

City of Santa Paula

MUNICIPAL POLICE SERVICES FEASIBILITY STUDY



PHASE 1 REPORT

April 28, 2004

Ventura County Sheriff's Department
BOB BROOKS, SHERIFF

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PREAMBLE

On March 8, 2004, the Ventura County Sheriff's Department undertook an examination into the feasibility of contracting law enforcement services for the City of Santa Paula. That examination included a comprehensive review of the present service level and capabilities of the Santa Paula Police Department. We reviewed the calls for service, crime rates and the Arroyo study of the Santa Paula Police Department. Understanding that both citizens and police officers placed drugs, graffiti, and gangs as the most prevalent issues facing the city, we determined how we, as an agency providing police services to five contract cities, would handle those problems.

The primary tools used to combat gangs, graffiti and drugs are crime tracking, community policing and directed enforcement. These tools exist today in the Ventura County Sheriff's Department. Utilizing the County's information systems experts, the Sheriff's Department has undergone a technology transformation. From our Mobile Data Computer system being installed in our patrol cars to the upgrades in the Ventura County Criminal Justice Information System, our agency is able to access and track information as efficiently than any large agency in the nation.

The Sheriff's Department has a proven track record of using Community Oriented Policing and Problem Solving (COPPS) to combat gangs and specific community problems.

If the City of Santa Paula were to contract with the Ventura County Sheriff's Department, you would immediately enjoy improved radio coverage for all of the patrol cars working in the City of Santa Paula. Each patrol unit would be equipped with state-of-the-art Mobile Data Computers, which provide the latest in field reporting. The City of Santa Paula would receive immediate access to literally millions of dollars worth of technology acquired through grants, which the County has spent over the last several years to improve radio, computer and crime fighting tools.

The ability to instantaneously tap into the vast resources of the largest law enforcement agency in Ventura County, while maintaining a small town atmosphere, is without question a great advantage to contracting services. Each of our five present contract cities are individually managed and staffed. Each city has hand-selected the type and level of services they feel are important to them. And most importantly, each of them is very satisfied with the level of personalized service they receive.

EXECUTIVE SUMMARY

The Ventura County Sheriff's Department is pleased to present the Santa Paula City Council with this proposal for contract municipal police services.

An in-depth analysis was conducted to determine a proposed delivery of law enforcement services to the citizens of Santa Paula. Areas examined included present service levels, various police department functions and operations, enforcement philosophies and policies, citizen expectations, demographics, and historical trends.

Employing proven police services contract methodology, the minimum service level estimate for providing annual full-service law enforcement to the citizens of Santa Paula for FY03/04 is:

- \$ 4,430,037 (Personnel Costs)
- \$ 258,076 (Annual Recurring Costs)
- \$ **4,688,113** (Total Personnel and Recurring Costs)
- \$ 343,564 (One-time Startup Costs)
- \$ **5,031,677** (Total Estimated First Year Costs)

However, an up to 14% increase in personnel costs is possible in FY 04/05 due to increased worker's compensation and retirement costs.

The proposed minimum level of service provides for the following:

PATROL

- One (1) sergeant car and three (3) beat cars staffed with deputies 24-hours a day, seven days a week
- One (1) senior deputy 12-hour evening shift car, seven days a week (one of the two seniors would be a canine team)
- One (1) report-writing Sheriff's Service Technician II (SST II) 40-hours/ five days a week, and one (1) traffic/administrative Cadet II 20-hours a week

The sworn patrol staffing levels are guaranteed to be filled without the additional cost of overtime.

SPECIAL ENFORCEMENT/GANG UNIT

- One (1) sergeant, one (1) senior deputy, and two (2) deputies working 40-hours a week

DETECTIVES

- Two (2) senior deputies and one (1) deputy working 40-hours a week

ADMINISTRATION

- One (1) captain, also known as the Chief of Police, one (1) sergeant, one (1) Management Assistant I, and one (1) Office Assistant III working 40-hours a week

Under the proposal, the Sheriff's Communications Center (SCC) would manage the primary 911 dispatch functions. The Police Department's reception desk would remain open during business hours to facilitate personalized service for Santa Paula citizens. These services would automatically transfer to SCC via a "call-forwarding" system after-hours.

Initial one-time expenditures are necessary for contract implementation. These "startup" costs are required to address the compatibility of communication and transportation equipment with the Sheriff's systems.

