



The above organizational chart only depicts full-time and part-time employees and volunteers

LEGEND:

- Department Head
- Full-time position
- Volunteers
- * See Major Budget Changes

PUBLIC SAFETY

DEPARTMENT: Police
DIVISION: Administration, Operations & Support

PROGRAM: Police Protection Services
FUND: General Fund

	Actual 2010-11	Adopted 2011-12	Year-End Estimated 2011-12	Proposed 2012-13	Proposed 2013-14
<u>PROGRAM EXPENSES/REVENUES</u>					
Salaries & Benefits	\$17,841,050	\$19,840,350	\$19,694,250	\$19,044,720	\$19,739,020
Services & Supplies	1,866,580	2,154,710	1,863,900	2,805,290	2,816,430
Total Operating Cost	19,707,630	21,995,060	21,558,150	21,850,010	22,555,450
Capital					
Debt Service					
Transfers					
Total Cost	19,707,630	21,995,060	21,558,150	21,850,010	22,555,450
Less: Departmental Revenues	1,883,700	1,812,950	1,777,770	1,582,450	1,481,830
Net City Cost	<u>\$17,823,930</u>	<u>\$20,182,110</u>	<u>\$19,780,380</u>	<u>\$20,267,560</u>	<u>\$21,073,620</u>

SUMMARY OF SERVICE PROGRAMS

Administration	\$ 2,353,240	\$ 2,699,050	\$ 2,385,820	\$ 3,339,200	\$ 3,367,260
Operations	10,569,620	11,740,610	11,379,650	11,593,640	11,915,880
Support	6,078,350	7,438,030	7,222,460	6,488,090	6,830,090
Grant Supported Operations	706,420	117,370	570,220	429,080	442,220
Total Service Programs	<u>\$19,707,630</u>	<u>\$21,995,060</u>	<u>\$21,558,150</u>	<u>\$21,850,010</u>	<u>\$22,555,450</u>

SUMMARY OF POSITIONS

FULL-TIME

Account Clerk I	1	1	1	1	1
Assistant Identification Technician	2	2	2	2	2
Business Services Manager	1	1	1	1	1
Chief of Police	1	1	1	1	1
Crime Analyst*	1	1	1	1	1
Crime Prevention Technician*	1	1	1	1	1
Dispatcher Supervisor	1	1	1	1	1
Dispatcher I/II*	15	15	15	15	15
Identification Technician	1	1	1	1	1
Police Corporal	17	17	17	17	17
Police Division Commander	2	2	2	2	2
Police Lieutenant*	7	7	7	7	7
Police Officer*	73	73	73	73	73
Police Records Supervisor	1	1	1	1	1
Police Records Technician I	5	5	5	5	5
Police Records Technician II	4	4	4	4	4
Police Records Tech/Detectives	2	2	2	2	2
Police Sergeant	11	11	11	11	11
Police Services Technician	5	5	5	5	5
Property/Evidence Clerk	2	2	2	2	2
Secretary	1	1	1	1	1
Senior Dispatcher	4	4	4	4	4
Senior Police Records Technician	1	1	1	1	1

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	Actual 2010-11	Adopted 2011-12	Year-End Estimated 2011-12	Proposed 2012-13	Proposed 2013-14
<u>SUMMARY OF POSITIONS (continued)</u>					
Training Coordinator	1	1	1	1	1
TOTAL	160	160	160	160	160
GRAND TOTAL	160	160	160	160	160

<u>TEMPORARY (FTE)</u>					
Assistant Clerk – Office	0.5	0.5	0.5	0.5	0.5
Certified Dispatch Aide	2.0	2.0	2.0	2.0	2.0
Provisional Officer	1.0	1.0	1.0	1.0	1.0
Reserve Police Officer Level I/II	5.0	5.0	5.0	5.0	5.0
Work Aide/Police Intern	1.0	1.0	1.0	1.0	1.0
TOTAL TEMPORARY (FTE)	9.5	9.5	9.5	9.5	9.5

*See Noteworthy Budget Highlights

PROGRAM DESCRIPTION

Under the philosophy of “COMMUNITY BASED POLICING” the Santa Maria Police Department strives to protect and serve the residents of Santa Maria and provide all persons within the City limits with a full range of professional police services. These services include: maintaining civil order, preventive patrol, investigations, traffic control and enforcement, criminalistics, crime prevention, drug enforcement, and abuse prevention. The goal of “COMMUNITY BASED POLICING” philosophy is threefold: First, to reduce crimes; second, to reduce resident’s fear of crime; and third, to work in partnership within the community in an effort to improve the quality of life for all residents of Santa Maria.

