



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



PUBLIC SAFETY

DEPARTMENT: Police
DIVISION: Administration, Operations & Support

PROGRAM: Police Protection Services
FUND: General Fund/Measure U2012

	Actual 2012-13	Adopted 2013-14	Year-End Estimated 2013-14	Proposed 2014-15	Proposed 2015-16
<u>PROGRAM EXPENSES/REVENUES</u>					
Salaries & Benefits	\$18,218,710	\$19,713,990	\$20,018,930	\$20,568,930	\$20,943,410
Services & Supplies	3,070,280	4,857,450	3,036,680	4,904,740	5,179,060
Total Operating Cost	21,288,990	24,571,440	23,055,610	25,473,670	26,122,470
Capital	70,530		290,750		
Debt Service					
Transfers					
Total Cost	21,359,520	24,571,440	23,346,360	25,473,670	26,122,470
Less: Departmental Revenues	1,469,080	1,159,600	1,405,530	1,980,550	1,945,550
Net City Cost	\$19,890,440	\$23,411,840	\$21,940,830	\$23,493,120	\$24,176,920

SUMMARY OF SERVICE PROGRAMS

Administration	\$ 3,808,120	\$ 3,570,140	\$ 3,595,410	\$ 3,486,690	\$ 3,680,720
Operations	10,862,550	11,915,880	11,173,450	13,411,790	13,638,550
Support	5,814,310	6,830,090	5,991,100	6,241,990	6,364,960
Grant Supported Operations	527,210	442,220	637,400	324,940	328,470
General Fund Service Programs	21,012,190	22,758,330	21,397,360	23,465,410	24,022,700
Measure U2012	347,330	1,813,110	1,949,000	2,008,260	2,099,770
Total Service Programs	\$21,359,520	\$24,571,440	\$23,346,360	\$25,473,670	\$26,122,470

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
Dispatch Supervisor	1	1	1	1	1
Dispatcher I/II	15	15	15	15	15
Identification Technician	1	1	1	1	1
Office Assistant I	1	1	1	1	1
Police Commander*	3	3	3	3	3
Police Corporal	17	17	17	17	17
Police Lieutenant	6	5	5	5	5
Police Officer	73	74	74	79	79
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	1	1
Police Sergeant	16	16	16	16	16
Police Services Technician	5	5	5	5	5
Property/Evidence Clerk	2	2	2	2	2
Secretary	1	1	1	1	1

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<u>SUMMARY OF POSITIONS (continued)</u>					
Senior Dispatcher	4	4	4	4	4
Senior Police Records Technician	1	1	1	2	2
Training Coordinator	1	1	1	1	1
TOTAL	165	165	165	170	170
GRAND TOTAL	165	165	165	170	170

<u>TEMPORARY (FTE)</u>					
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	1.5	1.5
TOTAL TEMPORARY (FTE)	9.0	9.0	9.0	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 residents' 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. The Administration Division also encompasses the Communications and Records Bureau functions.

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.

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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.

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

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

Operations

The Operations Division is responsible for the operational uniformed patrol resources through a network of delivery services, which includes Patrol, Beat Coordinators, Traffic, Training, 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 Engineering Division of the Public Works Department.

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

Support

The Support Division encompasses criminal investigations, the Narcotic Suppression Team, and the Gang Suppression Team. The division also encompasses the Property/Evidence, Crime Lab, and Crime Analysis. The division is responsible for in-depth investigations targeting major crime, narcotics suppression, investigations and enforcement, criminal street gang investigation and suppression.

To acquire and utilize additional human resources that are necessary to meet the existing investigative caseload and for the clerical support functions for the patrol and investigative components of the organization.

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.

Note: The Narcotic Search Warrant category reflects search warrants and probation and parole Searches.

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PERFORMANCE/WORKLOAD MEASURES	ACTUAL 2010-12	ESTIMATED 2012-14	PROJECTED 2014-16
DEMAND/WORKLOAD			
Calls for Service	187,530	200,000	205,500
Felony Investigations	8,430	8,800	9,400
Narcotic Investigations*	1,612	3,300	2,000
Reports	20,731	22,000	25,500
Sobriety and Driver's License Checkpoints	79	64	70
Traffic Collisions	3,604	4,800	3,300
EFFECTIVENESS/EFFICIENCIES			
Arrests	6,459	6,500	7,500
Citations	10,234	12,000	25,500
Narcotic Search Warrants	74	50	60
Subpoenas Served	3,309	4,500	5,000
Traffic Citations issued at Checkpoints	1,189	1,300	1,150
Vehicles Impounded at Checkpoints	666	200	100

*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).

*The citations category includes municipal citations, administrative citations, B&P citations, and traffic citations generated by Patrol and the Traffic Bureau.

GOALS AND OBJECTIVES

- Complete the planning for, and provide direction and coordination of, an orderly internal transition of personnel and equipment for the move into the new Police facility while at the same time providing seamless public safety service to the public.
- 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.
- Contract with the school districts to provide supplemental law enforcements services and increase the number of School Resource Officers at school campuses to the extent allowed by available resources.
- Contingent upon the staffing of vacant police officer positions, systematically restore and enhance deployment to special assignment positions, such as D.A.R.E., Gang Suppression, Detectives, and Traffic Bureau personnel.
- Continue to increase educational programs and presentations targeting local high school students about the dangers of driving distractions such as texting, talking on the cell phone, and/or drinking.
- Implement a computerized Early Intervention System (EIS) as a proactive management tool useful for identifying potential training opportunities and liability concerns as well as ensuring employee accountability.
- 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.