If the City selects the enhanced staffing level, the total first-year operating costs would be:

- \$ 4,901,246 (Personnel Costs)
- \$ 307,407 (Annual Recurring Costs)
- \$ **5,208,653** (Total Personnel and Recurring Costs)
- \$ 459,630 (One-time Startup Costs)
- \$ **5,668,283** (Total Estimated First Year Costs)

Comparing the minimum staffing level FY 03/04 rates and the direct bill recurring costs, this proposal would increase Santa Paula's police budget by an estimated **\$306,328**. This equates to an increased per capita costs for law enforcement services of **\$10.57** (\$151.30¹ to \$161.87), which amounts to a 6.99% increase.

The benefits of consolidating law enforcement services are well known: cities obtain a quality level of service at a reasonable cost. Furthermore, contracting provides peripheral benefits to Santa Paula as indicated in the 2004 Arroyo Associates, Inc. report (p. 34). These benefits do not have an established cost savings but are important management considerations for City staff. Such benefits include, but are not limited to, the following:

- Reduced oversight of police personnel by City staff
- Guaranteed staffing levels
- Access to regionalized support functions (i.e., Major Crimes, Narcotics, Crime Analysis, S.W.A.T., Air Unit, Search and Rescue, etc.)
- Ability to structure community services with a high degree of flexibility and make immediate changes in service levels, personnel, and policing strategies

Overall, contract law enforcement for incorporated cities is a practical means of obtaining a quality level of service at reasonable costs. With 40 years of personalized contract law enforcement experience, the Ventura County Sheriff's Department is a proven leader in contract law enforcement services.

My staff and I wish to thank City staff, Chief Robert Gonzalez, Commander Mark Hanson and his staff for their gracious assistance during this process.

INTRODUCTION

On February 17, 2004, the Santa Paula City Council directed Santa Paula City Manager, Wally Bobkiewicz, to begin the process of conducting a feasibility study on contracting for police services with the County of Ventura. In a letter to Sheriff Brooks, dated February 18, 2004 (see Appendix A), the City Manager requested a police contract feasibility study for Santa Paula.

On March 04, 2004, Ventura County Sheriff's staff members met with the Santa Paula City Manager and the Chief of Police, Robert Gonzales, to discuss law enforcement issues. The initial phase of the study was to develop a staffing level consistent with what was identified in the Arroyo management study. Subsequent to the meeting, the Phase 1 study was conducted wherein the Santa Paula Police Department's budget and staffing levels were identified and two staffing levels were developed: (1) as suggested in the Arroyo report and (2) Sheriff's Department enhanced staffing level. The study was presented to the City Manager on April 28, 2004.

There are two phases to this feasibility study process. This study, Phase I, provides an estimated assessment for annual costs for contract law enforcement services for the City based on a minimum service level and enhanced service level. These identified service levels are not restrictive and can be further adapted to meet specific community needs and desires. In addition, Phase I provides a detailed assessment of facilities and equipment in order to determine "one-time startup" costs.

Once the City has reviewed the Phase I report, Council may wish to explore the feasibility of a contract arrangement in greater depth. This would be the Phase II study, in which a detailed assessment of current police personnel affected by a potential merger would be conducted. Every effort will be made to fairly and objectively transfer each affected City employee into County service. However, no independent forecast of the outcome of any individual's appointment could be made until Phase II is concluded.

Should the City subsequently elect to begin a contract relationship, the necessary contracts would be written and signed, and the transition of services would be made in a seamless fashion.

The Phase II study can be requested by sending a letter to Sheriff Bob Brooks, 800 South Victoria Avenue, Ventura CA 93009.

CONTRACT LAW ENFORCEMENT

Sheriff's Department

The Ventura County Sheriff's Department, under the leadership of Sheriff Bob Brooks, is comprised of 772 sworn and 555 general members. The sworn and general member personnel comprise the nucleus of a responsive, well-trained, progressive agency that serves citizens through support or direct services. The Department is responsible for the policing of all unincorporated areas within Ventura County, as well as five incorporated cities. This responsibility encompasses 95 percent of the geography and 43 percent of the population in Ventura County.

The Office of the Sheriff is comprised of the Sheriff, Bob Brooks; the Undersheriff, Craig Husband; and a Public Information Officer, Eric Nishimoto. The Department is organized into four divisions, each managed by a Chief Deputy.

