

**Operations Report  
Investigation Division  
Burbank Police Department  
May 2015**



**POLICE OPERATIONS**

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C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

**CPSM**

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**Exclusive Provider of Public Safety Technical Services for  
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The International City/County Management Association (ICMA) is a 100 year old, non-profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brownfields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that ICMA can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

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CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify and disseminate industry best practices. We have conducted more 200 such studies in 36 states and 155 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Ind.).

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## Investigation Division Overview

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The Burbank Police Department consists of 160 authorized, sworn officers who are assigned to four overhead commands: Patrol, Support Services, Investigations, and Budget & Finance. The Investigation Division, the focus of this study, has the following members assigned as indicated on the Summary of Positions Assignments Report provided to CPSM by the department:<sup>1</sup>

- Captain 1
- Lieutenant 1
- Sergeant 4
- Detectives 26
- Police officers 2
- Police technician 1
- Forensic supervisor 1
- Forensic specialists 3
- Crime analyst 1
- Senior secretary 1

The Investigation Division is comprised of an Executive Staff, Detective Bureau, Forensics Section, and Crime Analysis Section. The captain is the commanding officer and is supported by one lieutenant. The senior secretary and police technician assist with clerical responsibilities of the Division. The Division's crime analyst is responsible for reviewing crime reports for patterns and trends and for preparing comprehensive, formal, daily briefing reports.

The Detective Bureau includes the majority of staff of the Division, with personnel assigned to the Persons Detail, Property Detail, Juvenile Detail, Vice/Narcotics Detail, and the Criminal Intelligence Detail. The Persons Detail includes a detective who is assigned to investigate gang crime and the Juvenile Detail includes a school resource officer and a suspected child abuse reporting (SCAR) police officer. The Property Detail includes a detective who is assigned to the Eurasian Task Force, which is comprised of federal, state, and local law enforcement agencies. Detectives in the Persons, Property, Juvenile, and Vice/Narcotics Details receive cases daily as assigned by a supervisor. Case assignments often include assistance to arrests affected by patrol officers in the areas of conducting narcotics field tests, evidence responsibility, and the presentation of the cases to prosecutors. There is one detective assigned to Criminal Intelligence, and the position reports to the sergeant in the Persons Detail. There is no formal method of reporting and documenting criminal intelligence and for officers to forward information through the chain of command.

The Forensics Section is staffed by a civilian supervisor and three forensic specialists who are responsible for processing crime scenes and assisting with gathering evidence including latent

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<sup>1</sup> The report indicates an increase of one detective and one police officer as compared to July 1, 2013, and July 1, 2012. Information received from the lieutenant indicates two vacancies, one in the Juvenile Detail and one in the Persons Detail.

finger prints and DNA. Evidence is analyzed at two facilities, the Verdugo Regional Crime Laboratory in Glendale and the Los Angeles County Sheriff's Laboratory.

The department utilizes the Tiburon, Inc. data system for CAD, and which has an investigative case management component utilized by the Investigation Division. (Tiburon was purchased in early February by TriTech Software Systems, another supplier of public safety software systems.) The Division has transitioned to a paperless process of assigning cases to detectives, documenting investigative follow-up, conducting supervisory review, and recording case dispositions. The system has the ability to attach reports from Forensics, such as diagrams and laboratory results. There are issues with obtaining standard statistical reporting that continues to cause frustration. The system includes functionality to track time management, which is in its infancy as far as compliance and providing useful data. There are plans for an upgrade to Tiburon in the near future.

Detectives are assigned both active and inactive cases. An active case is one that requires additional investigation. Inactive cases are cases with no leads and are deemed unsolvable. They can also include cases with leads that are not reasonable to pursue or which could be noncrimes. Detectives are assigned the inactive cases so they can contact complainants and act as a point of contact.

Prosecutors require paper reports, which in many cases requires detectives to perform clerical functions that are time-consuming. In addition, detectives often have to personally deliver the reports and present the case for arrests made by patrol to the Prosecutor. This process is time-consuming and contributes to a loss of time that could be spent on proactive and traditional investigations.

Police officers achieve the rank of detective through an internal written and oral examination process; eligible candidates are selected for promotion. Detectives, sergeants, and lieutenants are compensated for overtime.

Sergeants and detectives work four ten-hour tours a week and are divided into teams that work either Monday through Thursday or Tuesday through Friday. There are no detectives scheduled on regular shifts on the weekend. There is a covering lieutenant/sergeant, two detectives, and a forensic specialist assigned weekly for call-outs. These on-call personnel are responsible for coverage on Saturday and Sunday and after hours during the week. They are compensated with additional straight time pay as well as overtime at a minimum of four hours if called out.

CPSM's analysis of the Investigation Division was conducted through the review of documents provided by the Burbank Police Department and on-site interviews of the Executive Staff, respective Division and Detail commanders, and assigned members. The Property Detail sergeant was unavailable due to injury, so the Vice/Narcotics sergeant provided information on the Property Detail. Our analysis includes suggestions to better organize the Division as well as recommendations to improve efficiency of each of its subunits.



## Division Unit Analysis

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### Executive Staff

The Executive Staff of the Division is comprised of the following positions:

- 1 – Captain
- 1 – Lieutenant
- 1 – Crime analyst
- 1 – Senior secretary
- 1- Police technician

The Executive Staff provides overall command and direction for the Division. Each of the respective Details within the Division is led by a sergeant. The crime analyst is a highly qualified and diligent individual who conducts extensive review of crime reports and prepares daily crime briefings. There is also a crime analyst assigned to the Patrol Division and who is responsible for the Unified Crime Reporting and preparation of statistical reports. The two positions maintain separate offices and report to their respective commanders. The senior secretary supports the commanding officer, and the police technician supports the respective Details administratively. The crime analyst, police technician, and senior secretary are civilian positions. There is one lieutenant who assists the captain, which is a change from two lieutenants, and which was made some time in the past. One lieutenant is appropriate for operational proficiency.

The Investigation Division captain chairs the weekly crime strategy meetings with the Patrol Division captain. As each Division has its own analyst, the Department may want to consider putting these two positions together under the Chief.

**Table 1. Active Cases Assigned, Investigation Division<sup>a</sup>**

	2012	2013	2014 <sup>b</sup>
Cases	4,127	3,510	3,270
Number of Detectives	25	25	26
Cases/Detective per Year <sup>c</sup>	165	140	126
Cases/Detective per Month	14	12	11

a. The department's Summary of Position Assignment Report details the staffing as shown. A second report provided indicates actual staffing as follows: 2012 – 26, 2013 – 25, and 2014 – 24.

b. 2014 is as of November 30.

c. The case figures include Persons, Property, Vice/Narcotics, Juvenile, Intelligence, and Gang cases. Traffic cases are excluded.

## Detective Bureau

### Persons Detail

The Persons Detail is staffed as follows:

Sergeant        1  
Detectives       7

The Intelligence detective is not included in the above staffing.

**Table 2. Active Cases Assigned, Persons Detail**

	2012	2013	2014 <sup>a</sup>
Cases	1,591	1,042	1,134
Number of Detectives <sup>b</sup>	8	7	7
Cases/Detective per Year	199	149	162
Cases/Detective per Month	17	12	14

a 2014 is as of November 30

b The department's Summary of Position Assignment Report and Flow Chart detail the staffing as shown. A second report provided indicates six detectives for 2014, which may indicate a vacancy.

The Persons Detail investigates all violent crimes and those having the potential for violence including murder, manslaughter, rape, robbery, assault, sex crimes, threats, weapons, domestic violence, and animal bite cases. There are detectives specifically assigned to robbery, domestic violence, and sex crimes. The detectives assigned to investigate sex crimes are also responsible for home visits to offenders who are entered in the state central registry and who reside in Burbank. Recently, a detective was assigned to focus on cold case murders. While overall cases assigned to the Investigation Division have declined, Persons Detail cases have increased.

Traditionally, detectives have been assigned active cases if there is additional investigation required, such as incidents with no arrests. Persons Detail detectives are also assigned cases such as basic arrests made by patrol where there are no outstanding individuals and no additional investigation is required. In these instances, detectives are assigned to ensure that patrol has completed the paperwork correctly, including witness statements, and to make copies of the case from the Tiburon system and deliver and present the facts of the case to the prosecutor's office. Once the prosecutor's office indicates that it will charge the case, the detective updates Tiburon and the sergeant will close the case with the patrol arrest. Detectives are then responsible for managing any property involved in the case until it is no longer required by the prosecutor's office. Detectives have to continuously check court data systems such as Citilaw and PIMS to check case status for final disposition. The prosecutor does not notify the department when property can be approved for destruction.

Essentially, this process may be considered clerical in nature. The review of patrol paperwork, making copies for the prosecutor's office, and meeting with a prosecutor to go over a basic arrest that was affected by a police officer accounts for a great deal of time. In addition, it inflates the

statistics on cases per detective and may be taking away valuable time from the cases that require a trained detective to proactively investigate, enhance, and bring to conclusion.

Five cases were provided to CPSM for review: one attempted murder, one rape, one kidnap, and two battery. Cases were selected by the sergeant. Each case was one that required investigative follow-up by a detective. The case reports were well-written and included information in an organized fashion. Each of the cases had entries for the time spent on the specific entry/assignment, but the entries may require closer review for accuracy. Some of the update reports included information that was obtained on multiple dates. This can occur when detectives are catching up on paperwork and may have the tendency to put information obtained on multiple dates on one report. Overall, the cases selected were presented well.

The FBI Uniform Crime Report indicates clearance rates as follows;

**Table 3. Clearance Rates, Crimes Against Persons**

Crime	2013 Percent Cleared	2014 Percent Cleared
Murder	0	100 (1 murder)
Manslaughter	0	0
Rape	46	31
Robbery	38	44
Aggravated Assault	67	73
Other Assault	69	68

The clearance rate for rape has decreased dramatically from 2013 to 2014, while the number of rapes remained even at 13. Supervisory interviews indicate that a majority of the rapes are committed by known perpetrators and there are very few stranger rapes committed. This should, it seems, result in a much higher clearance rate. There may be mitigating circumstances that are impacting the clearance rate, such as uncooperative complainants. There were no murders or manslaughters listed for 2013 and one murder and no manslaughters in 2014. Offenses against family incidents declined from 32 in 2013 to 29 in 2014. It should be noted that the clearance rate also declined from 56 percent in 2013 to 50 percent in 2014. Part 2 sex offenses increased 5 percent from 63 in 2013 to 66 in 2014, while the clearance rate dropped significantly from 56 percent in 2013 to 41 percent in 2014.

Burbank Police Policy 344.6 indicates that a robbery involving two victims will receive one crime report number. The department may want to review this policy to ensure compliance with UCR reporting.

Detectives are also assigned inactive cases, which by definition have no valuable leads and solvability factors. The assignment of these cases requires a detective to call the complainant and provide point of contact information. This process occurs for all crime reports and requires documented efforts.

Detectives are available Monday through Friday, with half working Monday through Thursday and half working Tuesday through Friday. Incidents that occur on the weekends are handled as call-outs.

### Recommendations:

- The Burbank Police Department may want to consider changing the process of assigning detectives the responsibility of making copies of the case reports and presenting a patrol arrest to the prosecutor's office. This is not only time-consuming, but has no real value added by a seasoned investigator. In the event investigative assistance is required for enhancements such as line-ups and witness statements, detectives could continue to be assigned. The department should explore the possibility of assigning this function to an individual working day tours or to the clerical staff. This change would most certainly require meeting with the prosecutor, who has become accustomed to dealing with detectives. The prosecutor's office should be encouraged to go paperless and receive reports directly from Tiburon. Also, prosecutors should develop a method to notify the department of the status of evidence so detectives don't have to routinely check databases over the life of a case. Consideration could be given to assigning these tasks to members who have recently taken the detective test and who could be trained by seasoned members. In the current case assignment process, detectives in the Persons Detail are currently receiving an average of 14 cases a month. By making the changes suggested here, these numbers could decrease dramatically and thus offer detectives the ability to investigate cases that require follow-up and also offer the possibility of conducting more proactive investigations. Property should be the responsibility of the seizing officer throughout the court process so as to maintain chain of custody.
- Supervisors should monitor the Tiburon system for the documentation of updates and instruct detectives to prepare updates in a timely manner. The time entries should be reviewed carefully. This is a relatively new process for Burbank detectives and some detectives have adapted better than others. The department may want to consider an update to Tiburon that would only allow a case to be closed if the time entries were verified by the supervisor.
- The assignment of inactive cases to a detective is highly beneficial for community relations and may result in obtaining additional information regarding the activity not documented on the original report. Making contact with complainants to follow up on their reports is essential, but it may be beneficial to reevaluate the specific reports assigned to the detectives. The department may want to consider assigning the lesser offenses to clerical staff or if available, an officer on limited duty. If clerical staffing or limited-duty officers are not available, the process should continue to be a detective function.
- The Department should review Policy 344.6 regarding the crime of robbery to ensure compliance with UCR reporting.
- The current staffing and case assignments are manageable. If the processes as noted here are changed, it would benefit the Burbank Police Department to maintain staffing and to

reassign additional detectives to cold case murders, robberies, rapes, and domestic violence incidents in an effort to successfully close cases and increase clearance rates.

