



Venice Police Department

Findings and Recommendations for
the City Council



Our Approach.....

Mixed-methods design.

- **Qualitative assessment** paired with **quantitative analysis** of departmental records (CAD, RMS, administration logs).

Stakeholder engagement.

- Structured interviews and focus groups across sworn command, supervisors, line officers, civilian staff, fire/EMS and hospital partners, community, and elected officials.

Tested perception against data.

- Measured officer perceptions of strain against observed workload rather than accepting or dismissing them.

Qualitative Analysis

Key Finding One: *a strong culture...*

A family and camaraderie identified at every level, pride in excellent equipment and training.

A full-service, excellence-in-service, standard set well above what the staffing would suggest.

A community that returns the trust through equipment funding and past referendum support.

Residents want an officer who helps them through an incident, not one who simply takes a report.

Qualitative Analysis

Key Finding One : ...*under strain*

The standard is sustained largely through the personal effort of its people.

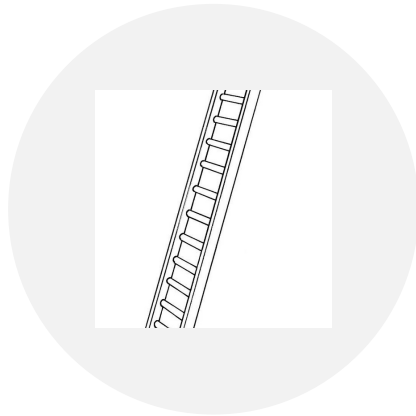
Authorized strength functions as a floor, not a cushion. The absence of one or two officers is felt immediately.

Minimum staffing forces a reactive posture; proactive and community work is the first thing displaced.

Specialty units are pulled to backfill patrol, and the most technical work sits in no job description or position.

Qualitative Analysis

Finding Two: where the strain concentrates



**MID-CAREER
RETENTION**



**INVESTIGATIONS
OVERLOAD**



TOO MANY HATS

Quantitative Analysis

Wilson & Weiss workload model.



Spatial demand mapping.



Traffic safety analysis.