1. The Patrol Services Division provides the delivery of front-line law enforcement service to the unincorporated areas of the county and to the respective contract cities of Thousand Oaks, Moorpark, Camarillo, Ojai and Fillmore. This service also includes the Sheriff's Communications Center.
2. The Support Services Division includes Human Resources, Internal Affairs, Training, Records, Business Office, Research and Planning, Emergency Services and Audit.
3. The Detention Services Division maintains an average daily population of 1500+ sentenced and unsentenced prisoners. The inmates are currently housed at the Pre-trial Detention Facility and Todd Road Jail. Court Services also fall under this Division, providing bailiffs, court security, inmate transportation, and service of civil processes and civil warrants.
4. The Special Services Division delivers countywide services such as: Crime Lab, Air Unit, Search and Rescue, Regional Photo Lab, Bomb Detail, Major Crimes, Narcotics Task Force, Intelligence, and Extradition Services.

The Sheriff's patrol plan, Community Oriented Police Enforcement (C.O.P.E.), is based on a high degree of community involvement, incorporating the concepts of beat accountability, problem solving, and the generalist approach to law enforcement. The patrol plan is administered through decentralized area stations to establish personalized officer/citizen contact. The intent of the plan is to improve the quality of protection and patrol services and to enhance officer skill and morale, while simultaneously fostering confidence within the community.

Current contracts include the cities of Thousand Oaks, Camarillo, Fillmore, Ojai and Moorpark, with a commander or captain as each city station's lead administrator. Acting for the Sheriff, these administrators fulfill the role of the city's "Chief of Police." Each "Chief" maintains a close working relationship with both city officials and community groups. It is his/her responsibility to ensure that the policing needs are met and that future needs are identified through sound planning.

Philosophy

The ultimate goal of a police administrator is to provide the highest level of service for the lowest possible cost. Regionalized services and contractual agreements enhance the ability to achieve this goal by minimizing duplication of effort and maximizing efficiency.

The Sheriff's Department provides personalized community service. As previously stated, community involvement and problem solving are two integral factors of the Sheriff's patrol plan, and contractual relationships support and foster this philosophy. Personnel are encouraged to meet the needs of the community whether it is unincorporated or incorporated. Therefore, the emphasis is on community problem solving and not departmental dictate. The efficiency of an organization such as the Sheriff's Department comes from the depth and cost effectiveness that it produces and not by implementing a bureaucratic approach to community problems.

Mission & Strategy

The members of the Ventura County Sheriff's Department are committed to safeguard lives and property of residents of Ventura County and respond to public concerns in a manner which promotes neighborhoods free from the fear of crime.

The strategy for accomplishing our mission is to preserve the peace, apprehend offenders, prevent crime, facilitate problem solving community partnerships, enforce laws, provide secure and humane detention for persons lawfully entrusted to our care and display empathy and respect for the dignity of all individuals.

Contract Benefits

One of the most common questions asked by city officials when considering the contract law enforcement option is, “What are the benefits?” The answer, in short, is *efficient service with significant savings while retaining local control*.

In addition, a contract with the Sheriff’s Department offers many intangible benefits. These benefits are of significant importance as cost avoidance to management because the City’s resources will no longer be required to perform these functions. The list includes:

- Recruiting, selecting and training candidates
- Equipment evaluation, maintenance and procurement
- Union negotiations
- Payroll and benefit distribution
- Discipline and grievance mediation
- Risk management (worker’s compensation and civil liability)

Another benefit stems from the seamless ability to communicate with neighboring unincorporated area units and other Sheriff’s Department contract cities during in-progress events or investigations.

Furthermore, the City not only benefits from the economy of scale, but staffing flexibility as well. Staffing changes can be promptly implemented without concern for potential hiring needs or layoffs. This allows the City to affect changes in service levels in a prompt and seamless fashion.

Legal Authority

The legal authority for intergovernmental contracts can be found in Article 11 of the California Constitution, Government Code § 51301, 51302, and 51350,

A board of supervisors may contract with a city, governed under general laws or charter, within the county, and the city legislative body may contract with the county for the performance by its appropriate officers and employees, for city functions (GC § 51301).

The term of the contract shall not exceed five years but may continue for periods of five years each, unless the legislative body of either local agency votes not to continue the term at a meeting more than one year before the expiration of any five-year period (GC § 51302).

