

Torrance Police Department Team Policing Model

February 24, 2009

Team Building Workshop

Lieutenants identified the most important issues facing our community and our police department

1. **Enhance our relationship with the community (residents and business)**
2. **Improve the way we deliver front-line police service to the citizens of Torrance**

Team Building Workshop

Lieutenants identified how we can best position ourselves to address those issues

- Patrol Model needed to be changed
 - Inconsistent work schedules led to lack of accountability at all ranks
 - Team approach to problem solving suffered
 - Officer growth and development was inhibited
 - Individualism encouraged-to the detriment of teamwork

Focus Based Policing Defined

- *Focus Based Policing is a distinct management philosophy based upon the need for continuous performance improvement (employee development) and our general dissatisfaction with the status quo.*

Team Policing Development

- Team Policing will provide the framework for Focus Based Policing to flourish
- Bring a focus on teamwork to Patrol that is emphasized throughout the department
- Process for the change was as important as the end product

Cross section of the Dept. was used to form a committee to examine Team Policing

Beat Design and Structure

- Lieutenants Chase and Stark led the project team
 - Analyzed the current beat structure
 - Analyzed the current deployment based upon calls-for-service and self-initiated activity
 - Used data to define team sizes and shift start times for integration with our Team Policing Model

Current Beat Structure

Calls-for-service and self-initiated activity broken down into percentages:

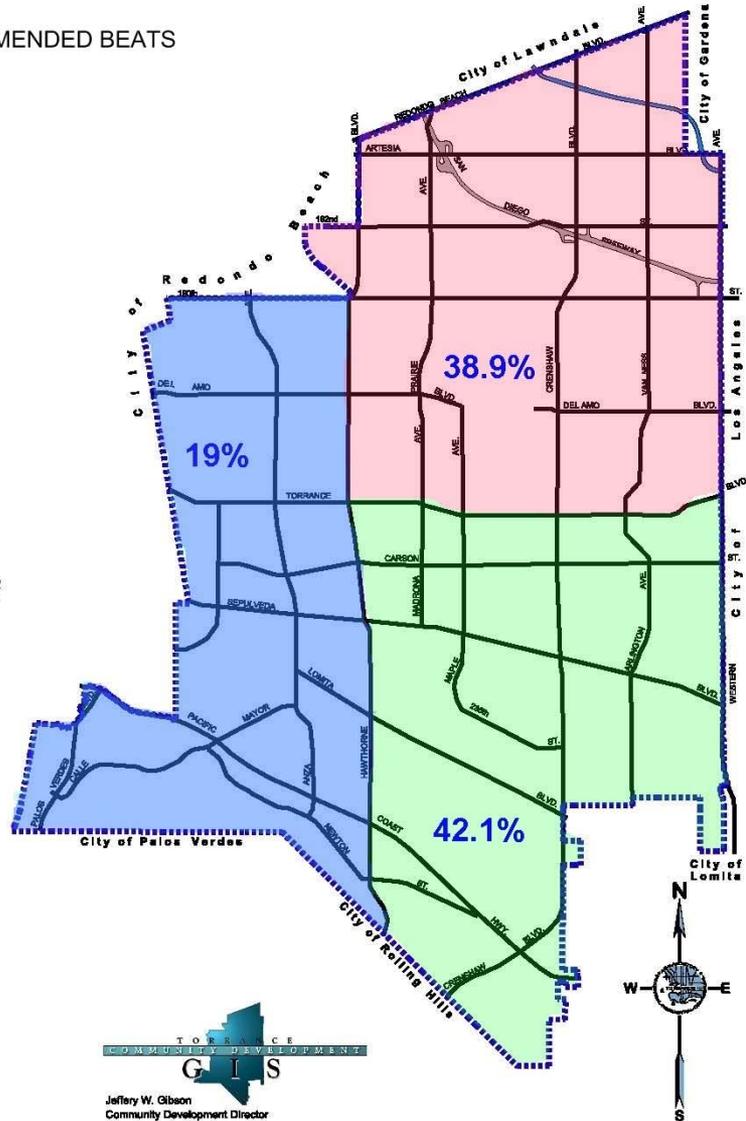
- North 23.7%
- West-Central 7.7%
- East-Central 38.8%
- Southwest 6.8%
- Southeast 22.8%