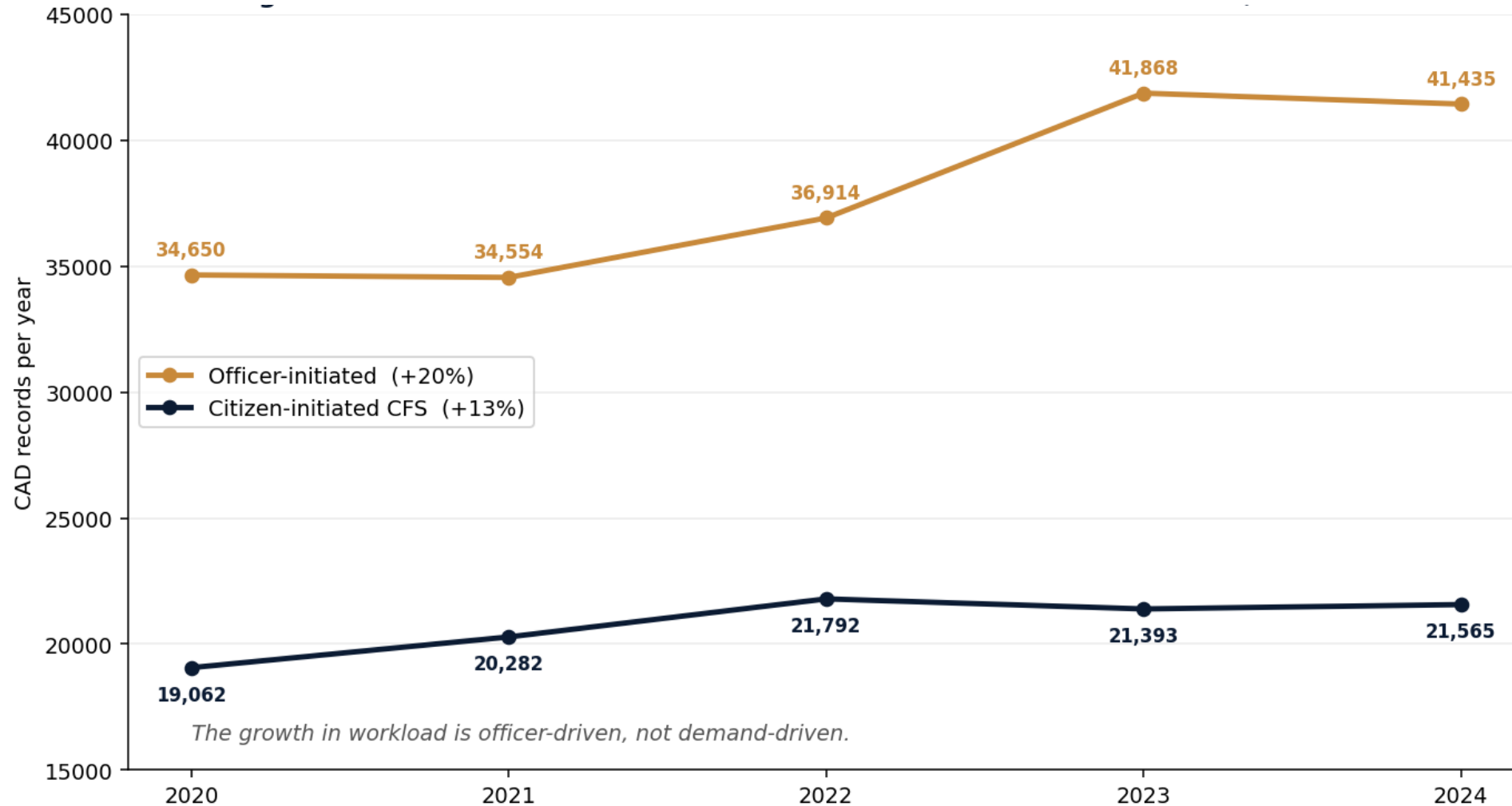


Peer benchmarking.

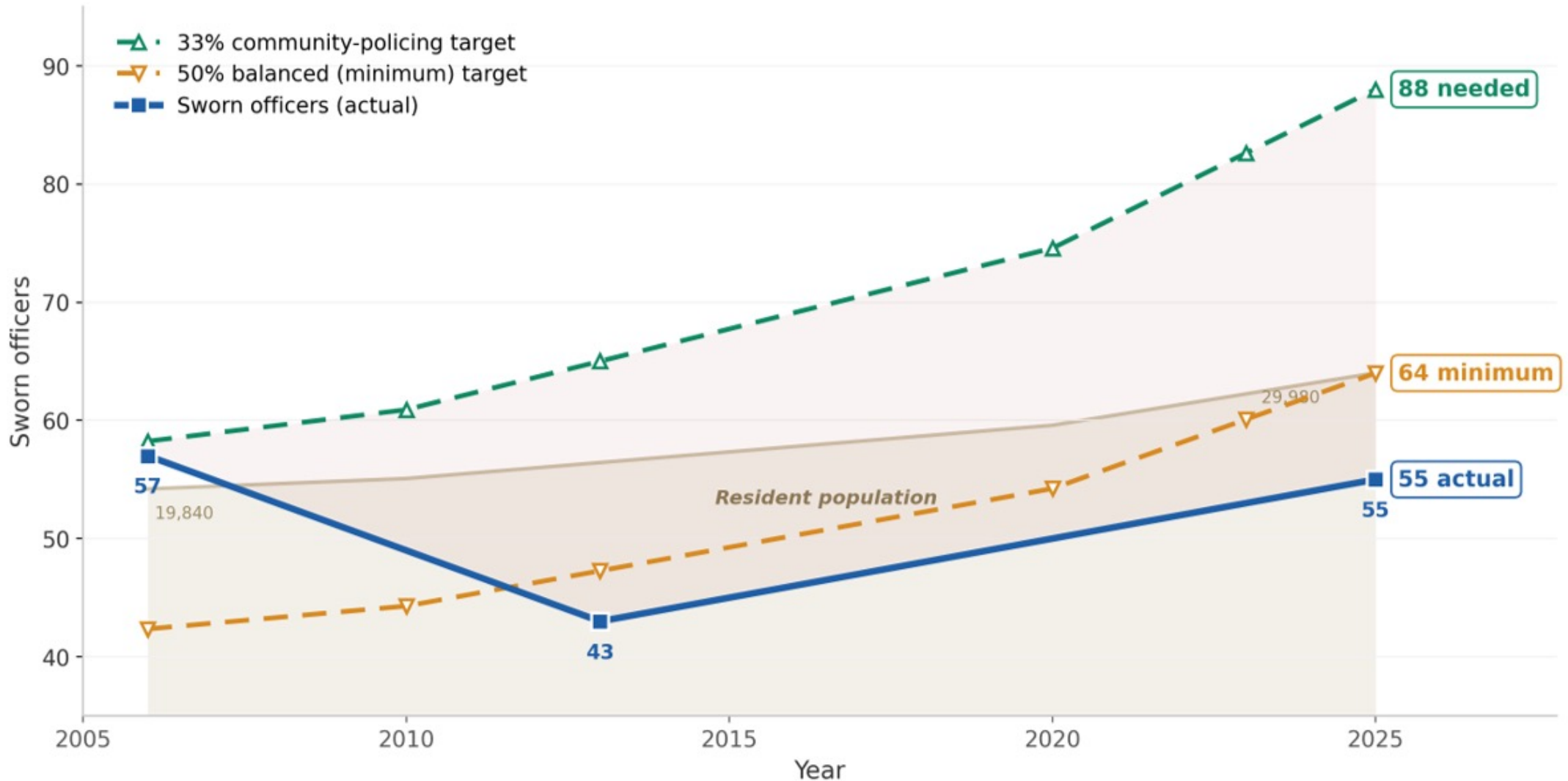


Growth projection.

