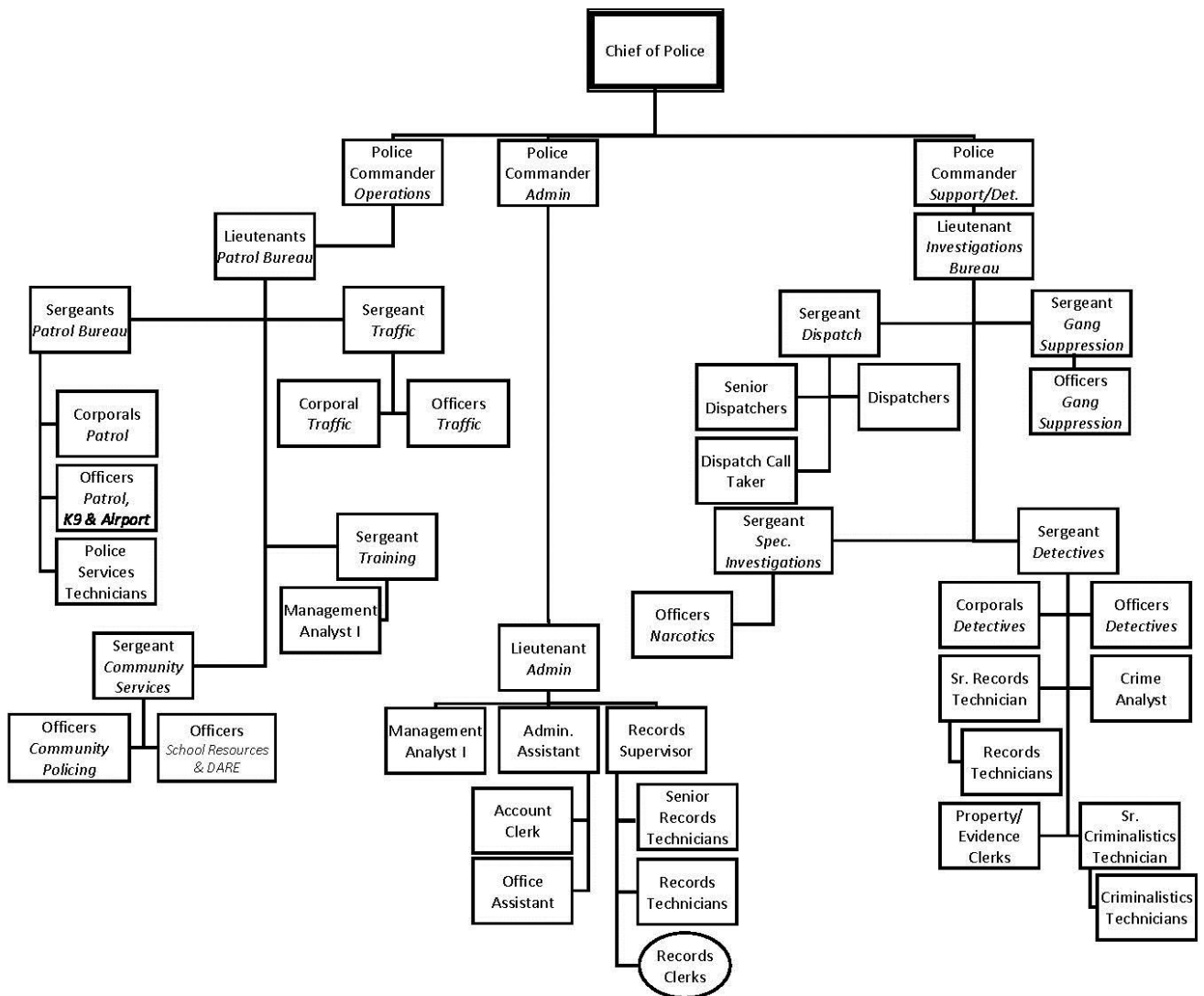


Police Department



The above organizational chart depicts full-time and part-time employees.