Team Policing Three-Beat Structure

- North 38.9%
- South 42.1%
- West 19%

ATTACHMENT A

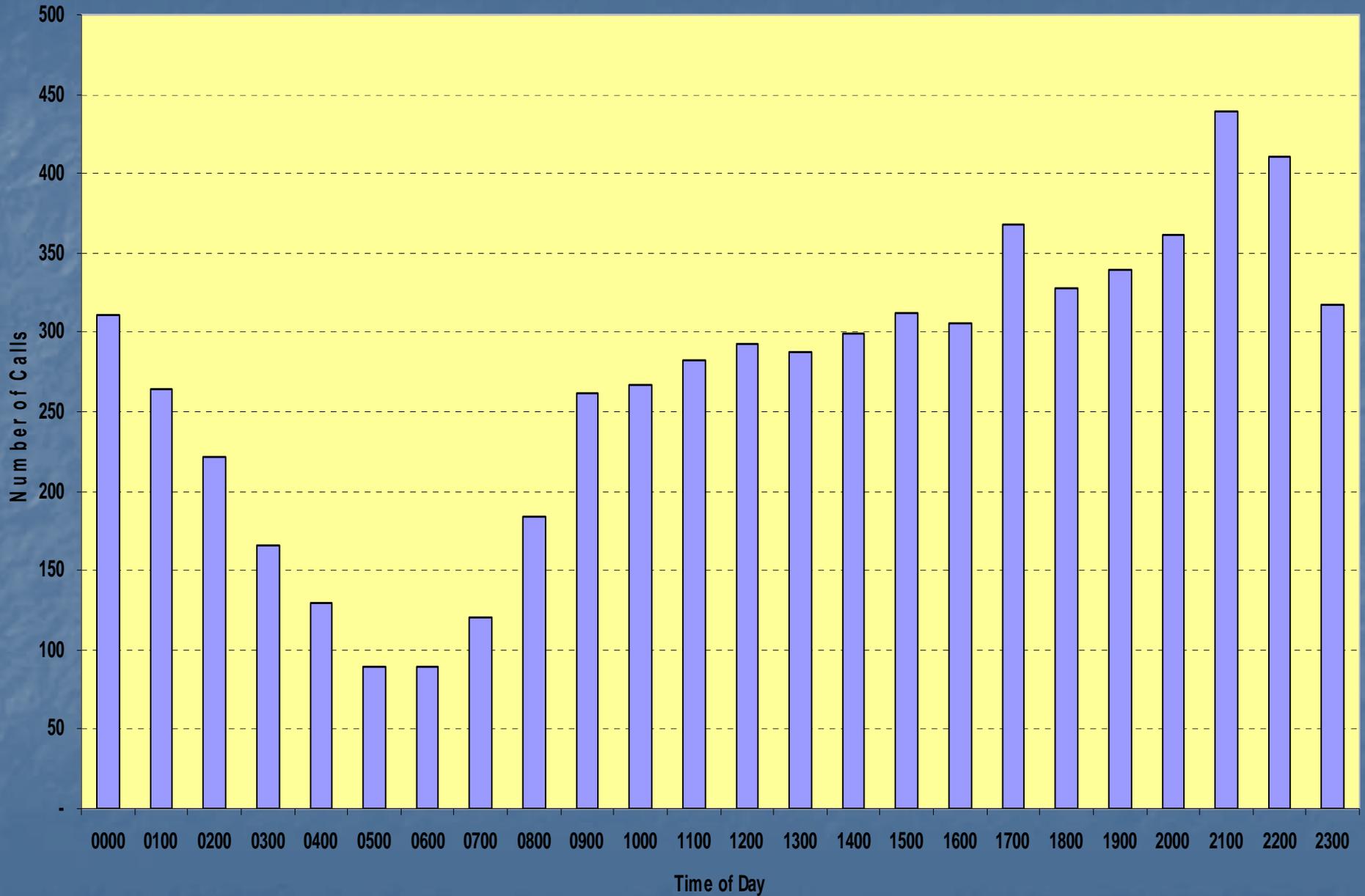
CALLS AND OBSERVATIONS &
RECOMMENDED BEATS