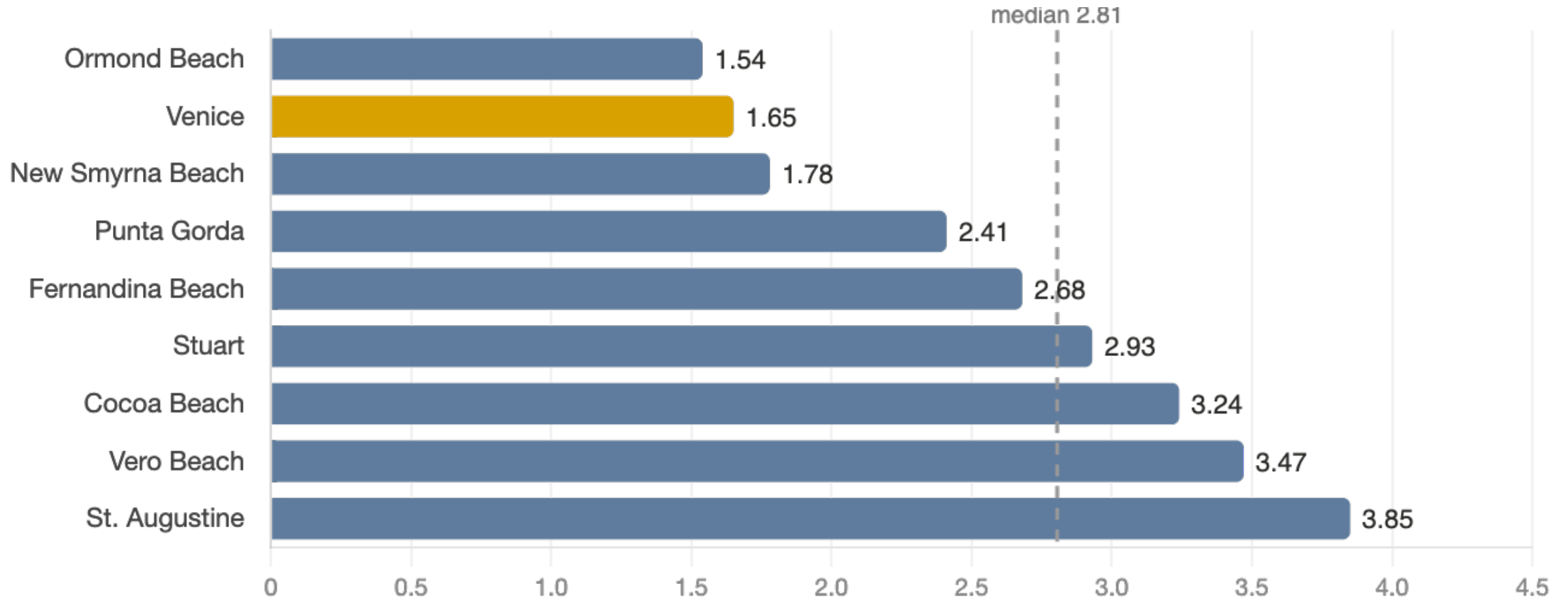
What type of Service does VPD provide?