SUBPROGRAMS AND THEIR OBJECTIVES

Administration

The Administration Division is responsible for administering the affairs of the organization in a manner consistent with the needs of the community, department personnel, and the policies set forth by the City’s elected officials. Within that context, the Administration Division is ultimately responsible for acquiring all the department’s resource needs and guiding the organization toward achieving its stated goals.

To administer and direct all department personnel in the implementation of the community based policing philosophy.

To expand the law enforcement emphasis on crime prevention, substance abuse, and related criminality by acquiring the technological enhancements and human resources necessary to more effectively address these phenomena.

To aggressively pursue and employ innovative methodologies for cost-effective training of department personnel.

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To oversee the function of the department's Business Services Office to ensure that the department functions effectively within its budget limitations.

To acquire and manage law enforcement specific grants and contracts.

Operations

The Operations Division is responsible for the operational uniformed patrol resources through a network of delivery services, which includes Patrol, Beat Coordinators, Traffic, Crime Prevention, SWAT, School Resource Officers, Reserves, Explorers, and the Volunteer Program.

To increase patrol officer efficiency in the area of narcotic addict suppression and related crimes by capitalizing on the benefits of task-specific training and advanced equipment systems.

To increase patrol officers' availability by implementing innovative deployment patterns.

To continue to implement new, innovative approaches at reducing the amount of crime in Santa Maria by involving the community through a wide range of community based policing philosophies, which include education, outreach efforts, and public information opportunities both in English and in Spanish.

To engage department employees and community members in problem solving enterprises, which are specifically designed for bringing long-term solutions to recurring problems.

To decrease vehicle collisions, especially injury collisions, through high visibility enforcement, public education, and working with other City departments such as the Traffic Division of the Public Works Department.

Support

The Support Division encompasses criminal investigations, the Narcotic Suppression Team, and the Gang Suppression Team. The division also encompasses the Records Bureau, Communications, Property/Evidence, Crime Lab, Crime Analysis, and Training. The division is responsible for in-depth investigations targeting major crime, narcotics suppression, investigations and enforcement, criminal street gang investigation and suppression, and support of the Support and Operations Divisions with respect to communications and record keeping functions.

To acquire and utilize additional human resources that are necessary to meet the existing investigative case load and for the clerical support attendant with both the patrol and investigative components of the organization.

To improve the emergency communications component by acquiring critically needed additional human resources and enhanced communications equipment.

To identify, track, and successfully prosecute career criminals through the use of the Crime Analysis Unit and to assist in the preparation of felony cases assigned to the Detective Bureau.

To provide lawful and professional records storage and tracking functions along with vehicle impounds, registrant registration, and live scan fingerprinting services.

Note: The Narcotic Search Warrant category reflects search warrants, Probation Searches and Parole Searches.

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PERFORMANCE/WORKLOAD MEASURES	ACTUAL 2008-10	ESTIMATED 2010-12	PROJECTED 2012-14
DEMAND/WORKLOAD			
Calls for Service	297,264	269,500	320,000
Felony Investigations	8,580	8,900	8,800
Narcotic Investigations*	3,064	3,200	3,300
Reports	47,651	52,500	53,500
Sobriety and Driver's License Checkpoints	64	72	64
Traffic Collisions	5,995	3,018	4,800
EFFECTIVENESS/EFFICIENCIES			
Arrests	10,815	11,000	11,500
Citations	33,721	35,000	35,500
Narcotic Search Warrants	250	720	50
Subpoenas Served	4,046	4,475	4,500
Traffic Citations issued at Checkpoints	1,059	1,080	1,300
Vehicles Impounded at Checkpoints	890	864	200

**The narcotic investigations category includes those investigations conducted by Patrol (i.e. 11550, 11350, 11351, 11352, 11377, 11378, and 11379 of the Health and Safety Code)*