Deployment

- Analyzed Priority One calls during 2006/07 and separated them by days of the week and hours of the day
- Friday and Saturday had the highest number of Priority One calls
- Lowest time period, 3:00am-9:00am
- Highest time period, 9:00pm-11:00pm

Priority 1 Calls



4-10 Shifts (Mon-Thur)

- 06 Watch (6:00am-3:30pm) – 5 Units
 - Lt. Sgt. 5 Officers
- 09 Watch (9:00am-6:30pm) – 3 Units
 - Sgt. 3 Officers
- 14 Watch (2:00pm-11:30pm) – 5 Units
 - Lt. 2 Sgts 10 Officers
- 18 Watch (6:00pm-3:30am) – 2 Units
 - Sgt. 4 Officers
- 22 Watch (10:30pm-7:30am) – 5 Units
 - Lt. 2 Sgts 10 Officers

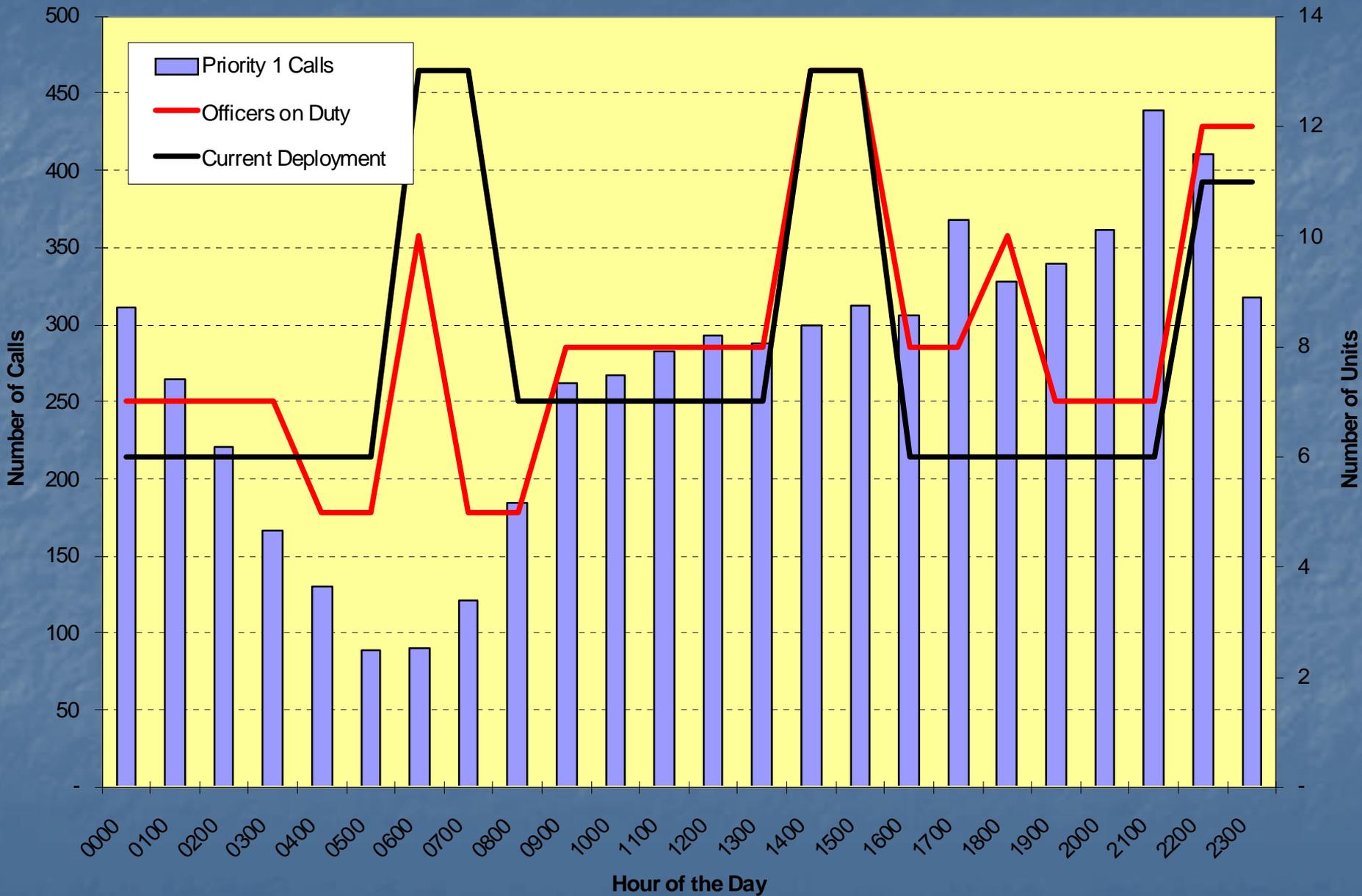
Number Of Officers: 32

Time	Current Deployment	Proposed Deployment
0000	12	14
0100	12	14
0200	12	14
0300	12	14
0400	12	10
0500	12	10
0600	12	15
0700	7	5
0800	7	5
0900	7	8
1000	7	8
1100	7	8
1200	7	8
1300	7	8
1400	7	18
1500	12	18
1600	12	13
1700	12	13
1800	12	17
1900	12	14
2000	12	14
2100	12	14
2200	12	24
2300	12	24

4-10 Shift

*Number of Officers:
Current vs. Proposed*

Calls vs. Manpower: Comparison



3-12 Shifts (Fri-Sun)