Historical Sworn Capacity

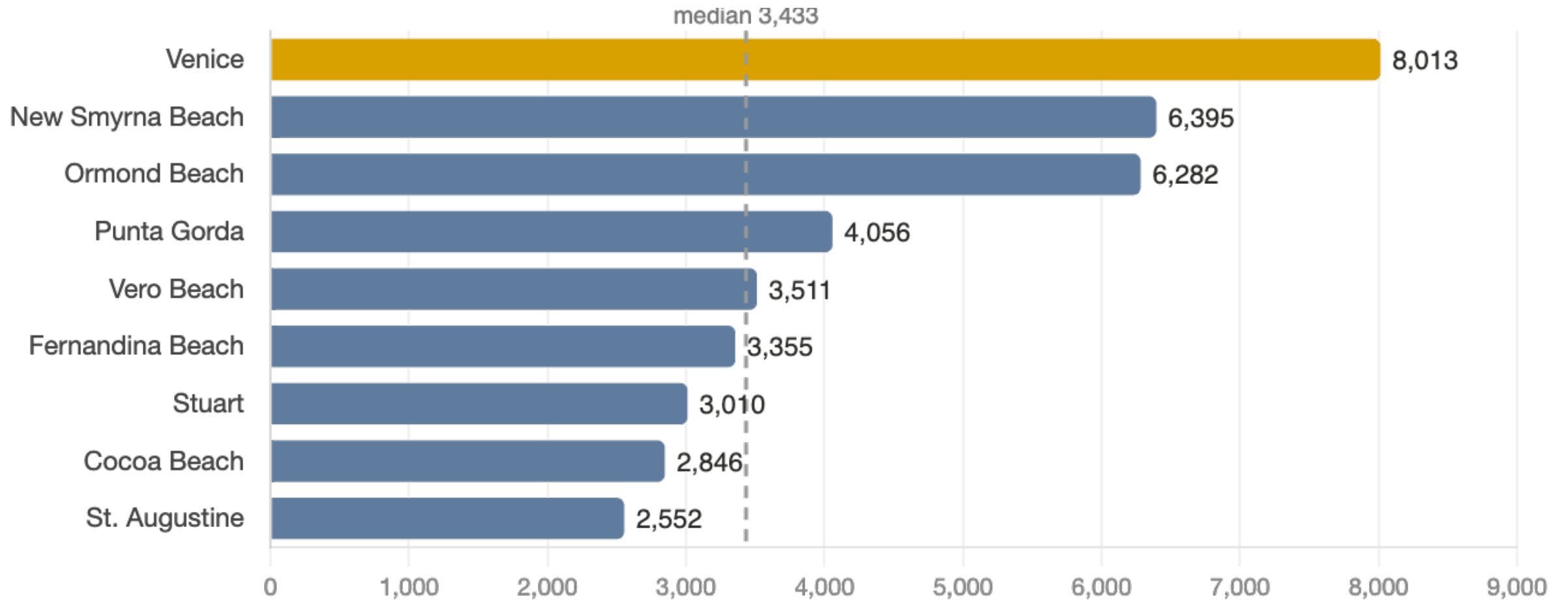


Peer Comparison's Per/1000 Residents

