record Category	Event Time							Agency
	2017	2018	2019	2020	2021	2022	2023	Average
Admin	29:35		31:41				15:50	28:47
Agency Assist		18:46	52:30	07:19				32:46
Animal			01:36					01:36
Check-Area	15:53	16:32	21:11	19:54	19:01	24:28		19:07
Crime-Person			26:33	15:52				23:53
Crime-Property	11:01	21:10	15:09	29:24		25:26	05:10	17:37
Crime-Substance			25:53					25:53
Disturbance				30:23				30:23
Emergency	01:15							01:15
Extra Patrol	20:46	20:12	19:49	16:17	16:15	26:12	25:35	18:57
Foot Patrol		23:01						23:01
Harassment	10:55		31:41					26:29
Investigation	16:14			06:00				11:07
Miscellaneous	12:54	11:33	17:16	28:33	06:39		05:21	19:09
Parking/Traffic Related	20:29	25:09	24:38	16:36	21:02	29:13	27:44	23:58
Pedestrian Contact/Invest.		46:25						46:25
Property				02:55				02:55
School Patrol	28:34			13:47				14:37
Special Assignment							21:51	21:51
Suspicious	12:32	12:27	20:28	05:07	56:46	14:46		15:15
Traffic Enforcement	25:18	30:10	25:01	12:49	43:59		12:13	19:43
Average	20:28	20:35	20:17	16:26	17:27	26:29	24:42	19:11



Chart 40: Average Total Event Time for Patrol Scheduled Events, by Record Category, by Year





Appendix 1: Designation Codes

Unit ID	Call Sign	Mapping
A1	A	Administration
A2	A	Administration
A3	A	Administration
APD	APD	Arcadia PD
C1	C	Corporals
C2	C	Corporals
D1	D	Detective
D2	D	Detective
D3	D	Detective
DO1	DO	Dispatch Operator
DO2	DO	Dispatch Operator
DO3	DO	Dispatch Operator
DO4	DO	Dispatch Operator
DO5	DO	Dispatch Operator
DO6	DO	Dispatch Operator
DO7	DO	Dispatch Operator
DO8	DO	Dispatch Operator
E1	E	Records
E2	E	Records
E4	E	Records
E5	E	Records
F1	F	Community Service Officer
F2	F	Community Service Officer
F3	F	Community Service Officer
L1	L	Lieutenant
L2	L	Lieutenant
MPD	M	Monrovia PD
P1	P	Patrol
P10	P	Patrol
P2	P	Patrol
P20	P	Patrol
P21	P	Patrol
P22	P	Patrol
P23	P	Patrol
P24	P	Patrol
P25	P	Patrol
P26	P	Patrol
P3	P	Patrol
P4	P	Patrol
P5	P	Patrol

P6	P	Patrol
P7	P	Patrol
P8	P	Patrol
P9	P	Patrol
PD1	PD	Pasadena PD Airship
PD2	PD	Pasadena PD Airship
R1	R	Code Enforcement Officer
S1	S	Sergeants
S2	S	Sergeants
S3	S	Sergeants
S4	S	Sergeants
SMSR	SMSR	Search Madre Search & Rescue
T1	T	Traffic
V1	V	Volunteers
V10	V	Volunteers
V11	V	Volunteers
V12	V	Volunteers
V13	V	Volunteers
V14	V	Volunteers
V19	V	Volunteers
V3	V	Volunteers
V30	V	Volunteers
V4	V	Volunteers
V5	V	Volunteers
V6	V	Volunteers
V7	V	Volunteers
X1	X	Patrol PT
X2	X	Patrol PT
X3	X	Patrol PT
X4	X	Patrol PT
X5	X	Patrol PT
X6	X	Patrol PT
X7	X	Patrol PT
X8	X	Patrol PT
X9	X	Patrol PT
P27	3	Patrol
PC1	1	
PPD	1	
T2	15	Traffic
T3	15	Traffic
X10	6	Patrol PT



Appendix 2: Call Type and Call Category

Call Type	Call Category
166	Crime-Person
207	Crime-Person
211	Crime-Person
242	Crime-Person
245	Crime-Person
261	Crime-Person
273	Crime-Person
288	Crime-Public
314	Crime-Public
368	Crime-Person
415	Disturbance
417	Crime-Public
422	Crime-Person
451	Crime-Property
459	Crime-Property
470	Crime-Property
484	Crime-Property
487	Crime-Property
537	Crime-Property
594	Crime-Property
602	Crime-Property
918	Mental Health
919	Agency Assist
920	Missing Person
921	Suspicious
925	Suspicious
5150	Mental Health
10851	Crime-Property
10852	Crime-Property
20001	Traffic Accident
20002	Traffic Accident
23103	Crime-Property
23152	Crime-Property
211S	Alarm
273A	Crime-Person
415F	Disturbance
415H	Disturbance
415M	Disturbance
415N	Disturbance
415P	Disturbance