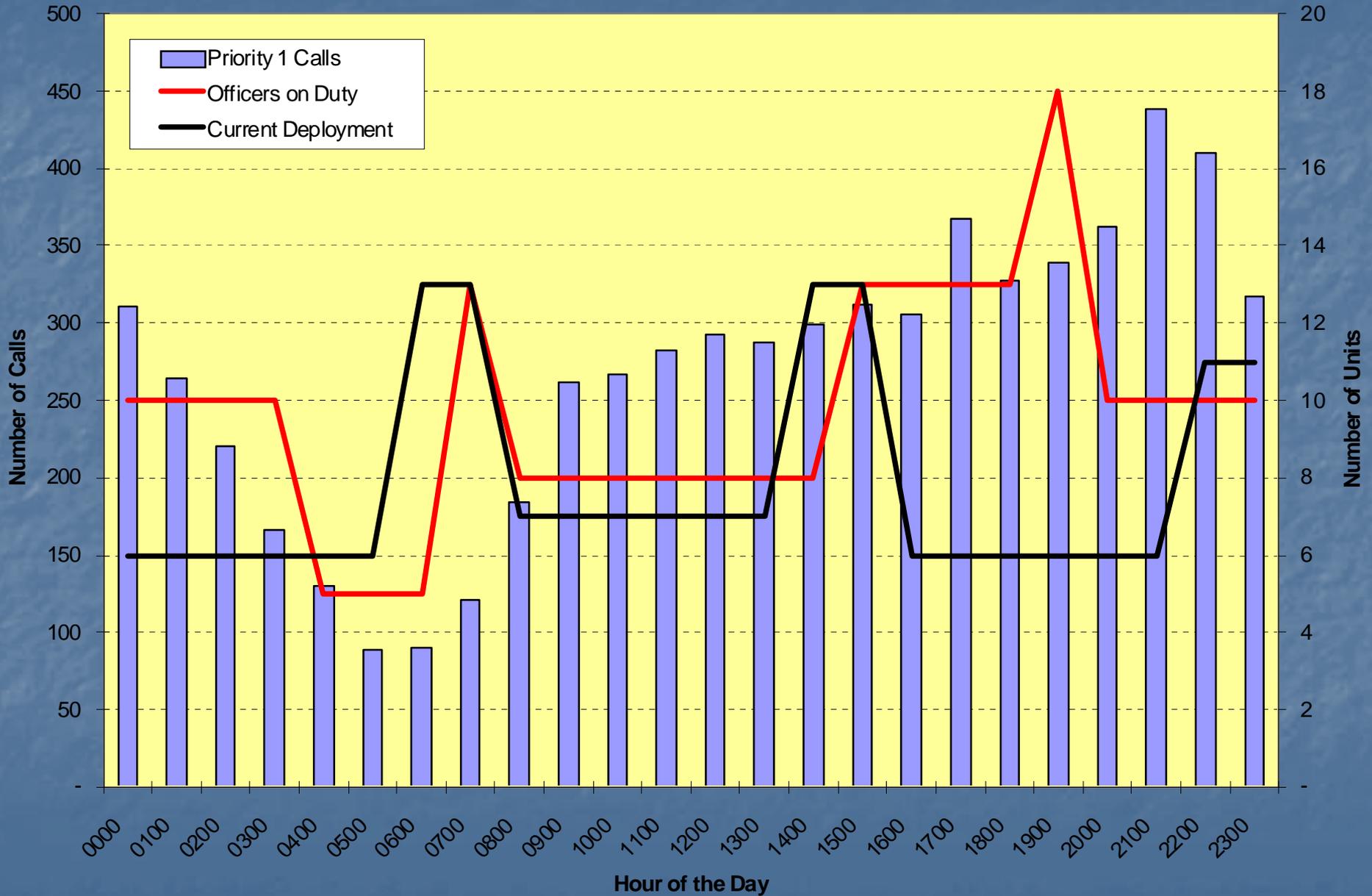
- 07 Watch (7:00am-7:30pm)– 8 Units
 - Lt. Sgt. 8 Officers
- 15 Watch (3:00pm-3:30am) – 5 Units
 - 2 Sgts 10 Officers
- 00 Watch (7:00pm-7:30am) – 5 Units
 - Lt. 2 Sgts 10 Officers
- Number of Officers: 28

Time	Current # of Officers	Proposed # of Officers
0	12	20
100	12	20
200	12	20
300	12	20
400	12	10
500	12	10
600	12	10
700	7	18
800	7	8
900	7	8
1000	7	8
1100	7	8
1200	7	8
1300	7	8
1400	7	8
1500	12	18
1600	12	18
1700	12	18
1800	12	18
1900	12	28
2000	12	20
2100	12	20
2200	12	20
2300	12	20

3-12 Shift

*Number of Officers:
Current vs. Proposed*

Calls vs. Manpower: 3/12 v. Current



Team Policing Coverage

- Provides for two less officers between 3:00am-6:00am
- More officers during the rest of the day
- 20 officers deployed between 10:00pm-3:00am on Friday and Saturday nights compared to 12 officers under current deployment

Desired Outcomes

- Employee growth and development
- Enhanced service to the community
- Focus on problem solving coupled with relentless follow-up
- Information exchange drives decision making throughout the department
- Resource flexibility

Front-Line Officer Outcomes

- Available when and where needed
- Provide equitable service across the city
- Improve response times to priority one calls
- Develop relationships with the people, places, times and situations within their area of responsibility

Overview of Changes

	Current Model	New Model
Number of Beats	Five	Three
Beat Structure	Inequitable Workload	Equitable Workload
Deployment Structure	Reactive response to problem solving	Proactive response to problem solving
Ownership	None	Specific Area of Responsibility

Overview of Changes

	Current Model	New Model
Roles and Responsibility	Lacks Consistency and Accountability	Clear Expectations
Shift Schedule	Not Well Matched to Workloads	Matched to Workloads

Conclusion

- The Team Policing Model will set the framework for our Focus Based Policing philosophy to flourish
- "Our success as an organization is dependent upon teams"