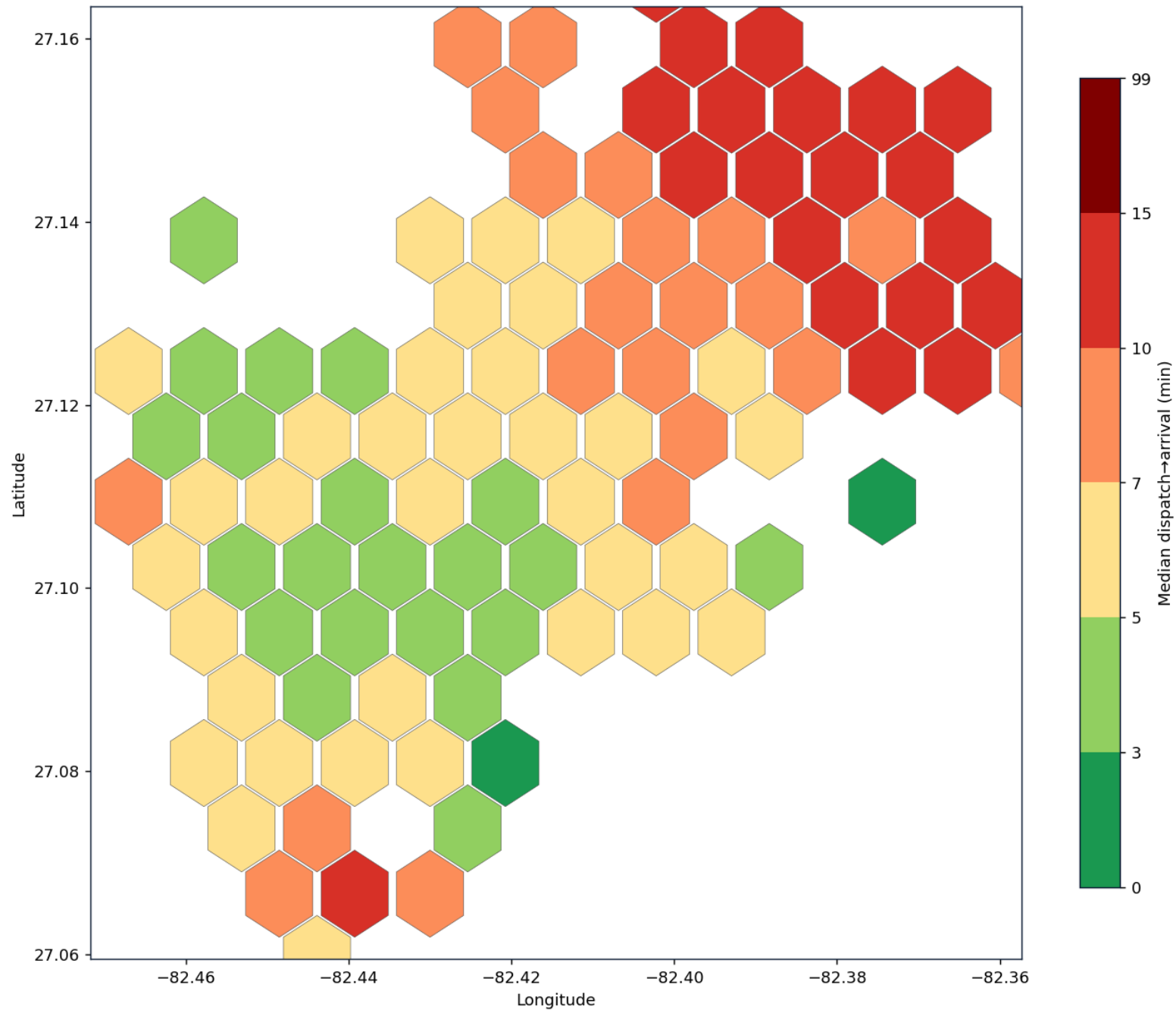


Residents per on Duty Officer