PUBLIC SAFETY

DEPARTMENT: Police
 DIVISION: Administration, Operations & Support
 PROGRAM: Police Protection Services
 FUND: General Fund/Measure U2012

	Actual 2014-15	Adopted 2015-16	Year-End Estimated 2015-16	Proposed 2016-17	Proposed 2017-18
PROGRAM EXPENSES/REVENUES					
Salaries & Benefits	\$21,611,855	\$24,438,290	\$22,897,820	\$26,356,187	\$27,548,929
Services & Supplies	3,337,477	3,775,860	4,135,030	4,187,865	4,176,465
Total Operating Cost	24,949,332	28,214,150	27,032,850	30,544,052	31,725,394
Capital	571,435		287,550	30,640	18,000
Debt Service					
Transfers					
Total Cost	25,520,767	28,214,150	27,320,400	30,574,692	31,743,394
Less: Departmental Revenues	1,688,100	2,078,750	1,954,670	1,761,750	1,677,750
Net City Cost	\$23,852,667	\$26,135,400	\$25,365,730	\$28,812,942	\$30,065,644

SUMMARY OF SERVICE PROGRAMS

Administration	\$ 4,259,030	\$ 4,366,710	\$ 4,971,530	\$ 4,875,095	\$ 4,863,890
Operations	12,296,276	14,112,860	11,992,900	14,635,128	15,404,900
Support	6,020,833	6,765,990	7,193,910	8,065,712	8,370,736
Grant Supported Operations	1,083,622	802,950	996,420	833,923	846,534
General Fund Service Programs	23,659,761	26,048,510	25,154,760	28,409,858	29,486,060
Measure U2012	1,861,006	2,165,640	2,165,640	2,164,834	2,257,334
Total Service Programs	\$25,520,767	\$28,214,150	\$27,320,400	\$30,574,692	\$31,743,394

SUMMARY OF POSITIONS

FULL-TIME

Account Clerk I	1	1	1	0	0
Account Clerk II	0	0	0	1	1
Administrative Assistant	0	0	0	1	1
Assistant Identification Tech I/II	2	2	0	0	0
Business Services Manager	1	0	0	0	0
Chief of Police	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Criminalists Technician I/II	0	0	3	3	3
Dispatch Call Taker	0	0	0	1	1
Dispatch Supervisor	1	1	1	0	0
Dispatcher I/II	15	15	15	15	15
Identification Technician	1	1	0	0	0
Management Analyst I	0	2	2	2	2
Office Assistant I	1	1	1	1	1
Police Commander	3	3	3	3	3
Police Corporal	17	17	17	17	17
Police Lieutenant	5	5	5	5	5
Police Officer	79	82	82	85	87
Police Records Supervisor	1	1	1	1	1
Police Records Technician I	5	4	4	0	0
Police Records Technician II	4	4	4	0	0

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	Actual 2014-15	Adopted 2015-16	Year-End Estimated 2015-16	Proposed 2016-17	Proposed 2017-18
<u>SUMMARY OF POSITIONS</u> (continued)					
Police Records Technician I/II	0	0	0	9	9
Police Records Tech/Detectives	1	1	1	1	1
Police Sergeant	16	16	16	17	17
Police Services Technician	5	5	5	5	5
Property/Evidence Clerk	2	2	2	2	2
Secretary	1	1	1	0	0
Senior Criminalistics Technician	0	0	1	1	1
Senior Dispatcher	4	4	4	4	4
Senior Police Records Technician	2	3	3	3	3
Training Coordinator	1	0	0	0	0
TOTAL	170	173	174	179	181
<u>PART-TIME</u>					
Police Records Clerk	0	0	0	2	2
TOTAL	0	0	0	2	2
GRAND TOTAL	170	173	174	181	183
<u>TEMPORARY (FTE)</u>					
Certified Dispatch Aide	2.0	0.5	0.5	0.5	0.5
Police Work Aide	0.0	0.0	1.5	0.5	0.5
Provisional Officer	1.0	1.0	1.0	1.5	1.5
Reserve Police Officer Level I/II	5.0	1.0	1.0	1.0	1.0
Work Aide/Police Intern	1.5	0.0	0.0	0.0	0.0
TOTAL TEMPORARY (FTE)	9.5	2.5	4.0	3.5	3.5

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, conducting patrol operations, investigations, traffic control and enforcement, criminalistics, crime prevention, drug enforcement, abuse prevention, and school campus safety. 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.

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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. The Administration Division is responsible for acquiring all the Department's resource needs and guiding the organization toward achieving its goals and objectives. The Administration Division also encompasses the Communications and Records Bureau functions.