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- Reconstruct the Department's SWAT Team and Crisis Negotiations Team by way of extensive training and complete restructuring of related policies so as to provide a comprehensive approach for the resolution of critical incidents, with a emphasis on life saving and limited liability.
- To aid in recruitments, successfully create a recruitment video showing the multiple career opportunities available within the Police Department, and place the video on the City's website and government cable Channel 23.
- Implement a software-based tracking system to prioritize criminal cases with workable leads, improving overall investigative efficiency and improving customer service.

NOTEWORTHY BUDGET HIGHLIGHTS

- During 2014-15, the Police Department will work in concert with the Public Works Department to continue the on-going, systematic remodel and tenant improvements of the new Police Facility at 1111 West Betteravia Road. The City purchased the Betteravia property in 2008 for \$13.7 million without borrowing, raising taxes, or bonding. Public safety is the City's top priority and this new building will serve the growing community for decades to come. The 72,000 square-foot space is two and a half times larger than the overcrowded Police facility at 222 E. Cook Street, which has been in use since 1954. The current police station has been expanded three times, including in 1991 when carports on the south side of the property were converted into the crime lab, weight room, locker room, training office, training classroom, and the traffic bureau. The Police Department expanded for a third time in 2002 when City Fire Station No. 1 was relocated to 314 W. Cook Street. The Department took over 6,220 square-feet of the former fire station for the Communications Center and Traffic Bureau. It is the Department's top priority to work in conjunction with several other City Departments to deliver a state-of-the-art facility, by calendar year-end.
- The new facility requires custom modifications ranging from communications infrastructure to security enhancements before it becomes operational for the Department. Once these improvements are made, the Department will implement a well coordinated move-in plan of this facility to ensure uninterrupted service to the community. The initial move-in will consolidate all off-site locations under one roof, excluding the communications center, which will move into the new facility shortly thereafter. Once the entire move is complete and the Department has vacated its current location, the City will broach either Santa Barbara County or the State's Superior Court System to discuss their interest in expanding the current court complex in the downtown corridor or place said property on the open market.
- The Police Department has weathered an extended period of understaffing due to several years of City-wide budget reductions, and from Department retirements which have resulted in large expenditures for vacancy overtime. In addition, this staffing shortage resulted in a number of ancillary issues affecting morale, productivity, and the ability to staff specialized assignments in traffic enforcement, gang enforcement, and detectives. In June 2012, the electors of the City of Santa Maria approved Measure U2012, which provided for an additional one-quarter cent transaction and use tax, to be used for essential City services, namely, public safety. Appropriation of Measure U2012 funds to the Police Department is financing the expenses associated with the hiring of one Police Commander, seven Police Officers, five Sergeants, one Dispatcher and one Crime Analyst. To address the additional staffing vacancies, an extensive recruitment effort has been under way, resulting in significant expenditures for recruiting materials, testing, background investigations, and the eventual sponsorship of recruits in the Police Academy. These sponsorships are essential due to the fierce competition among law enforcement agencies for qualified applicants. These additional recruiting and sponsorship expenditures will be ongoing for the foreseeable future as the Police Department fills existing vacancies as well as anticipated vacancies due to retirements and departmental expansion.
- It is recommended that three (3) Police Officer positions be added to backfill contracted School Resource Officer positions assigned to the Santa Maria Joint Union High School District, and the Santa Maria-Bonita

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School District. Historically, contracted positions for supplemental law enforcement services were taken from the regular complement of Police Officers which resulted in direct overtime expenditures to backfill these positions. Maintaining the regular complement of Police Officers for patrol duties is paramount in keeping up with the ever-increasing demand for police services in the community.

- It is recommended that two new Police Officer positions be added during 2014-15, to maintain the staffing level necessary to meet the demands of City's population growth and to provide quality and timely services to the community. These two new positions will allow for two seasoned officers to be reassigned; one will be deployed to the Traffic Bureau and one will be deployed to gang suppression.
- During 2014-16, the Police Department will continue recent efforts to reduce liability and raise the level of professional service through the judicious use of training for sworn personnel and professional staff. The previous budget cycle encompassed an unprecedented number of promotions, collateral assignments, and the complete restructuring of the SWAT team and Crisis Negotiations Unit, all of which required the expenditure of substantial training funds and overtime funds. Ongoing training for Police Department personnel is often mandated, and always in the best interests of the agency and the City at-large. Unfortunately, the California Commission on Peace Officer Standards and Training (POST) recently announced a drastic reduction in training reimbursement funds, therefore, a greater allocation from the City will be required in future years.
- To further address traffic safety concerns, staff was successful during 2012-13, in obtaining grant funding from the State Office of Traffic Safety (OTS). The current OTS grant will end September 30, 2014. Staff intends to again seek grant funding during 2014-15; 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 long-term objective is to attain a significant reduction in accidents related to hit-and-run, as well as DUI violators.
- During 2014-16, the Department intends to explore funding options 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.
- The performance measure for 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 Team because proactive law enforcement programs have all been severely reduced, resulting in police officers being redeployed from these specialty assignments back to patrol. This trend will likely continue throughout 2014-16. As the Department continues to incrementally add to its workforce, the focus of future narcotics enforcement will be addressed through patrol and the Gang Suppression Team until staffing levels allow for the reimplementation of the Narcotics Suppression Team.

2014-16 BUDGET

CITY OF SANTA MARIA



Community partnerships are the cornerstone of effective policing. The Santa Maria Police Department participates in community events and forums, where police officers frequently engage with residents and merchants to share solutions to recurring problems, give presentations, and to discuss law enforcement career opportunities. At the City's National Night Out event, children enjoyed meeting police officers. At the Northwest Community Fair held at Oakley Park, the Drug Abuse Resistance Education (D.A.R.E.) Humvee was a popular draw with children.