## Property Detail

The Property Detail is staffed as follows:

Sergeant	1
Detectives	7
Eurasian TF Detective	1

**Table 4. Active Cases Assigned, Property Detail**

	2012	2013	2014 <sup>a</sup>
Cases	934	885	1,054
Number of Detectives <sup>b</sup>	8	7	7
Cases/Detective per Year <sup>c</sup>	117	126	151
Cases/Detective per Month	10	11	13

a. 2014 is as of November 30.

b. The department's Summary of Position Assignment Report and Flow Chart detail the staffing as shown. A second report provided indicates eight detectives for 2014.

c. The Eurasian Task Force detective was not included in the case assignment statistics. It is unknown whether the 2012 and 2013 staffing includes this assignment.

The Property Detail investigates all burglaries, larcenies, auto theft, fraud, vandalism, and other crimes against property. Detectives are assigned traditional cases that require follow-up investigation. In addition, they are assigned the responsibilities similar to the Persons Detail with regards to patrol arrests. In a case of a petit larceny (shoplifting) arrest by a patrol officer, a detective is assigned to make copies of the paperwork from Tiburon and other sources and deliver and present the case to the prosecutor. In most instances, the offender has already been released. Once the prosecutor files the charges, the detective completes a follow-up report, the sergeant reviews the report, and the case is closed. Detectives are responsible for any property that is recovered until it is no longer required by the prosecutor. Detectives have to continuously check court data systems, such as Citilaw and PIMS, for case status and final disposition. The prosecutor's office does not notify the department when property is approved for destruction. This is the same process as with other patrol arrests for property crimes.

There were 273 burglaries in 2014 compared to 266 in 2013 and 1,776 thefts in 2013 as compared to 1,793 in 2014. While the increases are 3 percent and 1 percent, respectively, the ability for detectives to conduct value-added investigations may have an effect on this trend.

The department has an interesting policy regarding lost/stolen cell phone reports. There is an entry made in a log if the only reason that the complainant is making the report is for documentation purposes. Investigations involving traceable electronics can be time-consuming and this process

may offer an alternative to those complainants just calling to document the loss. This process may have to be reviewed with regard to the larceny changes in Proposition 47.

Four cases were provided to CPSM for review: one burglary, one attempted burglary, one identity fraud, and one access device fraud. Cases were selected by the sergeant for review and each was a case that required investigative follow-up by a detective. The cases were well-documented and the reports were clearly written and had entries for the time spent on the specific entry/assignment. The time entries may require closer review for accuracy. The supplemental reports, as with the Persons Detail reports, often had entries with information that was obtained on multiple dates on one report. While this is not a major issue in report writing, it may be an indication that updates are not being documented in a timely fashion but are all entered at the end of the case.

The FBI Uniform Crime Report indicates clearance rates as follows:

**Table 5. Clearance Rates, Property Crimes**

Crime	2013 Percent Cleared	2014 Percent Cleared
Burglary	7	21
Theft	22	22
Auto Theft	4	7

While there was an increase in burglaries in 2014, the clearance rate improved dramatically. Burglaries increased from 266 in 2013 to 273 in 2014. The theft clearance rate remained the same, while incidents rose slightly from 1,776 to 1,793; is the incidents are largely attributed to the commercial shopping areas in Burbank.

Similar to the Persons Detail, detectives are assigned inactive cases so they can act as a point of contact for the complainant.

#### *Eurasian Task Force Detective*

The Eurasian Task Force is comprised of approximately thirty members of federal, state, and local law enforcement agencies, including the FBI, Burbank and Glendale police, and others. The Task Force has been in existence for twelve years, is federally funded, and focuses on a variety of crime including medical and Medicare fraud, extortion, and other organized criminal acts. Task Force offices are located in the Glendale Police facility. Asset forfeiture proceeds are shared with all agencies. Burbank has one detective assigned and who reports to the Property Detail sergeant.

#### **Recommendations:**

- The current process of assigning patrol arrests, such as for petit larceny (shoplifting) to detectives, should be evaluated. This is purely a clerical function and while the prosecutor's office may feel comfortable getting the case files from and being briefed by a detective, it is a substantial drain on investigative time that could be better used on cases requiring investigative follow-up. This is not an easy process to change and will require the cooperation of the prosecutor's office and may require upgrades to that office's system to be

able to receive documents electronically. The time required to make copies, drive to the prosecutor's office, and brief a prosecutor on cases that have been all but essentially closed with an arrest is drawing on investigative time. This practice is having an impact on the ability of commanders to assign detectives to improve clearance rates on cases with no arrests and conduct proactive traditional investigations aimed at reducing crime. Prosecutors should develop a method to notify the department of evidence status so detectives don't have to routinely check databases over the life of a case. Tracking recidivist burglars, observations at the shopping areas, and searching for wanted individuals are all proactive operations that the detective commander could consider if detectives were available.

- Supervisors should monitor Tiburon for timely case updates. The work is getting done but may not be entered in a timely fashion. The updates include entries from the forensic specialists and in some cases include attached reports that are essential to maintaining all information regarding the case in one system. The time entries were indicated on the reviewed cases but statistical data provided indicates the need for a vast improvement on compliance for all investigations, not just property. This should be addressed in the software system update planned for 2015. Supervisory closings should be contingent on review of the time entries, thus ensuring compliance by detectives on each and every investigation.
- The current staffing and case assignments are manageable. If the process as discussed here are changed, it would benefit the Burbank Police Department to maintain staffing and to reassign additional detectives to conduct proactive investigation of burglar recidivists, fencing and chop-shop locations, surveillance of commercial shopping areas, and other property investigations in an effort to successfully close cases and increase clearance rates.
- The process of assigning all inactive cases to detectives should be reviewed for closer selection of appropriate cases.

## Juvenile Detail

The Juvenile Detail is staffed as follows:

Sergeant	1
Detectives	5 (SEE NOTES)
Police Officers	2

**Table 6. Active Cases Assigned, Juvenile Detail**

	2012	2013	2014 <sup>a</sup>
Cases	796	696	415
Number of Detectives <sup>b,c,d</sup>	3	4	5
Cases/Detective per Year <sup>e</sup>			83
Cases/Detective per Month	8.25	5.75	7

a. 2014 is as of November 30.

b. The department's Summary of Position Assignment Report and Flow Chart detail the staffing as shown. A second report provided indicates four detectives for 2014, which may indicate a vacancy.

c. The SRO was recently promoted to the rank of detective, which is not reflected here.

d. One of the five detectives also works on Computer Forensics and the Internet Crimes Against Children Task Force

e. The cases/detective calculations are based on five detectives, as the SRO and SCAR are not routinely assigned cases.

The Juvenile Detail investigates all crimes involving juveniles and child abuse. In addition to detectives, there is a school resource officer (SRO) and a Suspected Child Abuse Report (SCAR) officer who is assigned to patrol but works with the Investigation Division. The Juvenile Detective also investigates school-related crimes. The SRO is responsible for five high schools and one continuation school (two of which are private) and seventeen elementary/middle schools (three of which are private). Cases are assigned after supervisory review; the sergeant reviews property and persons crime reports that may involve juveniles. Homicide cases involving juveniles are investigated by the Persons Detail, with assistance provided by the Juvenile Detail. The SRO is a police officer who coordinates incidents that involve schools and also conducts presentations when requested. Not as many of these presentations have been conducted recently as in the past. Detectives are available during day time hours from Monday through Friday, with half working Monday through Thursday and the other half working Tuesday through Friday. One of the Detail's detectives serves as the department's Computer Forensics expert and also assists in the Internet Crimes Against Children Task Force.

Case assignments are the same as with the Persons and Property Details, requiring detective involvement in patrol arrests where no further investigation is required, only the case presentation to the prosecutor's office. The evidence issues are the same. In the case of Juvenile Detail detectives, there are not as many instances involved, as detectives are only assigned arrest cases involving juveniles. This process is much more reasonable, as juvenile cases are more sensitive and may require enhancement and special handling.



There is a Gang detective who is assigned to the Vice/Narcotics Detail. The detective is assigned cases that involve gangs and is responsible for entering information into databases including CALGANGS, social media review, and graffiti incidents. There is a company in Burbank that removes graffiti and, prior to removal, takes a photograph of it and sends it to the police department. The Gang detective position may be better served in a separate Gang Detail with at least one other officer and a supervisor is staffing permits.

Four cases were provided by the Sergeant to CPSM for review: three for child abuse and one for rape. The cases were well-documented and the reports were clearly written and had entries for the time spent on the specific entry/assignment. The cases all required additional investigative work and were not patrol arrests. There were inclusions for forensic specialist reports when required. **There were issues with time entries and one had missing information, but overall reports were complete.** The sergeant was well-versed with the Tiburon system, but even so, there were issues moving between the different modules to view information and updates. There are entries for reports, but there is no ability to click on the entry to view the report. The report number has to be entered in the report module in order to bring it up on a separate screen. This is the same for all investigations and the issues were clear even with a sergeant who was extremely proficient in the system's use.

The cases investigated by the Juvenile Detail are included in the UCR reporting of Persons and Property crime. There has been a dramatic decrease of 40 percent from 2013 to 2014 in the cases assigned to the Juvenile Detail.

The process of assigning inactive cases to detectives is as previously mentioned.

### Recommendations:

- Due to the nature of juvenile cases, the case assignment of patrol arrests of juveniles may be necessary as an enhancement and may require the assistance of a detective in case presentation. Unlike patrol arrests affecting other Details, this process of assignment should continue in the Juvenile Detail. The current case load of detectives is more than manageable to continue this process.
- The department should consider reassigning the Gang detective from Vice/Narcotics to a separate Gang Detail with an additional detective and supervisor. This would enable better coordination with the SRO. In addition, the cases in the Juvenile Detail have decreased dramatically and consideration should be given to reassigning an additional detective to proactively work on juvenile/gang crime. Proactive investigations, including conducting surveillance and reviewing social media sites, should be considered. There have been no recent entries in CALGANGS and interagency intelligence sharing isn't what it had been when there were more members assigned as GET officers. The two detectives and the SRO could be assigned to conduct surveillance and be deployed in areas where there are spikes in crime. There is a second recommendation involving the Gang detective included in the analysis of the Vice/Narcotics Detail, presented later in this report.

- The process of assigning a detective to call complainants on inactive cases, while time-consuming, is a worthwhile service to the community due to the sensitivity of such cases.

## Vice/Narcotics Detail

The Vice/Narcotics Detail is staffed as follows:<sup>2</sup>

Sergeant	1
Detectives	5
Gang	1

**Table 7. Active Cases Assigned, Vice/Narcotics Detail**

	2012	2013	2014 <sup>a</sup>
Cases	479	656	396
Number of Detectives <sup>b</sup>	5	5	5
Cases/Detective per Year	96	131	79
Cases/Detective per Month	8	11	7

a. 2014 is as of November 30.

b. The department's Summary of Position Assignment Report and Flow Chart detail the staffing as shown. A second report provided indicates four detectives for 2014, which may indicate a vacancy.

The Vice/Narcotics Detail investigates complaints involving alcohol, prostitution, and gambling and also initiates narcotics investigations. Reports of suspected narcotics activity are not formally recorded on a report or given a tracking number. Information may be received via e-mail, letter, or communicated directly from a patrol officer or other source. A crime report will be generated when an arrest is made for narcotics violations.

The majority of the cases that are assigned to detectives involve patrol arrests for narcotics violations. The Vice/Narcotics detectives have the responsibility to conduct a field test of the narcotics, review and copy the paperwork, and present the case to the prosecutor's office. In addition, detectives are responsible for the narcotics evidence until conclusion of the case in court. patrol arrest cases can only be cleared by the Vice/Narcotics sergeant after presentation to the prosecutor. Proactive cases are often generated from patrol arrests and lead to arrests by Vice /Narcotics detectives, thereby generating a crime report. Detectives conduct surveillance based on the information received and will affect arrests if possible. Again, a crime report will only be generated if an arrest is made on the suspected activity. There are no officers assigned to undercover status.

There is a detective assigned to the Post-release Community Supervision Task Force (PRCS). This program includes convicted individuals who are nonviolent and who receive no prison sentence. The Task Force includes members of Probation and other local departments, including Glendale and San Fernando.

<sup>2</sup> One detective is assigned to the Post-release Community Supervision Task Force (PRCS). The Gang detective reports to the Vice/Narcotics sergeant.

The Gang detective is assigned to the Vice/Narcotics Detail. Gang activity has increased from 2013 to 2014, and there has been redeployment of resources as a result. Active gang cases were reported as follows:

2012: 228

2013: 162

2014: 196

Gang activity can increase quickly if not addressed immediately with resources.

The sergeant indicated that the majority of the detectives work Tuesday through Friday, which would be consistent with the team concept and supervision required by a narcotics unit.