To administer and direct all department personnel in effecting community based policing.

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

To oversee the function of the Department's Business Office to ensure that the Department functions effectively and efficiently within its budget limitations.

To apply for and manage law enforcement grants and contracts.

To improve the emergency communications component by acquiring critically needed additional resources and advanced 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 uniformed patrol through a network of delivery services, which includes Patrol, Beat Coordinators, Traffic, SWAT, and School Resource Officers. The Operations Division also encompasses Police Services Technicians, the Training Bureau, 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 designed to develop 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 Department of Public Works.

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

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Support

The Support Division encompasses criminal investigations, and the Gang Suppression Team. The division also includes the Property/Evidence, Crime Lab, and Crime Analysis units. The division is responsible for in-depth investigations targeting major crime, 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 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.

PERFORMANCE/WORKLOAD MEASURES	ACTUAL 2012-14	ESTIMATED 2014-16	PROJECTED 2016-18
DEMAND/WORKLOAD			
Calls for Service	198,502	221,033	241,800
Felony Investigations	6,203	6,898	7,588
Narcotic Investigations*	1,008	1,123	1,238
Reports	26,702	31,663	36,000
Sobriety and Driver's License Checkpoints	38	54	54
Traffic Collisions	3,740	3,800	3,900
EFFECTIVENESS/EFFICIENCIES			
Arrests	6,948	10,925	12,000
Citations**	10,638	11,438	12,239
Subpoenas Served on SMPD personnel	3,018	3,100	3,410
Traffic Citations issued at Checkpoints	103	185	200
Vehicles Impounded at Checkpoints	40	5	5

*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, administrative, business and professional, and traffic citations generated by Patrol and the Traffic Bureau.

GOALS AND OBJECTIVES

- Through focused enforcement, community cooperation and community policing strategies, and use of data and technology, reduce the incident of gang violence in the City.
- Continue to remove unlicensed and hazardous drivers from the City's streets, and strive to reduce the number of repeat offenders, by utilizing California Office of Traffic Safety (OTS) grant funding to conduct DUI/Drivers License checkpoints and saturation patrols. In its current application the Department is seeking funding for automated License Plate Readers (LPR) to assist in identifying stolen or wanted vehicles.
- Identify and select a vendor to implement a compatible replacement for the Computer Aided Dispatch/Law Records Management System, including filed-based reporting and an automated vehicle locator system.
- 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.

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- Restore and enhance deployment to special assignment positions, such as Detectives, Gang Suppression, Traffic Bureau, and Beat Coordinators.
- Continue to add public safety video cameras, to those cameras already installed within City limits, to enhance surveillance capability and to solicit donations from business owners to offset the initial and ongoing costs.
- Develop Los Flores Ranch as the site of an outdoor rifle shooting range for police officers, to provide a safe location to discharge firearms in order to train and certify Police Department employees and other law enforcement personnel. In addition, develop plans for an indoor shooting range at the Police Department's new Police station.
- Continue to provide to Police Officers extensive training in various capacities such as management and leadership skills and other law enforcement training. In addition, continue to equip the training room with additional computers and make the Training Bureau a POST training hub for the Central Coast.
- To aid in recruitments, establish a robust initiative to include the continued development of a recruitment video about multiple career opportunities available within the Police Department, and place the video on the City's website and government Comcast cable Channel 23.
- Enhance the contracts with local school districts to provide supplemental law enforcement services and increase the number of School Resource Officers at school campuses to the extent allowed by available resources.

NOTEWORTHY BUDGET HIGHLIGHTS

- One new Police Officer position to be added in July 2016 to backfill a contracted School Resource Officer position assigned to the Santa Maria-Bonita Elementary 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.
- Two new Police Officer positions are to be added in January 2017 at a cost of \$100,750 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 new positions will allow for seasoned officers to be reassigned and deployed to the Detective Bureau and dedicated to felony investigations.
- Two new Police Officer positions will be hired in 2017-18, the second year of the two-year budget. One to serve as the Front Desk Officer at the Police Station lobby. Having an officer at the front desk allows uniformed officers to provide an armed presence, generate police reports and scan sex, arson and narcotic registrants. Previously, Patrol resources were temporarily assigned as Desk Officers to serve the public at the front counter of Records. This temporary assignment from Patrol often causes a strain on patrol staffing. Adding this position would be required to backfill the assignment. The other new Police Officer will serve in the Traffic Unit and provide increased directed enforcement based on community concern, and continue to provide and expand traffic safety education to the community.
- One Records Technician I position and the upgrade of two 19 hour limited-service Police Work Aides to that of part-time Police Records Clerks will be added to address significant understaffing in the Records Bureau. One of the two Police Records Clerks hire will be deferred to January 2017, and the Records Technician I will be hired in September 2016. The Records Bureau is considerably behind in data entry and analysis of key statistical information related to law enforcement activity is greatly needed. The City Council has authorized steady increases in the number of sworn department employees for years, however, the Records Bureau's