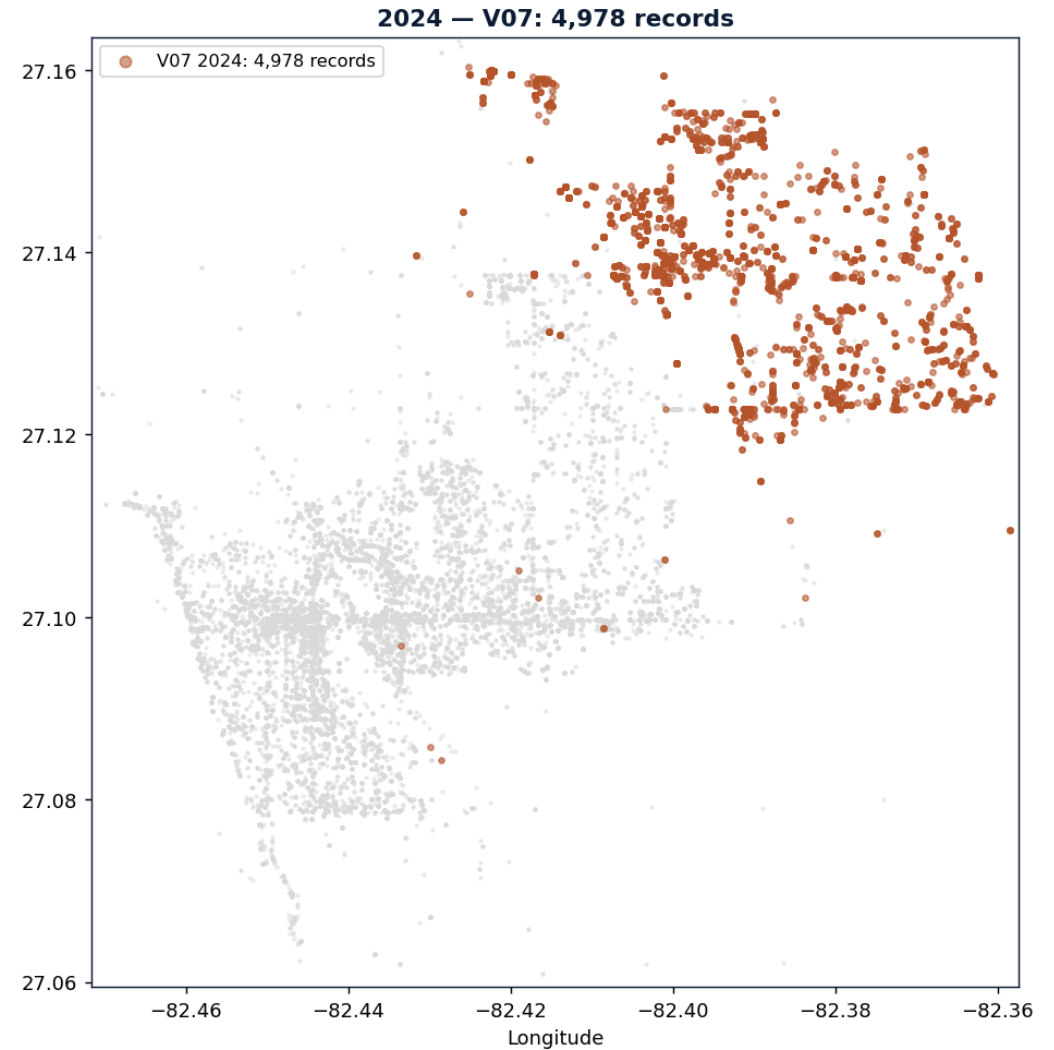
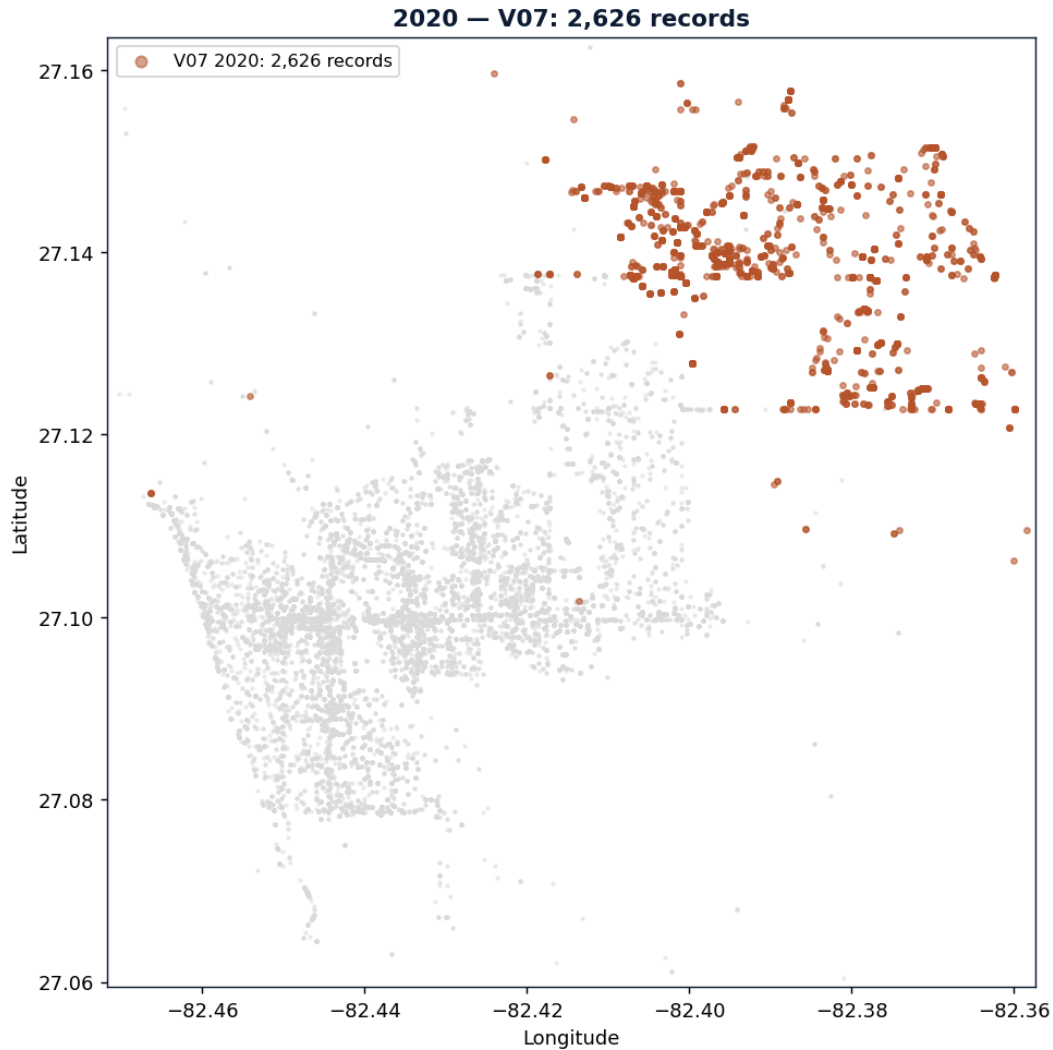
Minimum Staffing Per City