A county which provides services through its appropriate departments, boards, commissions, officers or employees, to any city pursuant to contract or as authorized by law, shall charge the city all those costs which

*are incurred in providing the services so contracted or authorized. A county shall not charge a city contracting for a particular service, either as a direct or an indirect overhead charge, any portion of those costs which are attributable to services made available to all portions of the county, as determined by resolution of the board of supervisors, or which are general overhead costs of operation of the county **government**. General overhead costs, for the purpose of this section, are those costs which a county would incur regardless of whether or not it provided a service under contract to a city. Any determination of general overhead costs shall be subject to court review as to the reasonableness of such determination (GC § 51350).*

Contract Costing and Methodology

An overview of contract costing methodology is offered to provide city officials with an understanding of how annual rates for services are determined. For instance, there are significant elements of the Sheriff's organization that are dedicated to countywide service and are not affected by contract cities. The remaining units of the Department are impacted by the existence of contracts and, therefore, a proportionate amount of the unit cost must be distributed to the contract personnel. To arrive at these distributions, it is necessary to calculate per person costs for support services. Budgetary information on all chargeable units must be determined in order to identify these per person costs. In determining the total cost to the County for providing contract services, it is necessary to go through three independent steps: (1) Salary & Benefits (Direct); (2) Support Services Shared Costs (Indirect); and (3) Divisional Shared Costs (Indirect).

Support Services shared costs consist of all costs to the Department incurred as a result of contract services, which are not included in the Divisional shared costs. Support Services indirect charges include: Personnel Bureau, Business Office, Administrative Support, Information Systems, Crime Analysis, Training, and Supplies and Services/Fixed Assets.

Divisional Shared costs primarily consist of the cost for 24-hour supervision, management, dispatching and other related support. This cost is proportionately distributed over the total personnel working in the region, including those assigned to the contract cities.

Once overhead rates have been determined for the Department and region, it is possible to compute the annual rate for service by classification. Annual rates multiplied by the number of employees required to adequately staff the contracted level of service establishes the annual personnel costs.

In FY 04/05, vehicle costs will be broken down into three parts, and they will be billed separately on a monthly basis: (1) a flat rate charge per vehicle to cover insurance, depreciation (only on county-owned contract vehicles) and electronic equipment maintenance; (2) a per mile charge for actual miles driven to cover expendables such as oil, tires, maintenance, labor and parts; and (3) the actual cost for gasoline purchases.

All court time as well as overtime, due to workload, city related investigations, or events are also direct billed. Overtime needed for backfill for those positions labeled "with relief" are not billed. The replacement of deputies for sick leave, vacation or training is built into the rate charged for positions with relief.

Fiscal review of contract costs is conducted annually by the Sheriff's Business Office, the Auditor-Controller and the budget analyst for the County's Chief Executive Officer. The rate established for each service includes the entire cost of salary and benefits, overhead, supplies, etc. These rates are reviewed and approved annually by the Board of Supervisors.

An annual evaluation of the City's service needs and contractual performance is an essential ingredient to a successful public safety operation effort. The City's input into operational objectives is encouraged in order to facilitate its role in planning future accomplishments. Such strategic planning and forecasting forms the basis for the desired level of contractual service. The Chief of Police will prepare a budget each year. Once the budget has been prepared, the Chief will submit it to the City Manger for review and approval.

The Sheriff's Business Office bills service rates on a monthly basis. Whenever service adjustments are made to the contractual agreement, the appropriate modification is made to the respective billing invoice. Billing adjustments are effective from the date the change in the level of service is actually provided.

THE CITY OF SANTA PAULA

City of Santa Paula

The City of Santa Paula, California, is located 65 miles northwest of Los Angeles and 14 miles east of Ventura and the coastline of the Pacific Ocean. Santa Paula is the geographical center of Ventura County, situated in the rich agricultural Santa Clara River Valley. It is surrounded by rolling hills and rugged mountain peaks, along with orange, lemon and avocado groves. In fact, Santa Paula is a major distribution point for citrus fruits in the United States and is noted for its avocado producing and processing. It is often referred to as the "*Citrus Capital of the World.*"

Santa Paula was incorporated on April 22, 1902, as a general law city. The community has a quaint, small town image, ideal climate and reasonably priced housing, which is why Santa Paulans refer to their community as "*Hometown USA.*" It maintains its own identity and is in close proximity to the many tourist, recreational, and cultural activities that abound in Southern California.

