```
                    Chief of Police
                           |
        +------------------+------------------+
        |                  |                  |
  Administration       Operations          Support
        |                  |                  |
     Training           Patrol            Detectives
                          |                  |
                    Dispatch Center        Records
                          |                  |
                        Traffic           Crime Lab
                          |
                   Community Services
```

# PUBLIC SAFETY

**DEPARTMENT:** Police  
**DIVISION:** Administration, Operations & Support  

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

| | Actual 2016-18 | Adopted 2017-18 | Year-End Estimated 2017-18 | Proposed 2018-19 | Proposed 2019-20 |
|---|---|---|---|---|---|
| **PROGRAM EXPENSES/REVENUES** | | | | | |
| Salaries & Benefits | $25,312,875 | $26,719,527 | $27,003,863 | $28,990,515 | $29,651,959 |
| Services & Supplies | 4,064,990 | 4,633,902 | 4,627,571 | 5,360,747 | 5,471,955 |
| Total Operating Cost | 29,377,865 | 31,353,429 | 31,631,434 | 34,351,262 | 35,123,914 |
| | | | | | |
| Capital | 133,600 | 115,530 | 68,000 | 80,000 | 80,000 |
| Debt Service | | | | | |
| Transfers | | | | | |
| Total Cost | 29,511,465 | 31,468,959 | 31,699,434 | 34,431,262 | 35,203,914 |
| | | | | | |
| Less: Departmental Revenues | 1,469,311 | 1,351,800 | 1,151,739 | 1,010,550 | 1,010,550 |
| Net City Cost | $28,042,154 | $30,117,159 | $30,547,695 | $33,420,712 | $34,193,364 |
| | | | | | |
| **SUMMARY OF SERVICE PROGRAMS** | | | | | |
| Administration | $ 4,744,980 | $ 5,456,794 | $ 5,290,663 | $ 6,086,872 | $ 6,207,642 |
| Operations | 13,607,720 | 14,647,928 | 14,645,356 | 15,618,774 | 15,817,300 |
| Support | 7,559,780 | 7,894,226 | 8,278,400 | 8,643,592 | 8,908,617 |
| Grant Supported Operations | 1,341,100 | 1,141,388 | 1,091,836 | 1,084,941 | 1,115,590 |
| General Fund Service Programs | 27,253,580 | 29,140,336 | 29,306,255 | 31,434,179 | 32,049,149 |
| Measure U2012 | 2,257,885 | 2,328,623 | 2,393,179 | 2,997,083 | 3,154,765 |
| Total Service Programs | $29,511,465 | $31,468,959 | $31,699,434 | $34,431,262 | $35,203,914 |

**SUMMARY OF POSITIONS**

| FULL-TIME | | | | | |
|---|---|---|---|---|---|
| Account Clerk II | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Chief of Police | 1 | 1 | 1 | 1 | 1 |
| Crime Analyst | 1 | 1 | 1 | 1 | 1 |
| Crime Lab and Evidence Supv. | 0 | 0 | 0 | 1 | 1 |
| Criminalists Technician I/II | 3 | 3 | 3 | 3 | 3 |
| Dispatch Call Taker | 1 | 1 | 1 | 1 | 1 |
| Dispatcher I/II | 15 | 15 | 15 | 15 | 15 |
| Management Analyst I | 2 | 2 | 2 | 2 | 2 |
| Office Assistant I/II | 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 | 85 | 86 | 85 | 85 | 85 |
| Police Records Supervisor | 1 | 1 | 1 | 1 | 1 |
| Police Records Technician I/II | 9 | 9 | 9 | 9 | 9 |
| Police Records Tech/Detectives | 1 | 1 | 1 | 1 | 1 |