Calls for Service Response Times



What is Happening in Zone 7



Wilson & Weiss Model

Objective	Implied use of a 12-hour shift	Best fit
33% obligated	About 4 hours calls, 8 hours discretionary	Community-policing model, high proactive expectations
50% obligated	About 6 hours calls, 6 hours discretionary	Balanced model ⁵
66% obligated	About 8 hours calls, 4 hours discretionary	High-volume or specialist split-force model

VPD's Shift Relief Factor

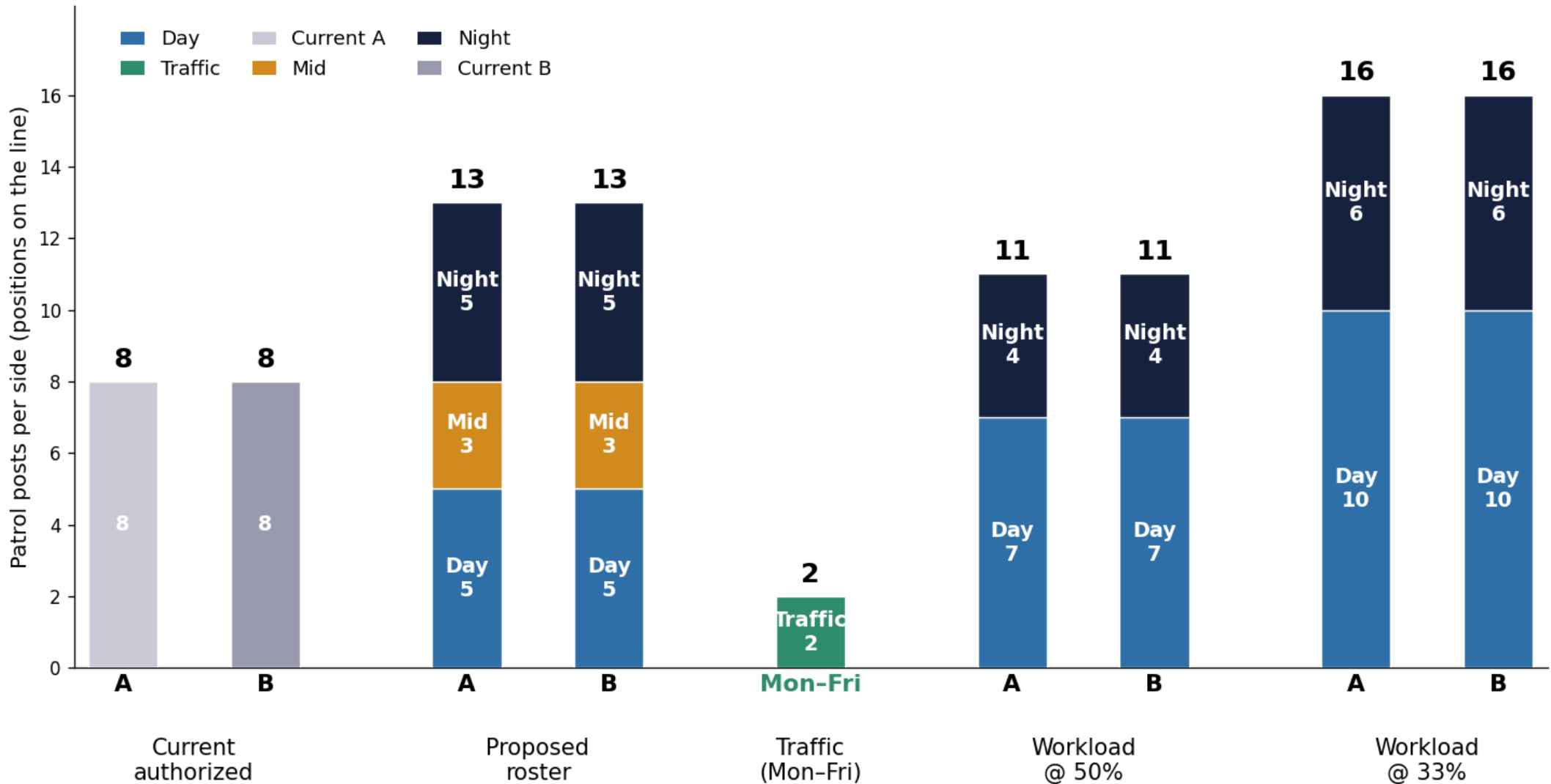
Year	Sworn	Avg leave (hr)	Avg training (hr)	Total off (hr/yr)	Relief factor
2021	53	288	159	2,637	2.51
2022	53	235	118	2,543	2.38
2023	52	275	144	2,609	2.47
2024	52	331	117	2,638	2.51
2025	55	292	132	2,614	2.48