The FBI Uniform Crime Report indicates the following Part II crimes for 2013 and 2014:

**Table 8. Vice/Narcotics Crime Statistics, 2013-2014**

Crime	2013	2014 <sup>a</sup>
Prostitution/Vice	11	5
Opium/cocaine	198	141
Marijuana Possession	410	331
Barbiturate/Benzedrine Poss.	222	182
Gambling	0	0

a. 2014 is as of November 30.

The statistics indicate a decrease in the listed Part II crimes, which is reflected in the dramatic reduction in assigned cases and arrests clearances from 2013 to 2014. There have been recent changes to narcotics laws (Proposition 47) in the state of California, including reducing to a misdemeanor the possession of personal use amounts of heroin and cocaine. The changes took place in early November and it is too early to understand the ramifications.

Four cases were provided by the sergeant for review by CPSM: three search warrants and one surveillance arrest. The surveillance arrest was effectively documented. The supplemental reports, as with the reports in the Persons and Property Details, often contained entries with information that had been obtained on multiple dates on one report. The time entries were included in each of the cases, but may not include the accurate time of all of the assisting detectives.

One gang case for attempted murder was also provided for review. One of the supplemental reports contained information that had been obtained on multiple dates. The investigation included multiple search warrants and was well-documented. There were additional reports from the forensic specialist and supervisor. The time entries were documented for multiple officers involved in the case.

## Recommendations:

- The Burbank Police Department may want to consider changing the process of assigning to the Vice/Narcotics Detail detectives the tasks of field testing, copying reports, and presentation of cases to the prosecutor's office of basic narcotics arrests made by patrol officers. Patrol officers and supervisors should be trained in the use of tests. Detectives should continue to conduct debriefings, as these have been effective in obtaining information for additional investigations, such as for search warrants, and should continue to assist with enhancements.
- The department may want to consider a more formal method of tracking narcotics complaints and not just arrests. This may be necessary with the recent changes involved in Proposition 47. Consideration should be given to an update to the Tiburon system and which would include a vice/narcotics module that would create a separate tracking number (not a UCR number) utilizing the current crime report. This would allow for separate tracking of narcotics complaints and other intelligence not involving arrests and which would provide similar mapping, analysis and historical retrieval capabilities.
- Crime and assigned cases have declined for both the Juvenile and Vice/Narcotics Details. If the case assignment processes previously mentioned can be changed, detectives would be available for more proactive assignments. One of the recommendations previously mentioned is to move the Gang detective to a separate Gang Detail. Another option would be to leave the Gang Detective in the Vice/ Narcotics Detail.
- The Burbank Police Department would benefit from staffing a closely supervised, proactive investigative enforcement team. This recommendation would involve the addition of one sergeant and the reassignment of one Juvenile detective, one Narcotics detective, and the Gang Detective to a team within the Investigation Division. This team should work together on days that see more crime, perhaps Wednesday through Saturday. This team should have clearly defined, daily missions such as apprehending wanted individuals; cold case homicides; surveillance of commercial areas, fencing, and chop shop locations; debriefing of prisoners; and other directives received directly from the chief, captain, or lieutenant. The missions should have a direct correlation to the current crime analysis and case clearances. The team should only be deployed when the sergeant, or in his absence, the lieutenant, present. Close supervision is essential to ensuring safety to the officers, adherence to guidelines, and focus on the assigned mission.

## Criminal Intelligence Detail

This Detail has one detective assigned.

The detective reports to the Persons Detail sergeant. The department's Summary of Position Assignment Report and Flow Chart detail this staffing. A second report provided indicates the same information.

**Table 9. Active Cases Assigned, Criminal Intelligence Detail**

	2012	2013	2014 <sup>a</sup>
Cases	99	69	75
Number of Detectives	1	1	1
Cases/Detective per Year	99	69	75
Cases/Detective per Month	8	6	6

a. 2014 is as of November 30<sup>th</sup>.

The detective assigned to the Criminal Intelligence Detail acts as the department liaison for the protection of both visiting and local dignitaries, including Presidential and other high-profile visits. The detective is the point of contact for the numerous movie and television studios. Case responsibility often includes criminal incidents and threats involving the studios, water and power facilities, and other infrastructure. Bias/hate crimes may be assigned to the Criminal Intelligence Detail. The detective may be assigned cases involving the arrest of a Burbank Police Officer for crimes such as domestic violence and DUI should they occur. In these cases, Internal Affairs would conduct the administrative investigation.

Intelligence files are categorized as temporary or permanent files. By procedure (Policy 613), temporary files are reviewed yearly for permanent status. The detective conducts a self-audit and review and makes the determination. The Investigation Division commander conducts a documented annual review of the procedures. There is an ability to retrieve intelligence information from the database if a Field Intelligence Report is prepared. There is no official intelligence database and the hard files are stored in a locked file cabinet in the Intelligence office, which can only be accessed by the captain and the detective.

The Intelligence detective acts as the Terrorism Liaison Officer (TLO) and attends local and regional meetings and is a member of a variety of local and federal law enforcement intelligence-sharing networks. The Investigation Division flow chart shows the Criminal Intelligence Detail as a separate command. For supervisory compliance, the Criminal Intelligence detective is in the Property Detail. Policy 613 indicates that the detective has direct access to the chief when necessary.

## Recommendations:

- The Criminal Intelligence detective is a point of contact for and receives information regarding a number of high-profile matters, including terrorism. Additional responsibilities include dignitary protection coordination and other sensitive matters. The Burbank Police Department may want to consider reassigning the Criminal Intelligence Detail under the

Executive Staff so as to have a formal direct report to the chief. The sensitivity of assignments may be better served if information is provided to the chief and the chief has the decision of dissemination.

- The Burbank Police Department may want to consider a more formal method of reporting and tracking intelligence. There are field investigation reports prepared, but there is no indication that these reports are reviewed by the Intelligence detective or that they are currently utilized to formally report intelligence. The Tiburon system has been approved for an update, and consideration should be given to adding an intelligence module in the case management system where information can be stored, reviewed, and retrieved for future use. Instances where a member of the department observes activity such as a property fencing location, chop shop, or other suspicious activity and can't take summary action should be formally documented to ensure follow-up. The ability to search and retrieve this information is invaluable for future use, as officers with historical knowledge change positions and ultimately retire. Formal review of the information should be routinely conducted and documented by the Professional Standards Unit.

## Case Management

The Tiburon system includes a case management module utilized by the department for investigations. As with all off-the-shelf law enforcement systems, it lacks the customization often required by investigations. There are few, if any, standard reports that come with the systems. In Burbank's case, it paid for separate, add-on report writing software, Crystal Reports. There are members of the department who are able to apply this system to Tiburon and generate reports. The difficulty is often identifying where the data are stored in the system. This process can lead to reports that don't include all statistical information. The UCR Reports are standard and are often provided. The add-on reports that enable commanders to view other relevant data on a daily basis are the issue. A number of reports were requested and reviewed for this analysis and there were some issues with consistency.

The Investigations Division is in the process of developing standard reports to track statistics such as assigned cases broken down by Detail and detective and which would include case status. As with any police investigation division, cases are constantly changing and requests for information change. The data have to be readily accessible by commanders so they can effectively evaluate, train, and supervise detectives.

Recently, approval has been received for upgrades to Tiburon. In addition to those upgrades already planned, the following recommendations are offered:

- Standard Investigation Division reports should be developed by Tiburon personnel with input from the detective captain, lieutenant, and sergeants. The reports would track cases by all standard statistical information, including Detail and detective assignment, arrests, status, clearance, times associated with each detective's participation, overall time spent on the investigation, and other information that the commanders require to do their job

effectively. The commanders should meet and develop the framework of the basic reports required. There should be no more than five or six reports.

- The statistical information included in the reports should also include the cases as compared to overall UCR crime (example: 35 UCR robberies of which 3 are Juveniles, 2 are Gang).
- The Investigative Update Reports are in a separate area of the system. There is currently an entry listing the reports, but personnel can't simply click on the entry and have the report appear on the screen. This should be a basic upgrade.
- The report update entries are not always in chronological order. This can be confusing when reviewing the case for updates.
- The department should consider developing a module that tracks vice/narcotics complaints and officer-provided intelligence with a tracking number separate from the UCR reporting. This information is currently held in logs and the department would benefit from having this tracking for historical review and utilization for proactive investigations. It may also assist with information that may be required due to the changes included in Proposition 47.
- The department should review Policy 344.6 regarding the crime of robbery to ensure compliance with the UCR reporting.

## Areas of Administration and Management

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The Burbank Police Department's Investigation Division is a full-service investigative unit responsible for the follow-up, review, and investigation of crime. The division serves as a primary point of contact with area law enforcement agencies at the local, state, and federal levels. As part of our study of the division, CPSM reviewed human resources, civilianization opportunities, internal and external relationships, equipment and facilities, and evidence handling and processing.

### Human Resources

The division's structure is consistent with the concept of a generalist vs. a specialist protocol. Though detectives are organized into crimes against persons, crimes against property, and juvenile details, each detective is assigned a variety of cases to ensure broad experience. While specialization offers advantages for investigative expertise, professionalism, and customer service, it does not always maximize personnel resources.

The generalist case assignment approach still recognizes areas of investigative expertise and preference, but it puts less priority on these so that detectives can be used more equitably and holistically. While there is some trade-off in terms of investigative expertise under a generalist model, this approach can provide more investigative versatility and reduce levels of supervision. Some of the division's sergeants do not necessarily silo investigators according to specialization; they use a general case assignment protocol as needed. This is to be encouraged and may require some reorganization efforts to emphasize. Otherwise, the temptation is for detectives (and some supervisors) to view their jobs in narrow terms.

An example that has been effective is in the area of high-tech crimes. Two detectives handle forensic examinations of computers and phones as a collateral duty to their primary detective assignments. Analysis of the current computer caseload reveals that at least half of the high-tech crime cases are related to child pornography. Many other types of crimes are moving into the cyberspace realm: fraud, identity theft, corporate hacking, human trafficking, harassment, hate crimes, and cyberterrorism. The division should monitor any significant increase in Internet-related crimes so as to be able to respond with appropriate staffing and training.

### Clerical Staff

An area of concern was the absence of sufficient clerical support for detectives. The captain has a secretary, but presently only one part-time technical assistant is filling in for the full-time vacant position. When the technical assistant position is filled, the technical assistant provides front counter coverage and support for the remaining thirty-eight ISD staff. This results in detectives performing clerical duties such as preparation and filing of cases and supervisors doing time-rolls and schedules. This is inefficient and not cost effective. CPSM recommends that one additional full-time technical assistant be hired to support detectives. Both technical assistants should be cross-trained in their duties.



## Forensics Section

The Forensics Section is staffed by a forensic specialist supervisor and three forensic specialists. The unit was formerly staffed with four specialists; a fifth specialist position was approved but due to budget cuts in 2009 the fourth and fifth specialist positions were eliminated. One of the three forensic specialists is on limited duty. The unit is responsible for locating, collecting, and preserving physical evidence. CPSM examined the unit's procedures manual and found it to be thorough, well-written, and in accordance with state and national standards. The unit divides its responsibilities into three principal areas:

- Identification.
- Processing.
- Photography/video.

Each specialist has primary responsibility for one area, although the supervisor reports a heavy workload requires each specialist as well as the supervisor to handle all three areas. The unit performs a demanding number of tasks, including documenting and processing physical evidence at traffic and crime scenes, photographs for special events, requests from airport police and outside agencies, processing and comparing fingerprint evidence, collection and retrieval of DVR systems, trips to Verdugo Hills Regional Lab, and other duties. The unit manages and uses a Foray Technologies system as its digital management software system.

According to the division lieutenant, the department has only tracked the Forensic Section's calls for service for the past eighteen months. Dispatcher-initiated calls for the unit are captured in CAD, but many of the requests and duties the specialists handle are only recorded on their handwritten logs. The supervisor has to manually count the handwritten logs to create a complete summary. At the time of CPSM's site visit, no computerized, complete workload data set for the specialists was available. CPSM recommends that the department develop a system to capture the unit's and specialists' workload electronically.

The supervisor describes the increase in collection and retrieval of crimes on digital video recorders (DVR) from homes and businesses as having the greatest impact on the unit. As DVRs become more widely used, so has the need for DVR examinations. DVR systems are available in different formats, which often requires complex and lengthy retrievals that can take up to four to five hours at times. At the rate of increase seen recently, a backlog is unavoidable in the next few years without additional staffing.

CPSM reviewed the supervisor's June 2014 workload study. The report reflects a steadily increasing workload for an understaffed unit. Even without the rise in DVR requests, the unit has taken on more duties without sufficient staff to support the increased workload. Many of these duties are complex and time-consuming. For example, retrieving ten to twenty latent fingerprints on cards, and documenting each one. The department uses Los Angeles County and FBI automated fingerprint identification systems that require making comparisons one at a time. Up to fifty possible matches show up at a time, and each has to be reviewed for elimination. Sometimes the

computer resets and the specialist has to reenter the data. The supervisor's comparison of the workload of seven similar agencies in the region shows Burbank PD performing 1,201 fingerprint searches annually. This is significantly higher than the other agencies (Beverly Hills, Torrance, Downey, Pasadena, Whittier, Santa Ana, and Glendale).