# PUBLIC SAFETY

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

| | Actual 2016-18 | Adopted 2017-18 | Year-End Estimated 2017-18 | Proposed 2018-19 | Proposed 2019-20 |
|---|---|---|---|---|---|
| **SUMMARY OF POSITIONS** (continued) | | | | | |
| | | | | | |
| Police Sergeant | 17 | 17 | 18 | 18 | 18 |
| Police Services Technician | 5 | 5 | 5 | 5 | 5 |
| Property/Evidence Clerk | 2 | 2 | 2 | 2 | 2 |
| Senior Criminalistics Technician | 1 | 1 | 1 | 0 | 0 |
| Senior Dispatcher | 4 | 4 | 4 | 4 | 4 |
| Senior Police Records Technician | 3 | 3 | 3 | 3 | 3 |
| | | | | | |
| TOTAL | 179 | 180 | 180 | 180 | 180 |
| | | | | | |
| PART-TIME | | | | | |
| Account Clerk Aide | 0 | 1 | 1 | 1 | 1 |
| Police Records Clerk | 2 | 2 | 1 | 1 | 1 |
| | | | | | |
| TOTAL | 2 | 3 | 2 | 2 | 2 |
| | | | | | |
| **GRAND TOTAL** | **181** | **183** | **182** | **182** | **182** |
| | | | | | |
| TEMPORARY (FTE) | | | | | |
| Certified Dispatch Aide | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Police Work Aide | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Provisional Officer | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Reserve Police Officer Level I/II | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| | | | | | |
| TOTAL TEMPORARY (FTE) | 3.5 | 3.0 | 3.0 | 3.0 | 3.0 |



The Santa Maria Police Department building – Opened June 2015

# PUBLIC SAFETY

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

## PROGRAM DESCRIPTION

The Santa Maria Police Department (SMPD) strives to protect and serve all those who live, work, and/or visit Santa Maria. Under a philosophy of Community and Constitutionally Based Policing, the Department works in cooperation with the community to promote public safety and reduce crime. With a full range of professional police services that include maintaining civil order, conducting patrol operations, investigations, traffic control and enforcement, criminalistics, crime prevention, drug enforcement, abuse prevention, and school campus safety. The policing philosophy is threefold:  first, to reduce crime; second, to reduce residents' fear of crime; and third, to work in partnership with the community in an effort to improve the quality of life for all residents of Santa Maria.

## SUBPROGRAMS AND THEIR OBJECTIVES

Administration Division

The Administration Division coordinates 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 while operating within its budget limitations. Functions include purchasing, payroll, grant administration, contract management, revenue collection, and fiscal oversight of department operations and divisions. All personnel matters, including background investigations, hiring decisions, promotions, citizen complaints, and legal matters are processed through the Department's Administration Division.

*Training Bureau*
The Training Bureau is responsible for the arrangement and recording of training for Department personnel, including complying with Peace Officer Standards Training (POST) requirements, managing recruitment activities, as well as directing the volunteer program. The Training Bureau is also tasked with the coordination of the Department's policy manual and best practice updates.

Operations Division

The Operations Division is responsible for uniformed patrol through a network of delivery services, which includes Patrol, Traffic, SWAT, Community Services, and the Communications Center.

*Patrol Bureau*
The patrol component is the largest and most visible component of the Police Department operating 24/7 and functioning as the backbone of the police services delivery system. The deployment of the police officers who comprise this unit is based on crime and calls for service patterns in a particular neighborhood or other geographic area, the days and times of the week calls for service occur, as well as quality of life issues in the community. Intentional emphasis is placed on the collaborative development of long-term solutions to recurring incidents of neighborhood conflict. Concurrently, the patrol component prides itself on the ability to provide swift and decisive police response to incidents of crime and public disorder.

*Traffic Unit*
The Traffic Unit has the responsibility of reducing the loss of life, injury, and property damage caused by traffic collisions. As part of their duties, personnel assigned to this unit analyze collision data focusing on location, time and causal factors. Using this information, traffic personnel attempt to reduce the number and severity of the City's traffic collisions through public education, vehicle checkpoints, coordinating efforts with the City's traffic engineers, and through selective enforcement of those violations linked to collisions by location and cause.

*Special Weapons and Tactics (SWAT)*
The SWAT team was established in 1986 to provide a response capability for high-risk situations requiring skills and equipment that exceed traditional patrol or detective resources. The team's primary goal is the preservation of life when faced with unusually hazardous situations.  Such situations include barricaded suspects, hostage rescue, high-risk search warrants, terrorist activity, active shooter response, dignitary protection, and similar events.  The

# PUBLIC SAFETY

**DEPARTMENT:** Police
**DIVISION:** Administration, Operations & Support

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

department also has a Crisis Negotiations Team (CNT), which can be deployed independently as needed, or in concert with the SWAT Team to critical incidents.

*Community Services Unit*
The Community Services Unit consists of Beat Coordinators, School Resource Officers, and Police Service Technicians. The City is divided into three geographical beats, each assigned a Beat Coordinator to address specific concerns and quality of life issues within the community. School Resource Officers work closely with the City's school administration to reduce school absenteeism, teach accountability, and provide positive channels for behavior. Police Service Technicians provide a support role to patrol operations in handling various calls for service and community outreach.