GOALS AND OBJECTIVES

- Continue to remove unlicensed and hazardous drivers from the City's streets, and strive to reduce the number of repeat offenders, by utilizing State Office of Traffic Safety (OTS) grant funding to conduct DUI/Drivers License checkpoints and saturation patrols.
- Facilitate community based policing and outreach efforts by restoring the Department's Beat Coordinator program during 2012-13. The specialty assignment of two Beat Coordinators will be contingent upon restoring funding of two Corporal positions. These two positions have been temporarily unfunded for the last 11 months as a cost saving measure during 2011-12.
- Work toward more harmonious internal relations within the department and the Police Officers Association by initiating a teambuilding exercise aimed at fostering more open dialog and communication amongst department personnel.
- Work in conjunction with other departments to systematically plan for and install required structural and technological improvements as part of the building retrofit of the future Police headquarters, to include developing a coordinated move-in plan and an orderly internal transition of personnel and equipment, while at the same time providing seamless service to the public.
- Increase educational programs and presentations targeting local high school students about the dangers of driving distractions such as texting and/or drinking.
- In an effort to curb youth violence and gang affiliation, create an educational video program for school presentations and to show on the government access television channel, featuring interviews with convicted gang members from the community who explain the consequences of their life choices and gang-related violence.

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- Continue to work with the Fire Department and Information Technology Division to identify, select and implement a compatible replacement for the Computer Aided Dispatch/Law Records Management System, including field based reporting and an automated vehicle locator system.
- Develop and implement a community online crime reporting system for certain non-emergency crimes within the City.
- Implement a software-based tracking system to prioritize criminal cases with workable leads, improving overall investigative efficiency and improving customer service.
- Explore the feasibility and benefits of offering crime lab services to local neighboring agencies.

NOTEWORTHY BUDGET HIGHLIGHTS

- The Police Department will continue in 2012-14 to absorb ongoing staffing reductions that date back several years. A total of six police officer positions continue to be in an “authorized but unfunded” status. The absence of these six positions has decreased services to the community through traditional Community Policing measures and has severely crippled the Department’s community outreach capabilities. Funding reductions have affected the Department’s ability to provide the community with School Resource Officers and have also created vacancies within specialty assignments such as the Gang Suppression, Traffic Bureau, Narcotics and the Detective Bureau. Funding by the State Citizen’s Option for Public Safety (COPS) for one additional police officer position was restored during 2011-12, bringing the total unfunded police officer positions from seven down to the current six. A total of three non-sworn full-time positions also continue to remain in an “authorized but unfunded” status. These reductions were the result of budget cuts in the 2010-12 budget cycle when the positions were vacant due to retirements and resignations. The absence of the Crime Analyst position has greatly diminished the Department’s ability to conduct special studies and statistical criminal data analysis; in addition, the Crime Prevention Technician position remains vacant, resulting in no proactive outreach programs such as neighborhood watch concerns and proactive child safety issues. The Department also has one vacant Dispatcher I position that leaves the Communications Center vulnerable to additional overtime expenditures required to maintain adequate staffing levels. Prior to the onset of unfunding the above positions, one full-time Senior Records Technician and one Police Records Technician I were eliminated as the effects of the recession hit, which impacted the daily operations of the Department’s Records Bureau.

Over the last few years the full-time DARE Officer position has been reduced to part-time and this position will continue to operate a scaled-down DARE program in the local schools that was implemented in 2010-12. The City will continue to share expenses of the program with the Santa Maria-Bonita School District.

As a result of continuing budget constraints, staff is again proposing to reduce personnel in 2012-13. As in previous years, staff is recommending the placement of a vacant Police Lieutenant position in an “authorized but unfunded” status. This position will join the other six police officer positions that have been placed in a similar “authorized by not funded” status. This will result in the responsibility of managerial oversight of the Detective Bureau, Gang Suppression Team, and Narcotic Suppression Team upon one of the three Patrol Lieutenants. The responsibility of the Office of Professional Standards, as well as oversight of the Records Bureau and Communications Division will now be divided amongst the two remaining Patrol Lieutenants. The Community Services Lieutenant will be given the added responsibility of the SWAT Team, Crime Lab, Property/Evidence, Emergency Preparedness, Training, and Public Information Officer duties. Both Division Commanders will be required to be the point of contact during the day shift for some supervisors, due to patrol Lieutenants having to work evening hours in order to provide coverage for all shifts. However, should Measure U pass, this would allow for the aforementioned positions to be reinstated.