CPSM recommends that an additional forensic specialist be hired. The department should also consider whether to continue sending specialists to minor calls such as most traffic collisions or some minor crimes when no suspect information is known. If future DVR retrievals exceed the unit's ability to process them in a timely manner the department should consider contracting technical staff services.

## Crime Analysis

The department staffs two crime analysts positions assigned to separate divisions and performing different functions. One analyst is assigned to the Administrative Division's Professional Standards lieutenant. Her primary duties include managing the CAD-RMS and IT, and preparing Uniform Crime Reports (UCR). In the absence of a technical services unit, this analyst and the Professional Standards lieutenant jointly administer the department's computer applications.

The other crime analyst is assigned to the Investigation Division captain. This analyst prepares strategic crime and traffic analysis and trend reports, develops and manages crime prevention programs, trains department personnel, makes community and media presentations, exchanges crime information with surrounding agencies, and has initiated an extensive array of proactive crime-solving strategies. The analyst has provided intelligence and crime analysis to the department and surrounding agencies, fostering closer external working relationships. As the crime analysis field has rapidly evolved, the workload has already exceeded the ability of one analyst to handle the responsibilities without incurring overtime and potential burnout.

The role of the crime analyst in the Administrative Division needs to be reevaluated. The city of Burbank's crime analyst job description requires complex skills consistent with those performed by the Investigation Division's analyst. The Administrative Division analyst position should be used more efficiently to produce crime analysis, not to manage the department's computer systems. CPSM recommends that responsibility for UCR reports be transferred to records. This is a common practice in police departments and BPD records staff already input daily crime data for UCR. This will provide another opportunity for cross-training in UCR preparation. The managing of CAD-RMS and other computer systems the Administrative Division analyst shares with her lieutenant would be more efficiently handled by a newly created civilian technical services specialist.

While CPSM was not tasked with evaluating the duties of the Administrative Division Professional Standards lieutenant, during the site visits ICMA learned that both the lieutenant and the crime analyst assigned to him have extensive IT knowledge and are used as the department's IT unit. The lieutenant estimated that roughly 60 percent of his time is spent administrating the department's computer systems. This is a costly and inefficient means of maintaining IT.

CPSM recommends the department create a Technical Services Unit consisting of one civilian technical services specialist to manage the department's computer systems and two crime analysts. The crime analysts should work together to maximize productivity and efficiency. The crime analysis function should be placed in an "accountability neutral" division such as the Administrative Division where it is supervised by personnel outside the divisions directly served for crime reduction activities. This reduces the likelihood of the crime analyst's division supervisor from using an analyst's services to his division's advantage over another division.

## Detectives

Detective assignments are achieved through a competitive testing process among police officers. The last announcement flyer was distributed in the BPD Daily Bulletin dated July 24, 2014. The bulletin provided clear and complete requirements and testing procedures. Candidates were required to have at least three years as full-time police officers. In the BPD, the written exam is weighted at 40 percent and the interview at 60 percent. Additional points are added for college degrees, special assignments, longevity, and no discipline within the past two to five years. Applicants have to pass a written test and oral interview with a raw score of 80 percent on each. The same Daily Bulletin also contained two articles encouraging eligible employees to apply for POST's (Police Officer Standards and Training Council) Command College and Supervisory Leadership Institute (SLI), both known for developing strong and innovative leaders. The Investigation Division captain has organized an extensive promotional training session to help sergeant applicants. The bookcases filled with leadership books in the division hallways sends a message that the division is a learning environment.

CPSM recommends that the department consider an additional factor to include in the evaluation and testing process. Officers who have earned an outstanding annual performance evaluation should gain points for each year of their superior evaluations. Above-average evaluations could also be considered for additional points at the department's discretion. The administration expects and encourages its officers to embrace the department's mission, vision, and values. Officers whose behavior has reflected commitment to department goals should be acknowledged and rewarded in the testing process. This places appropriate emphasis upon performance as well as longevity.

Upon promotion, a detective receives a pay differential. The assignment is for an indefinite period of time based on performance. In practice, once officers are promoted to detective they remain in the position until they retire or are promoted. Detectives do not return to patrol unless they are promoted to sergeant. The detective promotion testing process is derived from an MOU agreement that appears to be fair for participants. The department should review the practice of detectives opting to remain in the same assignment for more than five years. This may be justified under particular circumstances, e.g., computer expertise, but it usually deprives detectives and those seeking a detective assignment from acquiring new skills or cross-training.

The department should consider an option to allow detectives to return to patrol, especially as field training officers. In their assignments, detectives gain valuable experience helpful to patrol officers and supervisors. BPD's field training officer rotation allows FTOs to transfer to detectives for

temporary assignments when staffing permits. Unfortunately, staffing shortages have precluded the FTO rotation. When staffing allows this should be reinstituted.

The division should expand the use of volunteers to assist detectives. One volunteer currently works Thursdays in the Juvenile Unit, maintaining logistics, file cabinets, and filing closed cases. The department could also recruit a Level III Reserve Officer with forensic computer expertise or other skills to assist detectives in technology-based crimes.

Volunteers in police agencies have shown an ability to handle broader responsibilities, such as working in identity theft units, following up with families on missing persons and runaway juveniles, and calling victims. This type of help would relieve detectives of these tasks and expand community relationships within the division. The basis of a well-managed volunteer program is the selection of competent and reliable volunteers. For example, the Pasadena Police Department has earned national recognition for its volunteer program, many of whom work in detectives.

## High-Tech Crimes

High-tech crimes involve forensic examination of seized computers and cell phones. A Juvenile Detail detective and a Vice/Narcotics Detail detective share responsibility for high-tech crimes as a collateral assignment. The Juvenile detective is assigned to computers and the Vice/Narcotics detective handles cell phones and PDAs. Most of the computer examinations are related to child pornography cases. The crime lab is located in a separate, well-maintained, temperature-controlled room dedicated exclusively to examining seized computers. The unit operates efficiently and the detectives' caseload is manageable.

Both HTC detectives are on the sergeant's promotion list. If one or both receive promotions and are reassigned, it is unclear whether they will be available to continue handling HTC duties. If the need arises to replace the HTC detectives, the department should consider hiring a part-time civilian assigned to a newly created Technical Services Unit. A permanent technical services computer specialist would ensure continuity and would save the cost and time of retraining new detectives when transfers and promotions occur. Since Internet-related crimes continue to rise, it may be more practical to cross-train detectives in Internet-based crime should the department chose not to hire a civilian technical specialist.

## Juvenile Detail

The Juvenile Detail is staffed with a sergeant, five detectives, and two police officers. One school resource officer (SRO) covers two high schools, along with the middle and elementary schools. The Suspected Child Abuse Report (SCAR) officer handles child abuse cases in all of the schools. The five detectives are assigned to juvenile cases. The SRO handles most school calls that would otherwise be dispatched to patrol, and backfills patrol when it is short staffed. The SRO rarely has sufficient time to spend at any one school. SROs are essential to building positive relationships with youth. Since DARE programs and teaching positions no longer exist for police officers, an SRO is the only police officer who school children will regularly see. CPSM recommends that a second SRO be assigned if future staffing permits. This would allow each SRO to be assigned to one of the two high

schools and divide the remaining schools between them. Each SRO should be cross-trained to handle SCAR duties to maximize limited resources.

### Recommendations:

- Hire one additional technical assistant in the Detective Bureau.
- Develop a system to electronically capture the Forensics Section's and specialists' workload.
- Hire an additional forensic specialist.
- Evaluate the need to send forensic specialists to minor traffic collisions and certain minor crimes.
- Delegate the compilation of UCR reports to records.
- Create a Technical Services Section, which include crime analysis staffed with two crime analysts and a technical services specialist to manage the department's CAD-RMS and other computer systems.
- Consider hiring a part-time computer forensic specialist contingent on future staffing needs for high-tech crime.
- Consider adding points for yearly outstanding performance evaluations in the detective testing process.
- Consider the option of allowing detectives to transfer to patrol.
- Implement a victim call-back procedure staffed by BPD volunteers.
- Create volunteer assignments in identity theft and to follow up with missing persons and runaway juveniles.
- Develop contingency plans for the division's organization to facilitate more general case assignment should additional personnel positions be cut.
- Assign a second officer as an SRO if future staffing permits.

### Civilianization Opportunities

The number of civilian employees has increased in positions throughout police departments across the country over the past twenty years. This has resulted in greater opportunities for lateral movement and advancement for civilian employees in police organizations. In California, civilians represent one-third to one-half of full-time positions in police departments. Civilians in police work have attended courses previously limited to sworn personnel, such as POST's Command College and POST's Management certification. The rapid growth in the number of civilians in police departments has outpaced their ability to allow progression from one classification to the next or to supervisory or managerial positions. BPD has 160 authorized sworn staff, along with 125 civilians, with civilians thus representing 44 percent of the positions in the department (July 2014). The

Investigation Division has 34 sworn positions and 7 civilians, with civilians thus representing 17 percent of the division's staff.

At present, the division affords limited movement for civilian employees. The only supervisory position is the forensic specialist supervisor. CPSM's proposed civilian Technical Services Unit, comprised of a computer systems specialist and two crime analysts, has the potential to create a civilian supervisor position; however, our recommendation is to move the unit to Administrative Services Division. CPSM also recommends adding a civilian technical assistant in the Detective Bureau for clerical support. If the division maintains its present structure, the primary opportunities for civilians would be in the positions of forensic specialist, crime analyst, and technical assistant. Civilians could work in other divisions in crime prevention and training. Several options for creating a designated civilian division would provide even greater vertical opportunity.

Implementation of a civilian career development program provides several benefits. First, it gives civilians the challenge and stimulation of working in assignments throughout the department while gaining a broader knowledge and understanding of the organization. Restructuring allows managers and supervisors greater flexibility to transfer employees within the department. Finally, civilian salary costs are lower. The planning and implementation of a civilian career ladder project requires extensive planning and collaboration with labor and management groups. CPSM spoke to a dozen civilian BPD employees, all of whom embraced the idea of greater civilian opportunities.

## Recommendation

- Consider appointing a committee to develop a structure for civilian career development.

## Internal and External Relationships

### Internal Relationships

CPSM's analysis of internal relationships revealed opportunities to enhance communication between divisions. CPSM visited a detective daily briefing in which a sergeant described crime activity over the weekend, crime trends, and wanted persons. The information was important and informative. The briefing was held in late morning, so no one from patrol could attend. CPSM later learned that sometimes patrol or detectives share the detective briefing, but not always. Crime analysis and detectives both use crime bulletins and post wanted suspect or vehicle notices in patrol briefing areas on a regular basis.

The detectives' roll call briefing information should be consistently shared with patrol. During subsequent visits to the Detective Bureau, CPSM staff inquired about the frequency of patrol officers, particularly field training officers, visiting with detectives to ask about suspects and crime and to exchange information. Every detective CPSM spoke to said that it was rare for patrol officers to make such inquiries, but that occasionally an FTO stops by.

Patrol officers and detectives should have a close working relationship, especially FTOs and trainees. Detectives will almost always have more crime information available for patrol officers

who come to their office. CPSM recommends that the FTO regimen include bringing trainees to talk to detectives at least weekly about suspect and crime information, juvenile activity, drug houses, suspicious activity, wanted vehicles, fencing locations, etc. Conversely, detectives and supervisors who attend patrol briefings to share information should continue the practice.

The majority of BPD staff contacted by CPSM regarding the study of the Investigation Division were cheerful, helpful, and dedicated to the department and the community. Several employees expressed gratitude and excitement to be working at what they consider to be an excellent police department. Several people said that the availability of training classes has improved considerably with a faster approval process.

Three recurring complaints were:

- Disapproval of how executive staff implements organizational change.
- Perception that executive staff is trying to create an LAPD-style department.
- Detectives have too many meetings to attend, especially on Wednesday mornings.

Complainants felt that management pushed change down without sufficient opportunity for subordinates to understand and have a role in questioning it. According to command staff, that has not been the practice. Three command staff are retired from LAPD, which can create the perception that change will be reflective of LAPD policy, regardless of facts.

On Wednesdays, supervisors attend three back-to-back meetings that take up the morning. Complainants believe information is redundant and that most meetings could be more concise. The last concern can be evaluated by staff and acted upon appropriately. The first two complaints are more deeply rooted. Establishing communication and trust is a delicate undertaking. The exact process is beyond the scope of this report, but is an area that needs attention. The leadership of the department must first recognize the seriousness of the issue and look for ways to deal with it.

It is evident that the Investigation Division has experienced significant operational and technological changes in the past four years. CPSM examined many of the programs, policy changes, task force participation, equipment, and technologies that are now a part of the division. These products and changes are consistent with the highest contemporary policing standards.

First-line supervisors are key to leading by modeling department values and so are line employees, both sworn and civilian. This indicates that an intensive leadership program for all members of the department may be appropriate. If so, the department should consider training its line staff, particularly FTOs and civilians, in values-based policing by sending them to the Los Angeles County Sheriff's Deputy Leadership Institute or similar training with on-going reinforcement by supervisors. Supervisors must reinforce values of moral courage and integrity by encouraging and rewarding officers and civilians for possessing character. Employees who demonstrate moral courage, integrity, and commitment should be recognized and rewarded.