*Communications Center*
The Communication Center provides 24/7 dispatch services for the Police and Fire departments. Dispatchers are responsible for answering and prioritizing incoming 911 calls, non-emergency calls, and administrative calls. Utilizing state-of-the-art technologies, the SMPD Communications Center receives over 170,000 calls for service every year.

Support Division

The Support Division encompasses the Detective Bureau to include the Crime Analyst, Special Enforcement Team, Scientific Investigations Unit, Property/Evidence, and the Records Bureau.

*Detective Bureau*
The Detective Bureau serves as the major investigative section of the Police Department and is tasked with reviewing cases, providing the most appropriate disposition and/or developing prosecutable cases, identifying perpetrators and apprehending criminal offenders. The number of resources is generally based on the type of event to be investigated, the specific expertise required and the incident's priority.

*Special Enforcement Team (SET)*
SET's mission is to be a highly visible, uniformed presence within the community. Their primary focus is on gang enforcement and obtaining criminal intelligence while conducting proactive, street level enforcement.

*Scientific Investigations Unit*
This unit is tasked with the responsibility of conducting in-depth scientific investigations at major crime scenes and the processing of evidence in the Department's crime lab. The lab provides technical support to both the line officers and detectives of the Police Department, and to be the liaison with State and Federal crime lab identification bureau partners.

*Property/Evidence*
Property and Evidence is tasked with maintaining the "chain of custody" whenever receiving, cataloging, documenting, and storing evidence of recovered property for the Police Department. Upon completion of court proceedings, arrangements are made for the proper disposition of evidence. This evidence is returned to the rightful owner or otherwise legally disposed of.

*Records Bureau*
The Records Bureau, a vital component of the Police Department, works hand-in-hand with the District Attorney's Office, Superior Court, Department of Justice, and other law enforcement agencies. The Records Bureau is also responsible for the dissemination of confidential information and ensuring appropriate disposition on cases for statistical purposes. Records personnel are often the face of the Department as they assist countless community members at the Department's lobby counter.

# PUBLIC SAFETY

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

| PERFORMANCE/WORKLOAD MEASURES | ACTUAL 2014-16 | ESTIMATED 2016-18 | PROJECTED 2018-20 |
|---|---|---|---|
| **DEMAND/WORKLOAD** | | | |
| Calls for Service | 324,138 | 334,288 | 344,000 |
| Felony Investigations | 6,898 | 6,137 | 6,200 |
| Narcotic Investigations* | 1,291 | 1,255 | 1,300 |
| Reports | 31,646 | 32,311 | 35,000 |
| Sobriety and Driver's License Checkpoints | 56 | 36 | 36 |
| Traffic Collisions | 3,738 | 3,800 | 3,900 |
| Arrests | 11,403 | 10,958 | 12,000 |
| SMPD appearance subpoenas processed | 3,834 | 4,100 | 4,900 |

*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

- Recruit, identify, and hire sworn officers and increase minimum staffing of personnel of the patrol, traffic, and Detective Bureau to enhance investigative and enforcement efforts, within budgetary resources.

- Continue to work in concert with the Mayor's Task Force on Youth Safety to enhance prevention and intervention efforts in an attempt to mitigate the effects of youth violence.

- Develop an area in Los Flores Ranch as the site of an outdoor firearms range facility for law enforcement. When operational, the site will provide a safe and secure location for the training of SMPD personnel as well as law enforcement personnel from surrounding agencies.

- Maintain the Department's focus on traffic safety by employing a combination of strict enforcement, utilization of grant funded DUI and Driver's License checkpoints, and focused saturation patrols.

- Complete installation and operation of a new Fire / Police Computer Aided Dispatch (CAD) system, and Police Records Management System (RMS). The design and implementation of these complex systems is in progress and it is anticipated that the project will be completed in calendar year 2019.

- Increase operational efficiencies through enhanced coordination of scheduling to reduce overtime. In part to be accomplished by the implementation of a report dictation system, increase Department-hosted training, and reviewing personnel deployments.

- Enhance the Department's image, outreach, and recruiting efforts through expanded utilization of social media to feature Department accomplishments and highlight human interest stories involving personnel and their many contributions to the community.

- Implement a Department-wide mentoring program with an emphasis on career growth and succession planning.

- Increase community outreach efforts by developing a Youth Citizen's Academy to educate teens about the services offered by the Santa Maria Police Department.

# PUBLIC SAFETY

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

- Provide in-house active shooter training to all Department personnel and in partnership with community stakeholders, increase training regarding active-shooter civilian response using the ALICE (Alert, Lockdown, Inform, Counter, and Evacuate) model.