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staffing has remained constant adding to increased demand for Records staff. The addition of personnel is needed to properly address the issue of work backlog, providing mandatory reporting to the Department of Justice, enhance the service to the Department and to provide the community with 24-7 personnel coverage.

- Upgrade two administrative classifications from Secretary and Account Clerk I to that of Administrative Assistant and Account Clerk II respectively, to more accurately reflect the complexity of tasks that are required by Department administrative staff.
- Upgrade of one Police Sergeant offset by the reduction and abolishment of one Dispatch Supervisor. In addition, the Department proposes the creation of a new classification of Dispatch Call Taker to alleviate the substantial call volume to the Public Safety Communications Center. The allocation of this position would provide adequate coverage for answering critical incidents alleviating the demand on the Dispatchers, would allow for proper succession to the positions of Dispatcher I/II, and reduce the length of training when transitioning to those positions.
- The number of calls for service, police reports, and arrests continues to increase significantly due to more officers working on the streets, observing crime and more quickly responding to calls. In calendar year 2015, the Department made a record number of arrests, totaling 6,034 compared to 4,846 arrests in 2014 and 3,004 in 2013.
- The Department will purchase 30 portable public safety camera systems over the next two years that can be mounted on existing street light poles, to aid investigations and deter crime. The first cameras were deployed in 2015 and have proven successful. Each pod system is equipped with four cameras designed to allow for live video viewing and downloading capabilities, via Internet connection. The requested funding is \$150,000 in 2016-17 and \$150,000 in 2017-18.
- 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 (MDC), 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.
- Over the next two years, the Department will work in concert with the Department of Public Works to convert the existing Police facility's 4,800-square-foot boiler room to a Vehicle Processing Garage that would provide additional space for crime scene investigations.
- The 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. Ongoing training for personnel is often mandated, and in the best interests of the agency and the City at-large. The Department will increase the budget by \$100,000 to allow for training, including Crisis Intervention and Mental Health training for every officer, hosting an annual course in communication/leadership, and plans to offer additional gang and drug enforcement training. The Department also intends to increase the California Commission on Peace Officer Standards and Training (POST) for training reimbursement funds by \$37,530.

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- To further address traffic safety concerns, staff was successful during 2015-16, in obtaining grant funding from the California Office of Traffic Safety (OTS). The current OTS grant will end September 30, 2016. Staff intends to again seek grant funding during 2016-17, to address ingoing 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.
- The performance measure for the number of narcotics search warrants is no longer being tracked as a separate category. 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. 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.
- A crime mapping software feature will be introduced on the City's website to provide enhanced transparency to the community about where crimes are occurring, and by type of crime. This will be launched after designated personnel are trained in implementing the software program. The statistical information is generated from the police records systems. Crime mapping will provide interested community members with timely, accurate crime and incident information, resources, and alerts via a map. This will help bring together police priorities, prevention resources, and community concerns to increase awareness, inform, prevent, and suppress crime.
- At no additional cost to taxpayers, the Santa Barbara County District Attorney's Office has two Deputy District Attorney's, twice a week, working out of the Santa Maria Police Department's Detective Bureau. This partnership has already proven to be an invaluable resource. Detectives and officers are able to discuss their cases with a District Attorney on a regular basis to seek input and guidance if necessary. The goal is for detectives and officers to complete thorough investigations so that the District Attorney's office can reach an appropriate disposition.
- The City has outsourced the contract related to police alarm permits, collecting revenue related to false alarms and permit fees. Annually, this expense has averaged \$15,000 since the program was outsourced in 2010 with no corresponding budget appropriations. Staff is recommending an additional allocation of \$20,000 to cover this expense. This allocation will be offset via revenues collected.