## Recommendation:

- Consider the pacing and impact of organizational changes.

## External relationships

### *Crime Victims*

An earlier recommendation suggested using volunteers to call crime victims. Many, but not all, detectives call crime victims within a day of receiving a crime report. Crime victims constitute an important external stakeholder relationship for detectives who are sometimes too busy with filing cases and follow-up to provide extensive personal attention. A volunteer who calls victims shortly after a crime occurs to express concern and provide information about the case can enhance relations between detectives and the community.

### *Community*

Within the Investigation Division the crime analyst and some detectives are regularly engaged in making community presentations, attending meetings, providing training, and establishing close community ties. This should be encouraged for detectives, especially in light of the national scrutiny that police have been under in the past year. Detectives, when possible, should inform the public about crime and crime prevention. Schools, service clubs, churches, Citizen-Police Academy, community meetings and organizations, and Neighborhood Watches are prime opportunities to share information and build relationships. The Administrative Division's Community Outreach unit should work with the division to identify appropriate venues for detectives to make community presentations.

CPSM spoke to representatives from the following external organizations about their relationship with ISD: Glendale District Attorney's Office, Verdugo Hills Regional Crime Lab, Magnolia Park Merchant's Association, LoJack, and the Armenian National Committee of America (ANCA). Each had only positive experiences dealing with detectives. The Magnolia Park Merchant's Association had especially high praises for the division's crime prevention presentations, holiday patrols, and on-going communication in the past year.

When staffing permits, the department may want to consider creating an external rotation program with Glendale, Pasadena, or LAPD's North Hollywood or Mission Divisions. A week-long exchange with another detective section or task force may stimulate and expose detectives to different techniques and methods to expand their experience and forge new relationships.

## Recommendations:

- Detectives should collaborate with the Community Outreach staff to identify opportunities for occasional crime prevention talks.
- Consider creating an external rotation program with Glendale, Pasadena, and LAPD's North Hollywood or Mission Division.



## Equipment and Facilities

The department provides impressive, spacious, modern facilities for the Investigation Division. The division's offices are on the second floor of the police building, and these offices are protected by security features and video camera monitors. Access is only available by a lobby-level elevator that requires a card key, or through locked doors off the lobby and interior hallways leading to staircases. Employees are issued card keys. Common areas are clean and well-maintained and files are well-organized and easily retrieved. Offices facing the hallways are all covered in glass, allowing clear visibility in most areas.

The division's equipment is excellent, including cutting-edge technologies used to track and monitor crime and criminal cases. Nearly all of the department's software systems — Tiburon (CAD), Palintir (link analysis), Foray (digital management), and File on Q, Parking Citations, and Police Employee Network need to be accessed independently. The department recently received approval for an upgrade for Tiburon which will allow custom reports tailored to the division's needs. CPSM examined several of the software programs. It appears that the Police Employee Network system is underused and its viability and usefulness may warrant a review.

## Evidence Handling and Processing

CPSM examined the division's evidence handling and processing practices. Both detective sergeants and the Property & Evidence supervisor need to hold detectives accountable for timely disposition of property and evidence. This is especially problematic when detectives retire and leave cases without updating the evidence status. According to the Property & Evidence supervisor, detectives who acquire the old cases from retiring detectives often do not review them to determine if evidence should be saved, returned, or destroyed. CPSM recommends that supervisors ensure compliance with BPD Policy 803.8, Disposition of Evidence-Investigator's Responsibility, so evidence and property is disposed of in a timely manner. The computer-generated report that highlights the evidence and property disposal dates aids detective and Property & Evidence supervisors in timely monitoring.

Historically, Vice/Narcotics detectives have performed presumptive tests on drugs and narcotics that patrol officers confiscate. This time-consuming process for Vice/Narcotics could be eliminated by having patrol officers do the drug testing during their preliminary investigation and this would also shorten the chain of custody.

CPSM visited the Property & Evidence booking area. While the area is physically not within the Investigation Division, detectives book evidence and property, including drugs, cash, and jewelry in the area. The Property & Evidence booking area is not equipped with a video camera. Cameras are of value for any potential internal investigations involving officers accused of mishandling evidence. CPSM recommends that the department consider installing a camera in the area to record officers and staff while booking evidence and property.

### Recommendations:

- Ensure supervisors are timely in monitoring of evidence and property disposal dates Create software-based reports to highlight evidence and property disposal dates for supervisors so as to ensure timely monitoring.
- Direct patrol officers to test their own confiscated drugs and narcotics.
- Install a camera in the Property & Evidence booking area to record detectives, forensic specialists, and officers while booking property and evidence.

## Staffing and Benchmarking

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In order to assess the number of detectives that would be appropriate for the Burbank PD Detective Bureau, it can be illustrative to compare the BPD with various benchmarks that are commonly used for this purpose.

Establishing the appropriate number of investigators needed for a given police department is a complex undertaking. For patrol allocation, the process is relatively straight forward. The CAD systems used by most police agencies permit an examination of the discrete patrol activities (calls for service) performed by officers and can calculate the time spent on these assignments, along with the number of officers assigned to these CFS. The combination of these two variables results in measurement of the actual workload, and when this workload is examined across the 24-hour period of the day, an assessment of the number, and combination of patrol officers can be determined to meet this demand. The process is not so straightforward for the investigative function.

Every community is different, and different communities have different preferences for investigative work, as well as different crime conditions that require different specializations. In addition, each community has a unique criminal justice system, with courts, prosecutors, and corrections requiring different services from the police. While this is intuitive, the result, however, is that no one investigative unit is comparable to any other unit. The relative uniformity of patrol, which allows for a standardized approach to determining workload, is absent for investigations.

In order to properly evaluate staffing levels for criminal investigations, numerous factors need to be considered. Police departments have different standards with regards to the types of cases actually assigned for investigation. Some agencies employ a strict application of solvability factors to assign cases, while others accept any criminal complaint filed with the department. Work practices vary greatly from agency to agency. Some agencies rely on automated case management systems, while others are less technology driven and use a manual process. Similarly, investigative techniques vary, as does the level of additional (non-investigative) duties assigned to detectives. Lastly, the complexity of cases is an important variable to consider when evaluating workload. For example, one “simple” fraud case may consume numerous hours of investigative workload, whereas one “serious” assault case may be relatively straightforward, requiring little time at all to investigate and prosecute.

The community is also an important variable when considering workload. What has the community come to expect from the department, and are their strong external actors in the community that demand heightened investigatory attention that might not be present elsewhere? These are critical factors to consider when evaluating workload and the necessity of staffing an appropriate number of detectives to accommodate these factors.

Therefore, an evaluation of the workload for an investigative unit requires a balance of quantitative and qualitative approaches. In other words, the application of art and science is required to make

an informed judgment on how many investigators a police department requires to be both efficient and effective.

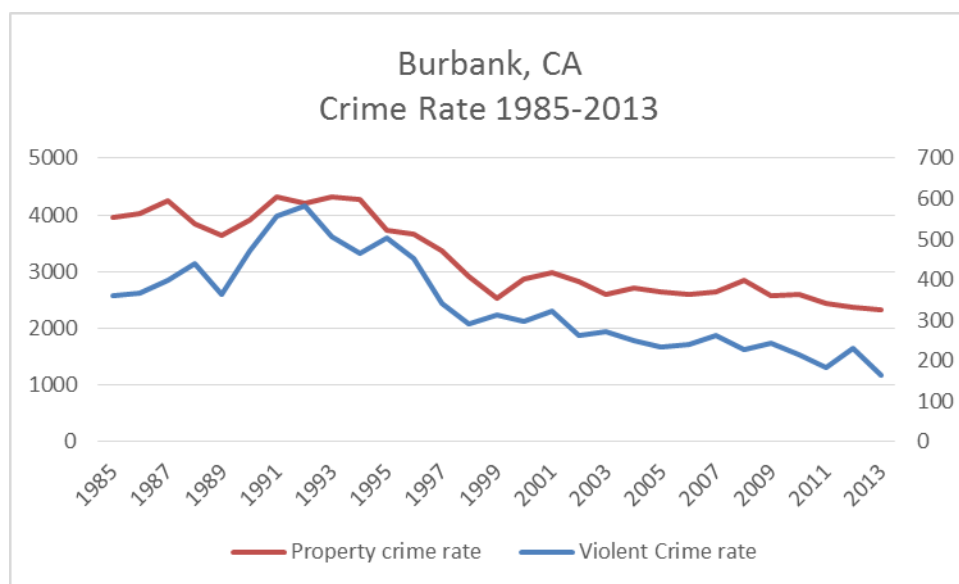
Our analysis applied here relies on both approaches. This analysis looks at several different benchmarks for the investigative function. Employing an analysis of the crime rates in Burbank, along with data available from numerous other sources, allows us to render a qualitative assessment. Furthermore, relying on the department's own data, a more quantitative assessment can be made. On top of this, an assessment of the investigative operation made in context with best practices of policing, as well as the feedback from the investigators themselves, can be used to determine the appropriate allocation and deployment of investigative personnel for the department.

## Crime Statistics

In 2013, the last year for which complete, official data are available, Burbank had a violent crime rate of 163 violent crimes per 100,000 residents and a rate of 2,320 serious property crimes per 100,000 residents. Crimes included in these categories are those that constitute the FBI's Uniform Crime Report Part I crimes (violent crimes = homicide, rape, robbery, aggravated assault; and property crimes = burglary, larceny/theft, and motor vehicle theft).

Figure 1 provides a 28-year view of the crime experience in Burbank. As one can see, there has been a substantial decrease in crime in Burbank over time. Other than a spike in violent crime in the early 1990s, crime rates in Burbank have declined steadily over time. Over this period there has been a 55 percent decrease in violent crime and a 41 percent decrease in property crime. Looked at in a different way, a Burbank resident is two-times less likely to be the victim of a serious crime today than in 1985. This substantial decrease is due to numerous sociological and other demographic factors, undoubtedly one of which is the effectiveness of the Burbank Police Department.

**Figure 1. Crime Rates in Burbank, 1985-2013**



The crime experience in Burbank can also be assessed by looking at crime in neighboring jurisdictions as well as communities that have comparable demographics. Table 10 illustrates the crime rates in the cities in Los Angeles County as well as communities used by the Burbank PD for comparisons.

According to this table, Burbank compares favorably to other communities. For the cities in Los Angeles County, Burbank is ranked 12th of the 15 cities in violent crime, and has a rate 75 percent lower than Inglewood, which has the highest violent crime rate. Similarly, Burbank is ranked 7th of the 15 cities in the county for property crime rate. In this crime category, Burbank is 26 percent lower than West Covina, which has the highest rate. When it comes to similar communities, Burbank PD looks at Glendale, Garden Grove, Pasadena, Irvine, and Santa Monica. Here again, Burbank compares favorably. Within these comparison communities Burbank ranks fourth out of the six for violent crime, and third out of the six for property crime. Also, Burbank's violent crime rate is 53 percent lower and property crime rate is 39 percent lower than Santa Monica's, which has the highest rate in both these categories.

**Table 10. Community Crime Rate Comparisons**

City	Population	Total Violent Crime	Violent Crime Rate	Total Property Crime	Property Crime Rate
Los Angeles County Cities					
Los Angeles	3,878,725	16,524	426	85,844	2213
Long Beach	469,665	2,346	500	12,999	2768
Santa Clarita	204,951	276	135	2,713	1324
Glendale	195,366	181	93	3,198	1637
Lancaster	159,792	832	521	3,495	2187
Palmdale	156,522	759	485	3,344	2136
Pomona	151,366	809	534	4,394	2903
Torrance	147,534	187	127	2,786	1888
Pasadena	139,003	434	312	3,779	2719
El Monte	115,591	340	294	2,182	1888
Downey	113,222	326	288	3,292	2908
Inglewood	111,672	739	662	2,718	2434
West Covina	107,867	231	214	3,370	3124
Norwalk	106,518	407	382	2,246	2109
<b>Burbank</b>	<b>104,727</b>	<b>171</b>	<b>163</b>	<b>2,430</b>	<b>2320</b>
Comparison Cities					
Garden Grove	175,469	455	259	3,397	1936
Glendale	195,366	181	93	3,198	1637
Irvine	235,830	113	48	3,285	1393
Pasadena	139,003	434	312	3,779	2719
Santa Monica	92,488	324	350	3,544	3832

## Investigative Benchmarking

In order to assess the number of detectives that would be appropriate for the Burbank PD Detective Bureau, it can be illustrative to compare the BPD with various benchmarks that are commonly used. For this purpose, we used data from the Law Enforcement Management and Administrative Statistics (LEMAS) survey, data from the Benchmark Cities Survey, and commonly used industry standards comparing index crime and caseload to the number of investigators assigned. CPSM understands that these benchmarks are not fully validated mechanisms for establishing staffing levels; however, these measures are useful to understand the staffing decisions made in Burbank in the context of other police departments in the U.S.