Shift Relief Factor

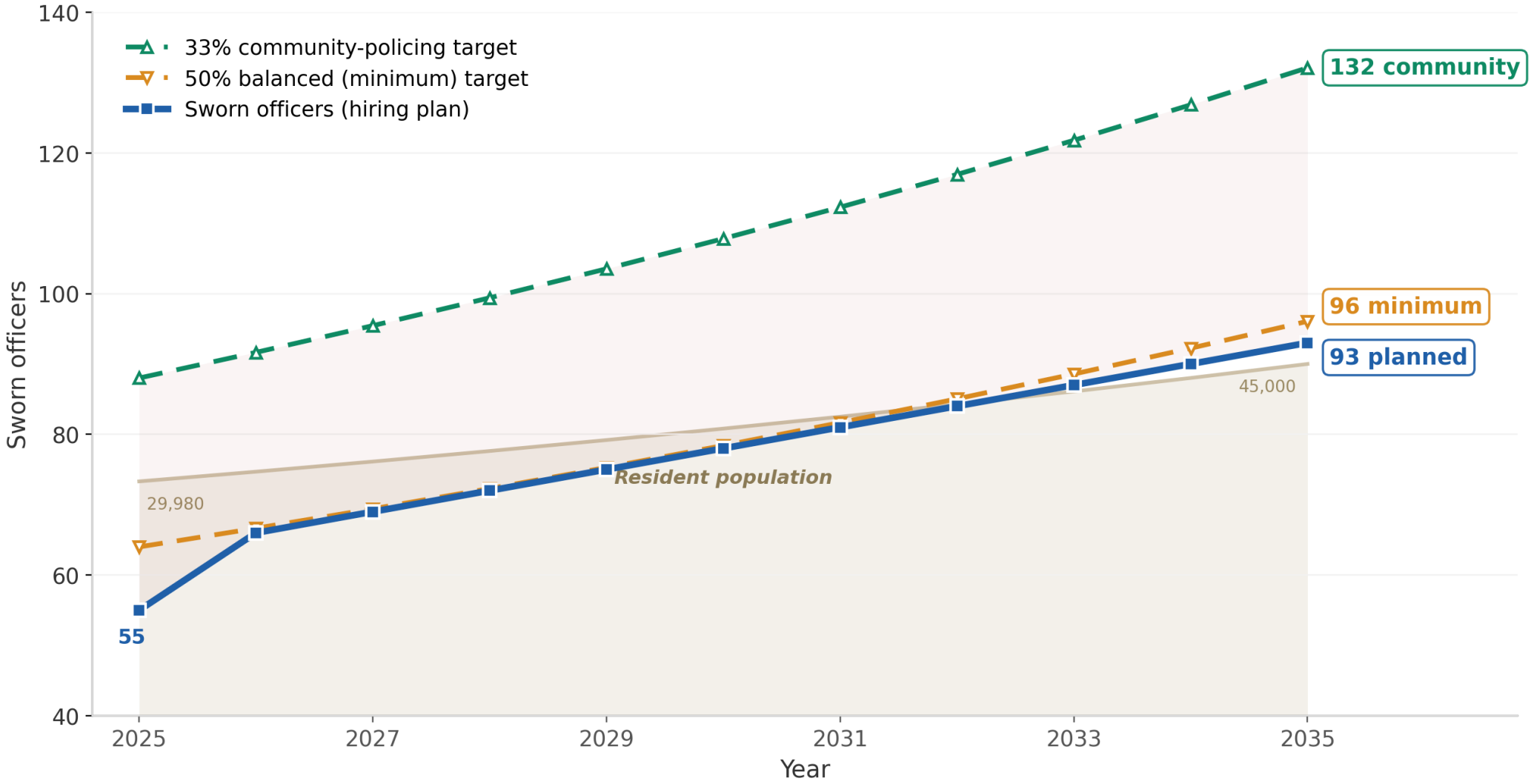


Patrol slots required

Minimum Staffing Recommendation



Projections of Sworn Capacity



Data-driven Reality....

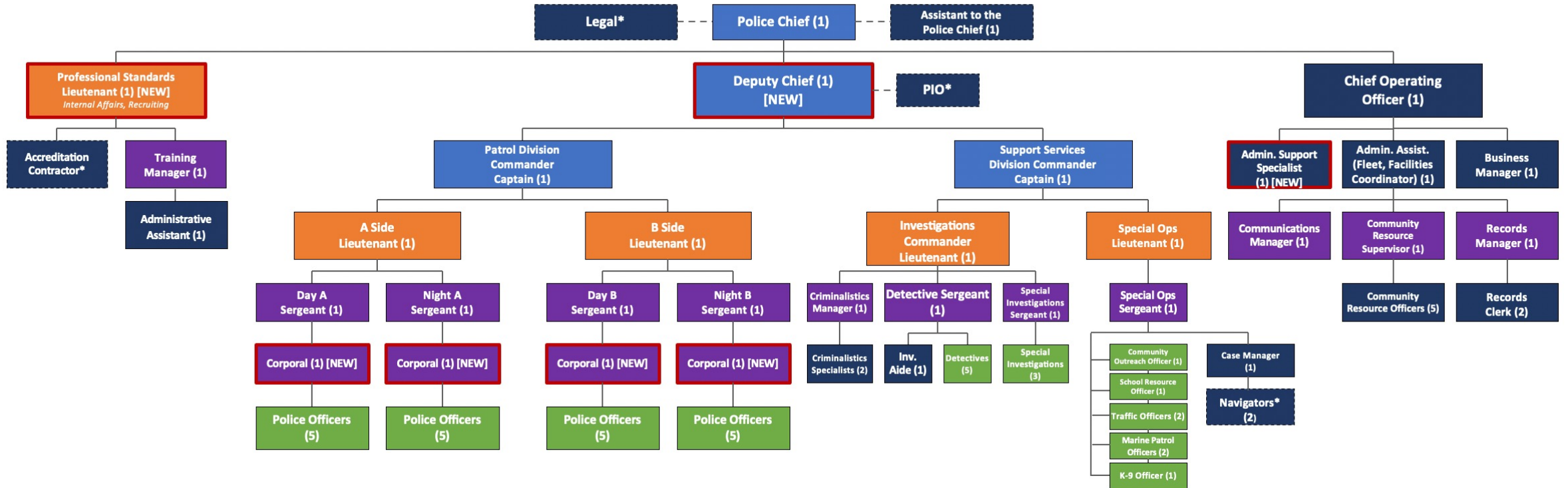
VPD is one critical incident away from being overburdened, a single major event can absorb the entire on-duty complement, leaving no officers available for routine or emergency calls.

Key Recommendations

- Establish a Deputy Chief by converting a Lieutenant position.
- Create a Professional Standards Lieutenant by reassigning a Lieutenant.
- Add a Corporal tier by converting existing Master Police Officer and officer slots.
- Increase patrol from 24 to a minimum of 40 officers
- Grow patrol toward roughly 60 officers by 2035
- Expand the detective establishment from nine to eleven

VENICE POLICE DEPARTMENT

Prepared by Jones Solution Group, LLC



SWORN

Chief of Police	1
Deputy Chief	1
Captain	2
Lieutenants	5
Sergeants	7
Corporals	5
Detectives	8
Officers	26

Total Sworn 55

CIVILIANS

Chief Operating Officer	1	Investigative Aide	1
Communications Manager	1	Comm. Resource Supervisor	1
Records Manager	1	Comm. Resource Officers	5
Records Clerk	2	Case Manager	1
Assistant to Police Chief	1	Training Manager	1
Administrative Assistants	2	Customer Service Rep.	1
Criminalistics Manager	1		
Criminalistics Specialist	2		
Business Manager	1		

Total Civilian 22

TOTAL ALLOCATED POSITIONS - 77



[NEW] = New Position (red border)