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- To address intermittent needs of the Department in a more economical way, the Department is proposing to continue the Provisional/Part-time Officer Program. These provisional officers are comprised of retired officers who are willing to work on a limited part-time basis for special events and project-based assignments within the Department. However, because of CalPERS regulations, the salary range for Provisional Officer will be adjusted slightly downward effective in July 2012 to bring it in line with retirees returning to CalPERS employment on a temporary/intermittent basis.
- To further address traffic safety concerns, staff was successful during 2011-12, in obtaining grant funding from the State Office of Traffic Safety (OTS). However, the current OTS grant will end September 30, 2012. Staff intends to again seek grant funding during 2012-13; to address ongoing traffic issues related to hit-and-run accidents and DUI drivers that continue to be a priority concern for the City Council, the Department, and the public. Through the assistance of various traffic related grants, the Department has the ability to obtain necessary equipment, education, training, and overtime funding to address this growing concern. The ultimate result would be to have a significant reduction in accidents related to hit-and-run, as well as DUI drivers.
- During 2012-13, the Department intends to upgrade the public safety Computer Aided Dispatch system, which is fully integrated with a Records Management System, mobile data computers (MCD), Emergency-911, and Field-Based Reporting. Strategic project goals and priorities for the system include: 1) leverage advances in public safety technology to improve operations in the most cost effective manner, 2) increase officer, firefighter, and all emergency worker safety, 3) implement systems that maximize efficient deployment of public safety personnel, 4) improve public safety response time, 5) increase productivity by eliminating duplicated and/or unnecessary tasks, and; 6) provide timely and consistent data necessary to effectively manage public safety resources.
- During 2012-14, the Department will be working with staff from Public Works to remodel 1111 West Betteravia to use as the new headquarters for the Police Department. This facility will provide the Department with approximately 72,000 square feet of work space. The new facility is effectively double (in size) of the current space occupied by the Department. The City began the retrofit process in 2011-12, which will take approximately six to eight months. At the conclusion of the retrofit, tenant improvements will be conducted which could take upwards of one year to complete. Once all of these improvements are made, the Department will be relocated to the new facility, with all off-site locations being consolidated under one roof. This relocation will require the current communications center be moved to the new facility. Once the entire move into this new facility is complete and the Department vacates its current location, the City will enter into discussions with either Santa Barbara County or the California Superior Court System to discuss their interest in expansion of the current court complex in the downtown corridor.
- Included in the 2012-14 budget is funding to renew and extend the City's agreement for the County-provided Sexual Assault Response Team (SART) as well as for a three-year renewal of the City's agreement with the County-provided mobile crisis emergency Mental Health Assessment Team (MHAT) services. The latter services consist of responding to suspected psychiatric emergencies presented by individuals anywhere within the City, 24 hours per day, 7 days per week.
- In the performance/workload measures area, it indicated that the number of narcotics search warrants is projected to significantly drop from historical norms in 2012-14. The reason for this decrease is the Department does not have the personnel to effectively staff the Narcotics Suppression Unit because proactive law enforcement programs have all been severely reduced, resulting in police officers being redeployed from these specialty assignments back to patrol.

In addition to the decrease in narcotic search warrants, there is also a decrease in anticipated impounded vehicles in 2012-14. This is due to a State law that took effect on January 1, 2012 that limits the ability of police officers to impound a vehicle at sobriety checkpoints if the driver's only offense is driving without a license. Under the old law, unlicensed drivers' cars could be impounded for 30 days and the owner charged

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for towing and impound fees. Under the new law, when law enforcement officers stop a sober person at a sobriety checkpoint that is driving without a valid license, law enforcement officers must release the vehicle to a legal driver representing the owner; thus, accounting for this decrease in impounds.

- The asterisk (*) under the Summary of Positions section of this budget document refers to vacant full-time positions that are authorized but not unfunded, as the result of the 2010-12 budget cycle and the 2012-13 budget recommendation of continuing to authorize, but not fund, one Police Lieutenant position. In an effort to continue to address current funding constraints, staff has recommended a number of positions remain unfunded, as detailed above. There remains authorization for 73 Police Officer positions, but funding for only 67 positions. Likewise for dispatchers, there is authorization for 15 Dispatcher I/II positions, with funding for only 14 positions. In addition the Crime Analyst and Crime Prevention Technician will continue to be authorized, but unfunded for 2013-14.



Police and Fire staff are often the first responders to traffic accidents. The Police Department seeks to decrease the number of vehicle collisions through high visibility enforcement, public education, and working with other City departments.