## LEMAS

The Law Enforcement Management and Administrative Statistics (LEMAS) survey collects data from a nationally representative sample of publicly funded state and local law enforcement agencies in the United States. The last survey for which data are was conducted in 2003. Although more than a decade old, this research provides an important look at the trends in local policing.

The 2003 LEMAS survey reported data from a total of 2,859 agencies that each had 100 or more sworn officers assigned. This represented a more than 90 percent response rate for local police departments of this size. While not representative of all police departments in the country, the population and sample size are representative of departments similar in size to the Burbank PD.

According to this survey, municipal police departments reported that 16 percent of their sworn personnel were assigned to investigations. The Detective Bureau in Burbank has 34 sworn officers assigned (1 captain, 1 lieutenant, 4 sergeants, 26 detectives, and 2 police officers). These 34 sworn officers represent 2.13 percent of the total 16048 sworn officer positions currently filled in the department. If the Detective Bureau in the BPD had the average number of personnel calculated by the LEMAS survey, 264 sworn officers would be assigned to an investigative capacity (16 percent of  $16048 = 253.68$ ). Therefore, according to a comparison with the LEMAS data, the BPD has more investigative personnel assigned than expected.

## Benchmark Cities Survey

The Benchmark City Survey was originally designed in 1997 by a core group of police chiefs from around the country. These chiefs sought to establish a measurement tool to help ensure their departments were providing the best service possible within their respective community.

The survey provides a wide range of information about each department. With that information, the participating agencies can set better goals and objectives, and then compare their performance in the various areas.

The Overland Park, Kansas, Police Department has taken the lead in compiling the survey results, and makes the final Benchmark City Survey Report available to all participants at an annual Chief's Summit hosted by participating agencies on a rotating basis.

Table 11 lists the cities that participate in the Benchmark Cities survey. It also shows the personnel complement in each agency for total sworn personnel, and number of sworn personnel assigned to patrol, investigations, and narcotics.

**Table 11. Sworn Personnel in Benchmark Cities Survey**

City	State	Total	Patrol	Investigations	Narcotics
Alameda	CA	88	48	10	0
Bellevue	WA	178	88	23	6
Boca Raton	FL	198	120	23	8
Boise	ID	310	187	32	9
Boulder	CO	187	114	21	0
Broken Arrow	OK	130	76	13	5
Cedar Rapids	IA	204	116	27	7
Chesapeake	VA	388	241	44	23
Chula Vista	CA	237	140	23	5
Columbia	MO	160	95	21	4
Coral Springs	FL	205	105	24	9
Edmond	OK	116	62	14	2
Fort Collins	CO	197	111	30	0
Fremont	CA	185	115	23	0
Garland	TX	323	152	43	7
Grande Prairie	TX	237	127	26	5
Henderson	NV	389	174	48	8
Irving	TX	346	177	46	17
Lakewood	CO	259	154	51	0
Lawrence	KS	154	105	19	3
Lincoln	NE	320	211	39	15
Naperville	IL	165	98	23	10
Norman	OK	173	113	25	11
Olathe	KS	172	107	16	4
Overland Park	KS	250	107	40	4
Peoria	AZ	191	123	23	5
Plano	TX	348	183	55	10
Richardson	TX	151	85	27	0
San Angelo	TX	165	90	24	6
Springfield	MO	331	180	52	11
<b>Average</b>		<b>225.2</b>	<b>126.8</b>	<b>29.5</b>	<b>6.5</b>
<b>Burbank</b>		<b>148</b>	<b>90</b>	<b>28</b>	<b>6</b>

Several comparisons can be made using the information from this table. The first comparison is the number of personnel assigned to investigations compared to the size of the department. The average size of a department in this survey is 225.2 sworn officers. Combining the investigations and narcotics personnel, the average number of sworn personnel assigned to the investigative



function is 36 (29.5 plus 6.5). The 36 sworn investigators represent 16 percent of the average department ( $36/225.2 = 16\%$ ), which is the same percentage reported by the LEMAS survey. Here again, if the BPD resembled the average department in the Benchmark Cities Survey, there would be 24 total sworn personnel assigned to the Detective Bureau.

It is also useful to compare the distribution of personnel across functions in the departments. According to the table the ratio of patrol officers to investigators is 127:36, or approximately 3.52 patrol officers per detective. Using that same distribution for the BPD reveals 2.65 patrol officers per detective, which indicates there are fewer officers on patrol per detective, or more appropriately stated, more investigators compared to the average number of patrol officers than found in the Benchmark Cities survey. If the BPD was similar to the average city in the Benchmark Cities survey there would be 26 sworn officers in an investigative function for a department of 90 officers on patrol.

### Commonly Used Industry Standards

Police departments across the country use crude industry standards to evaluate the appropriateness of staffing for investigations. In general, two such measures are used: the number of index crimes per investigator and caseload per investigator.

The average distribution of Part I offenses per “line” detective developed in police services studies in the U.S. generally ranges from 300 to 500 Part I offenses per investigator. Typically, the lower end of this range is used for violent crime and the high end of this range is used for property crime. (This does not include those assigned to “proactive” units such as narcotics or vice.)

The Persons Detail in the BPD is staffed with seven detectives. In 2013, the BPD recorded 171 violent crimes. This works out to approximately 25 violent crimes per “persons” investigator. The Property Detail in the BPD is staffed with eight detectives. In 2013, the BPD recorded 2,430 property crimes. This works out to approximately 300 property crimes per “property” investigator. According to these data, in context of the crime-to-detective ratio, it would appear that the Detective Bureau in the BPD is overstaffed in the Persons Detail and has a manageable workload in the Property Detail. Using this measure as the benchmark could lead to the conclusion that the units could be merged into one investigative function, thus eliminating the distinction between persons and property crime.

Another commonly used standard to evaluate investigative workload is the number of cases assigned to each detective. In general, a manageable caseload of active and workable cases is thought to be in the range of 120 to 180 cases per year (10 to 15 per month). Examination of the case assignments for the Persons Detail for the years 2012, 2013, and 2014, indicates that the average caseload per year per detective was approximately 148 cases. For the Property Detail over the same period the average number of cases assigned per detective was 175 cases per year. According to this benchmark, detectives in the BPD have manageable caseloads and are comfortably within the expected range.

The inconsistent conclusions reported here under the commonly used benchmarks reveal the relative difficulty in using these standards to make staffing decisions. Employing one measure indicates the Detective Bureau is overstaffed, employing a second measure indicates it is appropriately staffed. The divergent conclusions can be attributed to the types of cases assigned in the BPD. Using the violent and property crime standard overemphasizes the contribution of serious crime to investigative staffing. With a relatively low rate of serious crime in the community, it appears that this measure inaccurately reflects case assignments for detectives. On the other hand, the caseload method indicates that the Detective Bureau is appropriately staffed to handle low level criminal investigations. Typically, low-level or nonserious investigations do not have the same workload demands as serious cases. Therefore, two conclusions are possible using this benchmark. First, the Detective Bureau is likely assigning cases that otherwise would not be assigned for investigation, and second, the nature of the work itself conducting and documenting investigations is likely inefficient requiring more people to support the process than would otherwise be expected.

There is no caseload standard for specialized units, such as narcotics, because these types of cases are more proactive in nature. One case can consume many weeks of staff time generating leads, contacts, and suspect information, and a case may also often require time-consuming surveillance and related activities.

## Investigative Workload

CPSM contends that the use of benchmarks is an inappropriate method for establishing the appropriate staffing level to efficiently staff an investigative function. While the benchmarks are useful in understanding where a department stands in comparison to similarly situated departments, the variability in the criminal investigative process from department to department leaves this method somewhat lacking. In fact, CPSM is unaware of any research or methodology that describes an appropriate approach to determining the number of investigators required for a municipal police department. Research on detective operations has generally been focused on describing the tasks and activities of detectives, exploring their productivity, and describing the case management process.

The best method to determine staffing levels is based upon the actual workload demands placed on an individual department in context with the amount of investigative services a community is willing to “purchase” to handle reported crimes. Although this is an intra-agency methodology, the experience of other agencies in this area can be helpful in designing the appropriate method for the Burbank PD.

It should be noted that the evaluation of investigative workload with a commensurate balancing of staffing is an extremely uncommon undertaking in American policing. The BPD should be commended for embarking on such a progressive approach to police management. Empirical research in this area is almost nonexistent; therefore, the BPD is charting unknown ground as it seeks to balance supply and demand of investigative services. There are two illustrations that on

one hand are helpful in determining staffing levels, but on the other hand reveal the complexity and ambiguity in even the most effective methods.

## Case Matrix

One commonly used method involving investigative workload is the case matrix approach. Under this approach the department uses a case matrix and separates cases by degree of complexity. Cases are categorized as contact only, less complex, typical, and more complex. Furthermore, types of crimes are separated into twelve different categories. Table 12 illustrates the categorization of crimes by complexity.

In order to determine the number of detectives necessary to handle the workload, a department simply plugs in the number of cases recorded in each category and adds up the hours needed to handle the work. The major shortcoming of this approach is it assumes a fixed level of time needed for each type of case, as well as the approximate percentage of cases that a department will assign in each category.

**Table 12. Case Matrix Categorization**

	<b>Contact Only</b>	<b>Less Complex</b>	<b>Typical</b>	<b>More Complex</b>
Homicide and death investigation	4 hours	40 hours	80 hours	220 hours
Assaults	1 hour	6 hours	20 hours	40 hours
Burglaries	1 hour	20 hours	32 hours	48 hours
Sexual assaults	4 hours	12 hours	20 hours	40 hours
Robberies	1 hour	10 hours	30 hours	48 hours
Larcenies	1 hour	4 hours	8 hours	16 hours
Bad check, fraud/forgery	2 hours	14 hours	24 hours	120 hours
Weapons	1 hour	12 hours	24 hours	40 hours
Disorderly/harass./threats/BOP	2 hours	12 hours	24 hours	32 hours
Damage to prop./crim. mischief	2 hours	12 hours	24 hours	32 hours
Missing persons	1 hour	3 hours	8 hours	16 hours
All other	2 hours	12 hours	24 hours	32 hours

## Actual Time

The most appropriate method for measuring workload demands is to calculate the time needed to investigate individual cases. Under this method, it is incumbent upon each detective to accurately record the time spent investigating cases, as well as the time spent on the other various functions of modern day investigations. Very few agencies undertake this approach and those that do only do so in a cross-sectional approach and do not imbed the methodology into day-to-day management of investigations.

In April 2014, the BPD began requiring detectives to account for the time spent on investigations. Table 13 shows the amount of time dedicated to investigations as recorded by the time management system for the remainder of 2014.

**Table 13. BPD Investigations and Time per Case**

<b>Offense</b>	<b>Number of DRs</b>	<b>Total Hours/Minutes Worked</b>	<b>Average Time Per Case</b>
Murder	1	9:55:00	9:55:00
Rape	10	153:50:00	15:23:00
Robbery	31	133:19:00	4:18:02
Aggravated Assault	37	206:50:00	5:35:24
Other Assault	241	688:20:00	2:51:22
Burglary	149	335:49:00	2:15:14
Theft	1,023	975:26:00	0:57:13
Grand Theft Auto	80	230:37:00	2:52:58
Arson	7	130:13:00	18:36:09
Forgery	31	54:57:00	1:46:21
Fraud	193	436:20:00	2:15:39
Embezzlement	17	62:30:00	3:40:35
Stolen Property	13	57:15:00	4:24:14
Vandalism	175	115:59:00	0:39:46
Weapons	34	38:40:00	1:08:14
Prostitution/Vice	1	0:30:00	0:30:00
Sex Offenses	50	165:20:00	3:18:24
Narcotics	308	1100:09:00	3:34:19
Offense Against Family	20	137:32:00	6:52:36
DUI	35	14:15:00	0:24:26
Liquor Laws	3	0:35:00	0:11:40
Drunkenness	150	70:25:00	0:28:10
Disorderly Conduct	15	14:34:00	0:58:16
All Other Part 2 Crimes	484	799:02:00	1:39:03
Suspicion	1	4:25:00	4:25:00
Runaway	69	50:55:00	0:44:17
Hate Crimes	4	19:42:00	4:55:30
Traffic	54	23:44:00	0:26:22
Part 3 Crimes	187	307:00:00	1:38:30
<b>Total</b>	<b>3,423</b>	<b>6,338:08:00</b>	<b>1:51:06</b>

According to this table, BPD detectives investigated 3,424 cases and dedicated 6,338 hours to this effort. The average amount of time dedicated to an investigation was approximately 1 hour and 51 minutes. Arson investigations required the most time on average, with approximately 18 hours and 36 minutes dedicated per case. Liquor law violations received the least amount of investigative time with only 11 minutes.

This process is in its beginning stages and the BPD should be commended for taking this approach to investigative management. Because this process in its early stages, however, the reliability of the information is poor. For example, the one homicide investigation, according to the BPD data, required only 9 hours and 55 minutes of investigatory time. Without drilling down into the specifics of this case, it is safe to conclude that this investigation, and any homicide investigation, requires substantially more than 10 hours to fully investigate. Similarly, the data show that rape cases only require about 15 hours, robbery cases only about 4 hours, and theft cases about 1 hour. Undoubtedly these data underreport the time dedicated by detectives assigned to these cases.