## NOTEWORTHY BUDGET HIGHLIGHTS

- The portion of the Citywide General Fund budget reduction target for the Police Department is $554,304 in 2018-19 and $615,278 in 2019-20.  To achieve the reduction target the Department proposed un-funding several critical positions, including two (2) police officers. Un-funding these sworn positions eliminates staffing options available to affordably fulfill mission-critical duties. The proposed reductions would be devastating to a Department that needs to add Police Officers to its existing workforce. The impact to services would be significant and would adversely cause overtime, workforce exhaustion, and affect morale. If these reductions were imposed, the Department would be forced to dismantle the Community Services Unit, including all of the Beat Coordinators. These reductions would adversely impact quality of life issues and undo much of the work that has been accomplished in the area of community outreach. To forestall these impacts, one-time General Fund reserves are being used to maintain the service levels.

- Also to meet required budget targets, the Department proposed un-funding of two (2) Police Records Technicians and leaving a Customer Service Phone Operator vacant. The proposed reductions would increase the workload shouldered by other staff, thus increasing the already monumental task of keeping up with mandated deadlines in the Records Bureau. To forestall these impacts, one-time General Fund reserves are being used to maintain one Record Technician position.

- The Department is also proposing the un-funding of two (2) Reserve Police Officers and a Provisional Police Officer to meet the mandatory budget reductions. Un-funding these positions eliminates staffing options available to affordably fulfill mission critical duties. This would require existing staff to work the front desk, process and purge evidence, handle missing person cases, and contract for background investigation services.

- The department will continue to explore, in collaboration with the City Manager's Office, new revenue sources such as partnerships with other law enforcement agencies to utilize its state-of-the-art Communications Center, secure data center, and 700 MHz radio system. The goal is to secure partnerships that include new revenues.

- The Department will continue to seek grant funding opportunities from the State Department of Traffic Safety to further address traffic safety concerns.

- The Department submitted requests for supplemental funding for the addition of six Police Officers required as mission-critical staffing increases, including the ability to increase minimum staffing in patrol with additional officers for traffic safety and crime enforcement. Three (3) Officers were requested in Year 1 of the budget cycle and three (3) in Year 2 of the budget cycle. The requests are unable to be funded in this budget.

- The Department submitted requests for supplemental funding for the addition of one (1) Sergeant to provide direct supervision to the Community Services Unit. Currently, this is being partially staffed with a borrowed supervisor from Patrol and often incurs overtime for the backfill.  The Department also requested an addition of one (1) Lieutenant to provide management oversight to the Community Services Unit and return the Department to 2013 management levels. The requests are unable to be funded in this budget.

- The Senior Criminalistics Technician is being reclassified to a new position of Crime Lab and Evidence Supervisor to best reflect the increase of responsibilities of the supervision to both the Crime Lab and Property and Evidence Bureau.

# PUBLIC SAFETY

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

- The budget includes funding for dictation services for officers. Implementation of a dictation system provides a platform for reports to be completed in a more efficient manner, thus increasing productivity throughout the Department. It is expected to significantly reduce overtime costs associated with report writing.

- Budget increases are provided for increased equipment expenses. An additional $30,000 is included in the budget for ballistic vests. Ballistic vests are a requirement of the uniform supplied to all sworn personnel. This is a mandatory expense but currently unbudgeted. Historically, this has been funded via a Federal grant (no longer an option due to our city size) and/or via donation from the Police Council, neither of which can be relied upon. Estimated funds are based on new vests issued to officers and a 5-year replacement cycle. An additional $10,000 is included to fund Tasers and replacement cartridges for officers. This is a mandatory expense but currently unbudgeted and previously paid for via donation from the Police Council. Also, an additional $6,750 is funded for Digital OnQ Maintenance Agreements. Digital OnQ is a secure software program to safeguard and protect digital evidence. Ongoing annual maintenance will include technical assistance and software bug fixes annually. The first year of maintenance and support is included with the one-time purchase to be acquired in 2018-19.

- Additional operating expenses related to the Lompoc Booking Agreement of $15,000 are included in the budget. Due to the Sheriff's Department's closure of the County's Santa Maria Branch Jail, the City of Lompoc Jail has been an alternative for SMPD arrestees. Anticipated costs are based on several months of actual bookings at the Lompoc City Jail. The closure is expected to continue over the next two years.



Santa Maria Police Department Officers utilizing the Report Writing room