Santa Paula covers an area of 4.6 square miles with an estimated 2003 population of 28,962 (Ventura County Planning, 2004). The 2000 U.S. Census Report indicates the city's demographics as: 71.2% Hispanic or Latino, 26.4% White, and 2.4% for all other races.

The City Council is made up of five members, elected at-large, serving four-year terms. The Mayor is selected for a one-year term from among the members of the City Council. The City operates under a council-manager form of government. The City Council appoints the City Manager and City Attorney. The City Clerk and City Treasurer are elected and serve four-year terms.

The City of Santa Paula delivers municipal services through nine departments: Administration (City Council, City Manager, City Attorney, City Clerk, Personnel, Risk Management), Building and Safety (building and code enforcement), Community Services (recreation, senior services, cable television, filming, California Oil Museum, tourism), Economic Development (redevelopment, housing), Finance (City Treasurer, Utility Billing and Payments, Accounting, Payroll, Purchasing), Fire, Police, Public Works (streets, parks, water, wastewater, refuse). Library services are provided by the Blanchard/Santa Paula Library District and public transit services are provided by the Ventura County Transportation Commission. (<http://www.ci.santa-paula.ca.us/aboutus.htm>, 2003)

City Council and Staff

The Mayor, City Council and City Manager are responsible to the residents of Santa Paula for policy creation, the enactment of local laws, and the design and implementation of programs and services to meet identified needs. To accomplish this, the City Council adopts an annual budget, approves or disapproves all ordinances and resolutions, and authorizes funding to ensure adequate support of all City operations.



City of Santa Paula
'Citrus Capital of the World'

| | |
|-----------------------------------|---------------------------------|
| Mayor Dr. Gabino Aguirre | |
| Vice Mayor Mary Ann Krause | Councilmember Ray C. Luna |
| Councilmember Richard Cook | Councilmember John T. Procter |
| City Manager Wally Bobkiewicz | City Attorney Karl H. Berger |
| City Clerk Steven J. Salas | City Treasurer Sandra K. Easley |
| Finance Director Alvertina Rivera | Police Chief Bob Gonzales |

City's General Plan

The City of Santa Paula's General Plan, Land Use Element manual (1998) "provides for [the] build-out of 124 residential units each year" and "the total number of units that would be allowed under the current management principles would be 2,852 units as of 1997...[plus] an accumulation of 944 units...not used in the past years. This brings a grand total of 3,796 units that would be allowed" (p. LU-8). This development plan is expected to increase the population by 11,388 (p. LU-9).

Included in the study are plans for the development of Adams Canyon, Fagan Canyon, East Area 1, East Area 2, West Area 2 and South Mountain. If these developments proceed according to the General Plan it would equate to 3,600 dwelling units, three (3) schools, parks and recreation areas, a golf course and a 200-room hotel (p. LU-24).

According to Santa Paula City Planning, the citizens of Santa Paula rejected the Adams Canyon project however, in the April 8th edition of the Ventura STAR newspaper, the Adams Canyon developers are now "exploring the possibility of developing the canyon under the Ventura County Board of Supervisors'

jurisdiction” (p. B1). The Fagan Canyon project developers have submitted a General Plan amendment and an application for annexation. The Fagan Canyon developers are requesting to develop 2,200 dwelling units, an increase of 1,750 dwellings units are indicated in the General Plan (Anna Arroyo, April 9, 2004).

Police Department and Facilities

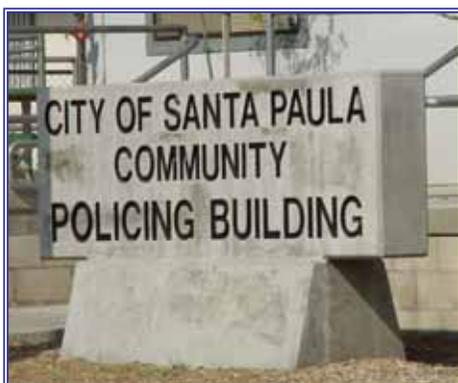
The Santa Paula Police Department (SPPD) is located at 214 South 10th Street in Santa Paula. For the FY 03/04, SPPD has been allocated 33 sworn and 22 general member positions. Currently, SPPD consists of 31 full-time sworn officers, with two (2) reserves filling the other two sworn allocated positions, and 19 general member employees. Of the total sworn personnel assigned to patrol there are four (4) sergeants, four (4) senior officers and twelve (12) officers. With a total sworn staff of 33, SPPD has an officer-to-thousand-population ratio of 1.14. With a sworn patrol staff of 20, SPPD has an officer-to-thousand-population ratio of 0.69. The Department has been able to provide patrol services and mitigate their costs through the use of their reserve officers; however, the Sheriff’s Department’s policy does not use its reserves in a minimum deployment capacity.