Furthermore, the BPD has 28 “line” personnel assigned to investigations (Persons 7, Property 8, Juvenile 7, Narcotics 5, Intelligence 1). These 28 investigators would typically work about 2,080 hours each year, or about 58,240 hours combined. According to the table, 6,338 hours were dedicated to investigations in 2014. This figure represents about 11 percent of the total available time allotted to investigations by “line” personnel. This is clearly an error of underreporting time. Anecdotal accounts, as well as personal observations, indicate that Detective Bureau personnel are engaged more than 11 percent of the time on investigations. This underreporting appears to be caused by unfamiliarity with the new time accounting process. The Detective Bureau is aware of both the inaccuracies of these data as well as the limitations in using this information. Nonetheless, this is a promising process that should be developed further by the Detective Bureau. With continued use, additional training, and supervision, this time accounting method can become a powerful management tool and can be used for numerous important purposes. The following recommendations are offered to enhance this already outstanding program.

## Recommendations:

- Consideration should be given to accounting for ALL of the available time during the work day. Instead of requiring detectives to log just the time investigating particular cases, they could be required to account for all of their time. Additional categories could be created to capture time spent on administrative duties, training, court appearances, etc. A more detailed accounting of the time would permit more effective management.
- Consideration should be given to expanding the time and case management system to include different types of cases that get assigned. CPSM recommends the separation of cases into the following broad categories:
  - Suspect unknown with no investigative leads.
  - Some investigative leads present with solvability potential.
  - Suspect known.
  - Suspect in custody.

Understanding where the effort is being placed, with information broken down by these types of cases, will enable the Detective Bureau to make more informed policy decisions regarding case management. For example, if a large amount of time is used on low-level crimes where the suspect is unknown, and a small amount of time is used on serious crimes where the suspect is in custody,

the Detective Bureau might consider shifting resources or changing case assignments. The first type of case (low-level, unknown suspect) is more of an administrative investigation, where the second type (serious, in custody) is more of an intelligence gathering and prosecution enhancing investigation. A more granular understanding of not only the amount of time spent on categories of cases, but also the types of investigations, would create a powerful managerial and policy-making tool.

## **Criminal Intelligence/Crime Analysis**

The Detective Bureau has one full-time civilian analyst assigned to criminal intelligence and crime analysis. The work being performed by this individual is nothing short of outstanding. The information processed and disseminated by this function is the most sophisticated of its kind in contemporary law enforcement. Out of the hundreds of police departments studied by CPSM, the capacity of the Burbank PD in this area is unrivaled. The department is on the cutting-edge of best practices in policing and should be commended for such an aggressive use of available technology and empirical research in criminology and crime reduction.

The crime analyst is responsible for preparing a daily crime analysis briefing. Included in this daily briefing is the identification and distribution of “missions” to officers on patrol. These “missions” are directed patrol requests for officers to perform during their discretionary time on patrol and are derived from an analysis of crime trends and patterns. The survey data presented below indicates that these “missions” are not perceived to be effective by patrol officers and officers are dismissive of their utility. CPSM contends that this area should be evaluated more closely. The development and distribution of these “missions” is an excellent strategy by the BPD and it should be not only encouraged but expanded. End-users should be consulted to improve the design and distribution of this information to improve upon an already outstanding program.

The crime analyst coordinates the tracking of prolific offenders in the community. Criminological research shows that a small percentage of people in any given community are responsible for a disproportionate share of the crime in that community. Keeping tabs on these individuals is in keeping with the best practices of crime control and proactive investigations.

The Detective Bureau and the crime analyst should be commended for developing such a robust crime analysis and criminal intelligence program in the department. This function is a model for other police departments to follow and the BPD should look for every opportunity to further leverage this area throughout the department.

# Employee Surveys

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## Detectives

As part of the operational assessment of the Burbank PD, CPSM conducted written surveys of all detectives and police officers in the department. The survey was administered by the online survey website Survey Monkey and was conducted over a two-week period between January 22, 2015, and February 3, 2015. Respondents were asked demographic questions about age, and gender, along with a series of questions related to workplace climate, organizational communications, the meaning and purpose of their work, as well as the degree of supportive relationships in the department.

Job characteristics were rated using a 5-point Likert scale ranging from “strongly agree” to “strongly disagree.” Respondents were asked to rate their level of agreement to numerous facets of work-life in the Burbank Police Department. Responses were scored from 1 to 5, with 5 representing “strongly agree” and 1 representing “strongly disagree.” The rating average is a summation of the actual scores for each response, and then divided by the total number of responses in that category. In some cases the number of responses in each category does not match the total number of respondents, because some respondents failed to provide a response in that category. A rating average of more than 3 indicates an overall agreement with the statement. A rating average less than 3 is trending toward disagreement. Employees could also submit comments if they desired.

For the detective survey, 31 responses were received. This represents a 100 percent response rate. Considering that survey responses were supported by personal observations and reports from the officers themselves, CPSM has a high degree of confidence in the survey results as accurately describing the attitudes and perceptions of the responding officers.

The following is a discussion of the strengths and weakness of the Burbank PD that the detective survey reveals. To understand a general trend revealed from the survey, it is important to keep in mind the scoring of the statements. Each statement received a score from 1 to 5, with one representing strong disagreement, and five representing strong agreement. A score of three would indicate a neutral position. Scores above 4 would indicate agreement and scores below 2 would indicate disagreement, with scores above 3.5 trending toward agreement, and scores below 2.5 trending toward disagreement. Scores above 3.5 and below 2.5 are highlighted in red and green, respectively, in Table 14.

## Strengths/Positives

Survey results indicate several positive indicators of work conditions in the Burbank PD Detective Bureau. There is a great sense of satisfaction with the work schedule. The statement “I am satisfied with my work schedule” received the highest positive score, with a rating average of 4.55 out of 5, which indicates very high agreement. The next highest scores were to the statements “My immediate supervisor is properly trained for the position he/she holds” (at 4.32), and “My work is important” and “My work makes a positive contribution to the community” (at 4.32). In general, the



survey indicates a positive work environment with clear expectations, supervisory support, and broad-based satisfaction with the Burbank PD as a place of employment and policing as a career. Similarly, there are no general deficiencies noted with the equipment. The following statements were found to have general agreement from the survey respondents:

- The radios we use are acceptable.
- The vehicles we use are appropriate for their use.
- I have adequate supplies/equipment necessary to do my job.
- I have adequate employee space to do my job.
- I am satisfied with my work schedule.
- I am proud to be a member of the BPD.
- In general, I am satisfied with my career.
- There needs to be more detectives to handle the workload in the Detective Bureau.

### Weaknesses/Negatives

The detective survey revealed several weaknesses. With an average score of 1.45, respondents disagree with the statement “Morale is high in the department.” The next lowest indicator was at 1.77, “In general, the communication process in the department is excellent,” followed by “Detectives have enough time to engage in proactive investigations” at 1.87. These scores indicate a strong disagreement with those statements.

The only other statement that indicated general disagreement was “I would recommend the Burbank PD to anyone interested in a career in law enforcement,” which scored a 2.19, and “The chief does a good job communicating his decisions to everyone in the department,” which also scored a 2.19.

One very interesting result from the detective survey can be found within the statements that explore career satisfaction. On the positive side, respondents indicate fairly strong satisfaction with their own careers. The statement “In general, I am satisfied with my career” scored a 3.90. This is a very high mark and indicates robust satisfaction among employees. However, the statement “my coworkers are satisfied with their jobs” received a score of 2.81. This is paradoxical. If there is general career satisfaction, how is it possible that the perception exists that “other” employees are dissatisfied? It seems that the prevailing perception is that “I am satisfied with my career, but people around me are unhappy with their careers.”

The following statements were found to be trending toward disagreement from the survey respondents:

- I often think of resigning from the department.
- Morale is high in the department.



- The department has a clear sense of its mission.
- Detectives have plenty of time to work their cases.
- Detectives have enough time to engage in proactive investigations.
- I would recommend the BPD to anyone interested in a career in law enforcement.
- The chief does a good job communicating his decisions to everyone in the department.
- In general, I believe there is good communication between the department and city hall.
- The chief listens to my ideas about improving the department.
- In general, the communication process in the department is excellent.

**Table 14: Rating Average of Survey Statements, Detective Survey**

Statement	Rating Average
<b>Climate/Work Conditions</b>	
I believe the Burbank PD provides an excellent service to the community	3.45
My work conditions are acceptable	3.23
The radios we use are acceptable	4.10
The vehicles we use are appropriate for their use	3.65
The technology we employ in general is effective	3.32
I have adequate supplies/equipment necessary to do my job	3.97
I have adequate employee space to do my job	4.10
I am satisfied with my work schedule	4.55
I am proud to be a member of the Burbank PD	3.60
I often think of resigning from the department	2.35
In general, I am satisfied with my career	3.90
Morale is high in the department	1.45
The department has a clear sense of its mission	2.26
Detectives have plenty of time to work their cases	2.35
Detectives have enough time to engage in proactive investigations	1.87
There needs to be more detectives to handle the workload in the detective bureau	4.13
Whenever I have a concern at work I can always have my concerns resolved	2.74
I would recommend the Burbank PD to anyone interested in a career in law enforcement	2.19
The department is innovative when it comes to fighting crime	2.74
The department is innovative when it comes to dealing with the community	3.23
The department is innovative when it comes to analyzing criminal intelligence	2.70
<b>Communication</b>	
I know what is expected of me at work	4.06
I have clear information about how to do my job	3.94
I feel comfortable with what I am asked to do in meeting my job requirements	3.84
My supervisor and I maintain a clear understanding about what I am expected to do and how I am expected to carry it out	4.23
The chief does a good job communicating his decisions to everyone in the department	2.19
My supervisor does a good job communicating information to people in my unit	4.06

Often times I hear about changes in the department from the press	2.74
In general, I believe there is good communication between the department and city hall	2.29
The chief listens to my ideas about improving the department	2.33
My immediate supervisor listens to my ideas about improving the department	3.94
In general, the communication process in the department is excellent	1.77
I wish there was a better way where my ideas could be heard	3.52
<b>Meaningful Work</b>	
I receive timely feedback that my work contributes to the overall success of the department	3.17
I receive necessary training to maintain/ improve my skill and competency levels	3.94
My immediate supervisor is properly trained for the position he/she holds	4.32
Training opportunities are readily available in the department	4.03
Training opportunities are distributed fairly in the department	3.16
Selections to specialized assignments in the department are done fairly	3.10
In the department, discipline is applied fairly	2.32
My work is important	4.32
My work makes a positive contribution to the community	4.32
<b>Support/Relationships</b>	
My supervisor takes personal interest in me	4.16
My supervisor supports my professional development	4.23
My supervisor is an effective leader	4.16
My coworkers are competent at doing their job	3.87
My coworkers are satisfied with their jobs	2.81
I have confidence in the chief to lead the department	2.52
I have confidence in the command staff to lead the department	2.52
Oftentimes it seems like no one is in charge	2.97

**Note:** Responses highlighted in red indicate general disagreement with the statement, and responses highlighted in green indicate general agreement with the statement.

## Open-Ended Comments

In addition to the forced-choice response categories, survey respondents were invited to write comments about the Burbank PD. Thirteen respondents provided comments in this area. Close examination of the comments provided reveals two themes. Employees were most concerned with the current personnel/staffing levels in the Detective Bureau and the level of communication they receive from the city and police administrations, with a slight concern for morale. Both of these themes also emerged during focus group and individual interviews with Burbank PD employees.

### *Personnel Staffing Levels*

The overwhelming majority of comments received from survey respondents focused on the current staffing levels and the need for more personnel. In general, Burbank PD detectives believe that they are not staffed appropriately and have concerns that the city and workload are growing but the staffing levels have remained the same. The concern for more staffing includes civilian jobs to handle administrative duties so the detectives can focus on their duties.

The following statements were taken from the employee survey to highlight the problems in this area

- Staffing is a concern in the department, especially with many retirements on the horizon. Unfortunately, the concern over staffing has caused a morale issue, especially because of increased workloads. The increased workloads also impact the quality of work being provided to the citizens
- I put neutral on my coworkers are competent. Most are. I believe manpower and proactive police work are what's needed. I don't see pred pol outdoing the entire shift pulling over everything that moves. Our computers and/or network stinks. We need more competitive pay. I've told people to apply here and they choose higher paying departments. You get what you pay for
- More personnel. Promoting people and leaving them in their current position solves nothing.
- I think our agency needs to be much more aggressive in hiring new officers. The citizens of Burbank expect a certain quality of service from our department, not the "do more with less" attitude I fear our agency is moving toward. The city of Burbank's population has grown significantly over the past years, especially the daytime population. There is absolutely no reason our department should be operating with the same number of sworn employees, or less, we have had for decades. I think it is a tragedy our department no longer has a gang unit, special enforcement detail, village bike patrol, retail officer, or a fully staffed SRO program.
- Detective Bureau is understaffed and clearly plays second fiddle to patrol. The Bureau is not important to the command staff.
- BPD is constantly low on patrol strength. The numbers (stats) are inflated to make it look like the Police Department is doing well. Response times will say that BPD is good and quick. Those numbers are good because this current administration changed the parameters from the past to make the response times look good. Ultimately, some officer will get hurt or killed because of the lack of officers in the field. Current administration knows when people are going to retire but never backfills properly so the department is always playing catch up.
- Staffing levels and detectives who are not interested in proactive operations are preventing us from engaging in proactive work. Many detectives would like to do more proactive work,

but caseload prevents that. I can't stress enough how important it is to only promote energized employees to detective.