415X	Disturbance
459A	Alarm
459S	Alarm
459V	Crime-Property
647F	Crime-Public
653M	Harassment
901T	Traffic Accident
902T	Traffic Accident
905A	Animal
905B	Animal
905C	Animal
905D	Animal
905L	Animal
905N	Animal
905R	Animal
905V	Animal
905W	Animal
909T	Traffic
911A	Emergency
911B	Miscellaneous
911C	Miscellaneous
911HU	Emergency
917A	Parking/Traffic Related
920C	Missing Person
920F	Missing Person
925A	Suspicious
925C	Suspicious
925P	Suspicious
925S	Suspicious
925V	Suspicious
927C	Check-Area
927D	Deceased Person
AA	Alarm
ANIMAL	Animal
AOA	Agency Assist
BAR	Check-Area
BIKE	Bike Enforcement
BIKE ENFOR	Bike Enforcement
BIKESTOP	Traffic Enforcement
BOLO	Miscellaneous
CCWA	ADMIN



CITE	ADMIN
CODE 5	Investigation
COUNCIL	Admin
COUNTER	Miscellaneous
CPD	Crime-Property
DECOY	Miscellaneous/Invest.
DETAIL	Special Assignment
EXTRA	Extra Patrol
FIRE	Fire
FLAG	Pedestrian Contact/Invest.
FOOT	Foot Patrol
FP	Admin
FPUR	Pursuit-Foot
FU	Investigation
GATE	Miscellaneous
HS	Crime-Substance
IDTHEFT	Crime-Person
INFO	Miscellaneous
INJURY	Medical
LEWD	Crime-Public
LI	Miscellaneous
LOG	Admin
LOJACK	Investigation
MED	Medical/Agency Assist
ODOR	Agency Assist
OTHER	Miscellaneous
PANALM	Alarm
PANIC	Alarm
PARK	Parking/Traffic Related
PARKEXM	Parking
PED	Pedestrian Contact
PED STOP	Pedestrian Contact
PROPD	Property
PROPF	Property
PROPL	Property
PUBWRKS	Admin
PURSUIT	Pursuit-Vehicle

RADIO	Miscellaneous
RECK	Traffic
REG	Admin
REPO	Admin
SCHOOL	School Patrol
SEXBT	Crime-Person
SHOTS	Suspicious Activity
SHOTSH	Suspicious Activity
SMMC	Admin
SMOKE	Agency Assist
SMSR	Operation (Sierra Madre Search & Rescue Page)
SOLICI	Investigation
SOLICIT	Investigation
STALK	Harassment
SUBP	Miscellaneous
SUICIDE	Suicide/Suicidal Person
SUPP	Investigation
TC	Traffic Accident
TC INJURY	Traffic Accident
TC NON INJ	Traffic Accident
TC UNK INJ	Traffic Accident
TCINJ	Traffic Accident
TCNON	Traffic Accident
TCUNK	Traffic Accident
TEST	Miscellaneous
TEXT911	Emergency
TRAFENF	Traffic Enforcement
TRANS	Transient
UNK	Unknown Trouble
VACANT	Admin
VACCHECK	Check-Area
VEH STOP	Traffic Enforcement
VEHSTOP	Traffic Enforcement
WARRANT	Warrant
WELFARE	Welfare Check
WIRE	Agency Assist

RESOLUTION NO. 24-67

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE, CALIFORNIA, ADOPTING THE SIERRA MADRE POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT PLAN

RECITALS

WHEREAS, the City of Sierra Madre recognizes the critical importance of public safety, law enforcement, and the protection of life and property for its residents; and

WHEREAS, the Sierra Madre Police Department plays a pivotal role in ensuring the safety, security, and well-being of the community through its policing services, crime prevention efforts, and public outreach programs; and

WHEREAS, the City of Sierra Madre has engaged Meliora Public Safety Consulting to develop a comprehensive Organizational Assessment Plan, ensuring the inclusion of both visionary strategies and expert insights; and

WHEREAS, the Organizational Assessment Plan has undergone thorough evaluation, including contributions from city officials, police department personnel, volunteer feedback, and input from industry experts in law enforcement; and

WHEREAS, the Organizational Assessment Plan outlines crucial components such as the modernization of law enforcement services, infrastructure improvements, risk reduction strategies, workforce development, and fostering collaborations with regional agencies; and

WHEREAS, the Sierra Madre City Council has reviewed the Organizational Assessment Plan and acknowledges its capacity to address the evolving needs of the community while enhancing the effectiveness and efficiency of the Police Department; and

WHEREAS, the Sierra Madre Police Department deems it necessary to formally adopt the Organizational Assessment Plan as a strategic document to guide the department's future development and services.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES HEREBY RESOLVE AS FOLLOWS: that the Sierra Madre City Council hereby adopts the Police Department Organizational Assessment Plan, as developed by Meliora Public Safety Consulting, as the official long-term blueprint for improving public safety, law enforcement response, community engagement, and operational efficiency within the Sierra Madre Police Department.

PASSED, APPROVED, AND ADOPTED on this 22nd day of October, 2024.

Kelly Kriebs, Mayor

I HEREBY CERTIFY the foregoing Resolution 24-67 was duly adopted by the City Council of the City of Sierra Madre, California, at a regular meeting held on the 22nd day of October 2024, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINED:

Laura Aguilar, City Clerk

FINANCIAL REVIEW/SOURCE OF FUNDING

The financial impact is directly dependent on Council's direction for short-term and long-term planning.

ENVIRONMENTAL (CEQA)

There is no environmental impact associated with action recommended in the report.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of this report can be accessed on the City's website at www.cityofsierramadre.com.

Attachments

October 22, 2024 Agenda Report and attachments