The Santa Paula Police Department building was built in 1962. It was originally 6,097 square feet, but in 1980, the building was remodeled and an additional 1,695 square feet were added to the existing facility. There was a 1,068 square foot carport built, and a new roof was completed in 1999. A blueprint for the facility dated September 19, 1980, was obtained and copied.

The Police Department’s budget for FY03/04 is \$4,381,785 (Tina Rivera, March 2004).

Storefront



The Las Piedras storefront is located at 431 N. 13th Street. It is owned by the City of Santa Paula and is operated as a police storefront and community building utilized mainly by the Boys and Girls Club for after-school activities and as a homework center. Three (3)

volunteers generally staff the storefront five (5) days a week between the hours of 10 a.m. and 8 or 9 p.m.

The 1,440 square foot facility was built in 1998. Officers are unable to use this facility for direct law enforcement services due to the fact that there is no network computer connection, while all of their reports are computer generated from the network.

Crime Statistics

Table 1 is a detailed account of SPPD's 2002 and 2003 Part I and Part II crimes. A comparison of SPPD's 2002 and 2003 Part I crime statistics revealed a 33 percent reduction (299 fewer reported) in Part I crimes for 2003. For the most part, this reduction can be attributed to 186 fewer reported burglaries and 83 fewer reported thefts.

Table 1. Santa Paula Crime Statistics

**2002/2003 Comparison of
Reported Crimes
Population**

| | 28,800 Jan - Dec 2002 | 28,962 Jan - Dec 2003 | 162 Numerical Difference | 0.6% Percent Change | 2002 | 2003 | Percent Change |
|----------------------------|-----------------------------|-----------------------------|--------------------------------|---------------------------|-----------------------|-------|-------------------|
| <i>PART I CRIMES</i> | Reported Offenses | | | | Rate per 1,000 | | |
| Homicide | 6 | 2 | -4 | -66.7% | 0.21 | 0.07 | -67% |
| Rape | 4 | 4 | 0 | 0.0% | 0.14 | 0.14 | -1% |
| Robbery | 33 | 28 | -5 | -15.2% | 1.15 | 0.97 | -16% |
| Assault - Aggravated | 55 | 50 | -5 | -9.1% | 1.91 | 1.73 | -10% |
| <i>TOTAL VIOLENT</i> | 98 | 84 | -14 | -14.3% | 3.40 | 2.90 | -15% |
| Burglary | 298 | 112 | -186 | -62.4% | 10.35 | 3.87 | -63% |
| Theft - Grand/Petty | 429 | 346 | -83 | -19.3% | 14.90 | 11.95 | -20% |
| Theft - Auto | 74 | 59 | -15 | -20.3% | 2.57 | 2.04 | -21% |
| Arson | 8 | 7 | -1 | -12.5% | 0.28 | 0.24 | -13% |
| <i>TOTAL PROPERTY</i> | 809 | 524 | -285 | -35.2% | 28.09 | 18.09 | -36% |
| <i>TOTAL PART I CRIMES</i> | 907 | 608 | -299 | -33.0% | 31.49 | 20.99 | -33% |