- A question was asked re: sufficient detectives. Presently, yes. if some are to be taken away to create a pet project "suppression team" then no, that leaves the rest of the Bureau severely undermanned.
- Detectives should not be doing secretary work. We should have more civil jobs to handle task that detectives currently do.
- Our gang unit needs to be staffed properly.

### *Communication*

After personnel and staffing, the next theme that emerged was one of communication. Essentially, BPD employees perceive that they do not enjoy the respect and support of the chief and to a lesser extent, the police department administration. The following statements were taken from the detective survey to highlight the problems in this area:

- COMMUNICATION!
- Talk to more people other than those "hand-picked" by admin.
- We completed a survey years ago dealing with morale and which the chief refuses to release or share. Why? Why not do another survey on morale and put it out in the open and deal with the issues instead of sweeping them under the rug. These aren't necessarily my opinions, but it's what is talked about around the station.
- "The chief does a good job of communicating his decisions to everyone in the department;" another strongly disagree. There is NO or very little communication between the chief and members of the department. Often, the administration follows the chief's direction in the zero communication chain. Hopefully, some will offer specific examples. The only time the chief wants to communicate is when we get an award or something big happened because of the chief. So the communication gap is not very well from the chief and administration down to the supervisors, detectives, and officers. The last questions I will discuss is "I have confidence in the chief to lead the department" and the "confidence that the command staff to lead the department." I do not believe they do have the full confidence of the department to lead. There is first-hand and second-hand information that the chief talks negatively about his officers to outside people and others. I deem this information to be credible and believable. The chief has made comments that officers are "spoiled" and "overpaid." I can understand that he does not like officers and I don't have a problem with that. Myself and many other officers are disgusted with his behavior by going "public" with these subjective grievances. Keep his comments to himself and quit bad-mouthing the members of the organization. The chief is labeled as a hypocrite because he will come out with a bulletin saying how great the department did and how great the officers are. Obviously, he is contradicting himself and does it by labeling a negative perception to other people and agencies. I hold the same for the command staff. They do not and have not shown true leadership abilities to their own personnel.

## Police Officers

The second survey conducted as part of the operational assessment of the Investigation Division was a survey of all police officers in the Burbank PD in regard to their view of the division. This survey, too, was administered by the online survey website Survey Monkey and was conducted over a two-week period between January 22, 2015, and February 3, 2015. Respondents were asked demographic questions about age and gender, along with a series of questions related to workplace climate, organizational communications, the meaning and purpose of their work, as well as the degree of supportive relationships in the department.

Job characteristics were rated using a 5-point Likert scale ranging from “strongly agree” to “strongly disagree.” Respondents were asked to rate their level of agreement to numerous facets of work-life in the Burbank PD. Responses were scored from 1 to 5, with 5 representing “strongly agree” and 1 representing “strongly disagree.” The rating average is a summation of the actual scores for each response, and then divided by the total number of responses in that category. In some cases the number of responses in each category does not match the total number of respondents, because some respondents failed to provide a response in that category. A rating average of more than 3 indicates an overall agreement with the statement. A rating average less than 3 is trending toward disagreement. Employees could also submit comments if they desired. For the police officer survey, 51 responses were received.

The following is a discussion of the strengths and weakness of the Burbank PD that the Police Officer survey reveals. To understand a general trend revealed from the survey, it is important to keep in mind the scoring of the statements. Each statement received a score from 1 to 5, with one representing strong disagreement, and five representing strong agreement. A score of three would indicate a neutral position. Scores above 4 would indicate agreement and scores below 2 would indicate disagreement, with scores above 3.5 trending toward agreement, and scores below 2.5 trending toward disagreement. Scores above 3.5 and below 2.5 are highlighted in green and red, respectively, in Table 15.

### Strengths/Positives

Survey results indicate several positive indicators of work conditions as well as the partnership with the Investigation Division. There is a great sense of satisfaction with the work done in the field. The statement “I wish there were more opportunities for me to be proactive on patrol” received the highest positive score, with a rating average of 4.05 out of 5, which indicates very high agreement. The next highest scores were to the statements “I have enough training to conduct effective preliminary investigations on patrol” and “I would like to get more involved in the follow-up investigations of the crimes that I respond to” (at 3.81), and “I can count on my immediate supervisor to assist me conducting preliminary investigations on patrol” (at 3.77). In general, the survey indicates a good working relationship, with opportunities to engage patrol officers more with follow-up investigations.

The following statements were found to have general agreement from the survey respondents:

- Detectives in the Burbank PD do an excellent job investigating crime.
- I have enough training to conduct effective preliminary investigation on patrol.
- I can count on my immediate supervisor to assist me conducting preliminary investigations while on patrol.
- I would like to get more involved in the follow-up investigations of crimes that I respond to.
- I want to be a detective in the Burbank PD.
- I wish there were more opportunities for me to be proactive on patrol.
- The Vice/Narcotics Detail is effective at addressing vice and drug conditions in Burbank.
- The Persons Detail is effective at conducting follow-up investigations.
- The Property Detail is effective at conducting follow-up investigations.
- The Forensic Detail does an excellent job investigating crime scenes.

### Weaknesses/Negatives

The police officer survey revealed several weaknesses. With an average score of 2.12, respondents strongly disagree with the statement “I get enough feedback from the Detective Bureau about crimes I investigated and forwarded to the DB for follow-up.” The next lowest indicator was at 2.43, “The ‘missions’ I receive are effective at directing patrol officers to crime prone locations.” This was followed by “The crime analysis information I receive helps me to perform my patrol duties more effectively” (at 2.52).

**Table 15: Rating Average of Survey Statements, Police Officer Survey**

Statement	Rating Average
<b>Climate/Work Conditions</b>	
I believe that there is an excellent working partnership between officers on patrol and the detective bureau	2.86
Detectives in the Burbank PD do an excellent job investigating crime	3.77
I have plenty of time to conduct thorough preliminary investigations while on patrol	2.63
I have enough training to conduct effective preliminary investigation on patrol	3.81
I can count on my immediate supervisor to assist me conducting preliminary investigations while on patrol	3.77
I get enough feedback from the detective bureau about crimes I investigated and forwarded to the DB for follow-up	2.12
I would like to get more involved in the follow-up investigations of crimes that I respond to	3.81
The department is innovative when it comes to fighting crime	3.16
The crime analysis information I receive helps me perform my patrol duties more effectively	2.52
The "missions" I receive are effective at directing patrol officers to crime-prone locations	2.43
I want to be a detective in the Burbank PD	3.55
The career path to becoming a detective is understandable and easy to follow	3.09
I wish there were more opportunities for me to be proactive on patrol	4.05
Detectives are readily available when I need them on patrol	2.74
The Vice/Narcotics Unit is effective at addressing vice and drug conditions in Burbank	3.51
The Persons Detail is effective at conducting follow-up investigations	3.72
The Property Detail is effective at conducting follow-up investigations	3.53
The Juvenile Detail is effective at conducting follow-up investigations	3.42
The Forensic Detail does an excellent job investigating crime scenes	3.72
The detective bureau and the patrol bureau work well together to reduce crime	2.93

**Note:** Responses highlighted in red indicate general disagreement with the statement, and responses highlighted in green indicate general agreement with the statement.

### Open-Ended Comments

In addition to the forced-choice response categories, survey respondents were invited to write open-ended comments. Nine respondents provided comments. Close examination of the comments provided reveals one principal theme. Police officers were most concerned with information



sharing from the Detective Bureau. This theme also emerged during focus group and individual interviews with BPD employees.

### *Interaction*

In general, there is a positive relationship between patrol officers and detectives. The survey reveals that patrol officers' rating of the units in the Detective Bureau is high. Patrol officers report that detectives do an excellent job investigating crime, and with the exception of the Juvenile Detail, all Detective Bureau units are rated as effective by patrol officers.

In addition, it appears that officers believe they are prepared to conduct preliminary investigations on patrol and that patrol supervisors provide the needed support for these types of investigations.

### *Information Sharing/Communication*

The comments received from survey respondents focused on information sharing and communication. In general, officers believe there can be better information sharing from the Detective Bureau to the officers on patrol. There is also a strong belief that the lines of communication between the Detective Bureau and officers on patrol needs to improve and be more positive.

The following statements were taken from the employee survey to highlight the issues in this area:

- I believe it would be beneficial for detectives to provide more feedback in roll call about on-going crime and arrests.
- If patrol misses a fundamental step in a preliminary investigation, from persons to property, we do not hear about it directly. We hear it through negative comments "behind the back" of the officer making an error. There still exists a disconnect in communication.
- Detective Bureau reps should attend roll calls and actually pass on information when they do instead of attending and not saying anything. Also the detectives should provide feedback to officers or supervisors on the work done during an investigation good or bad.
- Informing patrol of their follow up investigations, assisting patrol more frequently, being more open and receptive to patrol. It seems like there is a huge disconnect between patrol and detectives, and it seems like they are each separate police departments. There is not much interaction between patrol/detectives on any level, especially nights/weekend shifts.
- There is absolutely no feedback between patrol and detectives unless you know a detective personally and talk about work.

One problematic area revealed by the survey and supported by anecdotal information received from the officers is that there is little in the way of feedback from the Detective Bureau on investigations. Officers would like to be more involved in the process and would like to be informed about the progress of investigations they forward to the Detective Bureau for follow-up. They perceive a disconnect between patrol and detectives and believe that greater information sharing would not only eliminate the disconnect, but improve the entire criminal investigative process.

### *Mission/Crime Analysis*

Surprisingly, patrol officers report that the directed patrol “missions” and crime analysis information received is not helpful. These areas trended toward disagreement from the survey. The irony is that the Burbank PD has one of the most well-developed systems of crime analysis and criminal intelligence seen by CPSM in an agency this size. The BPD’s capabilities in these areas rival, and in many ways surpass, big-city agencies with systemic violence. In order to explore this issue further, CPSM recommends that the Detective Bureau consider forming an intelligence working group made up of officers from patrol, detectives, and the crime analyst to design a system of information and intelligence reporting that is more “user-friendly” and enhances patrol operations.

The following statement was taken from the employee survey to highlight the problem:

- Crime analysis is not effective. It sounds neat, but a good patrol officer knows his or her beat and does not need to go to some place a day or five years after event. Crime analyst does not know how to read reports and we have to spend more time writing detailed summaries for her rather than getting back out to the street. Other analysis led to good work, but now we have to do more to assist her rather than her assisting us. I would like to do more follow-up in my prelim investigation, but crime analysis and other PR stuff takes me away from doing a quality job with investigations and PR with a victim.

### *All responses*

- I believe it would be beneficial for detectives to provide more feedback in roll call about on-going crime and arrests.
- If patrol misses a fundamental step in a preliminary investigation, from persons to property, we do not hear about it directly. We hear it through negative comments "behind the back" of the officer making an error. There still exists a disconnect in communication.
- Crime analysis is not effective. It sounds neat, but a good patrol officer knows his or her beat and does not need to go to some place a day or five years after event. Crime analyst does not know how to read reports and we have to spend more time writing detailed summaries for her rather than getting back out to the street. Other analysis led to good work, but now we have to do more to assist her rather than her assisting us. I would like to do more follow-up in my prelim investigation, but crime analysis and other PR stuff takes me away from doing a quality job with investigations and PR with a victim.
- Detective Bureau reps should attend roll calls and actually pass on information when they do instead of attending and not saying anything. Also the detectives should provide feedback to officers or supervisors on the work done during an investigation good or bad.
- The Vice/Narcotics Unit does not do any Vice related enforcement. There is a large number of prostitutes in our hotels on any given night, and they are not allowed to address the problem. This is a major issue, because prostitution invites many other problems into the city.

- The Detective Bureau needs more detectives AND needs a 3 to 5 person unit to assist investigators with follow-up, surveillance, and general support. The unit could also supplement patrol when needed. The effectiveness of the entire Bureau would increase by a great amount, as would the entire operation.
- Informing patrol of their follow up investigations, assisting patrol more frequently, being more open and receptive to patrol. It seems like there is a huge disconnect between patrol and detectives, and it seems like they are each separate police departments. There is not much interaction between patrol/detectives on any level, especially nights/weekend shifts.
- There is absolutely no feedback between patrol and detectives unless you know a detective personally and talk about work.
- There can be better time management if the Detective Bureau had office assistance, and more detectives.