| | Jan - Dec | Jan - Dec | Numerical Percent | | Percent | | |
|--|--------------------------|--------------|-------------------|---------------|-----------------------|---------------|------------|
| | 2002 | 2003 | Difference | Change | 2002 | 2003 | Change |
| <i>PART II CRIMES</i> | Reported Offenses | | | | Rate per 1,000 | | |
| Assault - Simple/Resist Arrest/Crimes Against Family | 242 | 225 | -17 | -7.0% | 8.40 | 7.77 | -8% |
| Possession of Stolen Property | 16 | 17 | 1 | 6.3% | 0.56 | 0.59 | 6% |
| Alcohol - DUI | 106 | 95 | -11 | -10.4% | 3.68 | 3.28 | -11% |
| Alcohol - Misc. | 28 | 60 | 32 | 114.3% | 0.97 | 2.07 | 113% |
| Narcotic | 231 | 302 | 71 | 30.7% | 8.02 | 10.43 | 30% |
| Sex - Felony & Misdemeanor | 40 | 27 | -13 | -32.5% | 1.39 | 0.93 | -33% |
| Fraud | 27 | 67 | 40 | 148.1% | 0.94 | 2.31 | 147% |
| Forgery | 48 | 58 | 10 | 20.8% | 1.67 | 2.00 | 20% |
| Vandalism - Felony & Misdemeanor | 293 | 269 | -24 | -8.2% | 10.17 | 9.29 | -9% |
| Weapon & Bomb | 47 | 71 | 24 | 51.1% | 1.63 | 2.45 | 50% |
| Disorderly Conduct | 280 | 273 | -7 | -2.5% | 9.72 | 9.43 | -3% |
| Vagrancy (Drunk In Public) | 38 | 29 | -9 | -23.7% | 1.32 | 1.00 | -24% |
| Warrant Arrest | 170 | 188 | 18 | 10.6% | 5.90 | 6.49 | 10% |
| Traffic Arrests | 391 | 382 | -9 | -2.3% | 13.58 | 13.19 | -3% |
| TOTAL PART II CRIMES | 1,957 | 2,063 | 106 | 5.4% | 67.95 | 71.23 | 5% |
| TOTAL PART I & II CRIMES | 2,864 | 2,671 | -193 | -6.7% | 99.44 | 92.22 | -7% |
| <i>OTHER TYPE REPORTS</i> | Reported Offenses | | | | Rate per 1,000 | | |
| Misc. Incident Reports | 219 | 157 | -62 | -28.3% | 7.60 | 5.42 | -29% |
| Domestic Incidents | 89 | 91 | 2 | 2.2% | 3.09 | 3.14 | 2% |
| Traffic Collisions | 441 | 343 | -98 | -22.2% | 15.31 | 11.84 | -23% |
| Vehicle (tow/store/impound) | 672 | 714 | 42 | 6.3% | 23.33 | 24.65 | 6% |
| TOTAL OTHER REPORTS | 1,421 | 1,305 | -116 | -8.2% | 49.34 | 45.06 | -9% |
| TOTAL PART I, II & OTHER CRIMES | 4,285 | 3,976 | -172 | -7.2% | 148.78 | 137.28 | -8% |

NC = Not Calculable

Source: Barbara Hill, SPPD, 2004.

SPPD Personnel Breakdown

Table 2 is a detailed account of SPPD's sworn and civilian staffing totals and assignments as of March 8, 2004.

Table 2. Current SPPD Personnel Breakdown

| <u>Sworn Position</u> | <u>Budgeted</u> | <u>Filled</u> | <u>Assignment</u> |
|--|-----------------|---------------|-------------------------------------|
| Police Chief | 1 | 1 | Chief |
| Commander | 2 | 1 | Admin Services |
| | | 1 | Operations |
| Sergeant | 6 | 4 | Patrol |
| | | 1 | Detectives |
| | | 1 | Special Enforcement |
| Senior Officers | 8 | 4 | Patrol |
| *Det. Officers become Srs while in Detectives only | | 4 | Detectives |
| Officers | 16 | 11 | Patrol |
| | | 1 | Patrol-filled w/ a reserve |
| | | 1 | Special Enforcement |
| | | 1 | School Resource-filled w/ a reserve |
| | | 1 | AB1913 |
| | | 1 | COPPS |
| Total | 33 | 31/33* | * 2 are reserves |

| <u>Civilian Position</u> | <u>Budgeted</u> | <u>Filled</u> | <u>Assignment</u> |
|----------------------------------|-----------------|---------------|---------------------|
| Secretary I/II | 1 | 1 | Chief's Admin Asst. |
| Public Safety Clerk | 6 | 5 | Dispatch |
| | | 1 | Dispatch (vacant) |
| ½ time Public Safety | 2 | 1 | Dispatch |
| | | 1 | Dispatch (vacant) |
| Clerk Typist | 1 | 1 | Records |
| ½ time Clerk Typist | 3 | 3 | Records |
| Full time CSO | 3 | 2 | Patrol |
| | | 1 | Detectives (vacant) |
| ½ time CSO | 1 | 1 | Property Room |
| ½ time CSO | 1 | 1 | Court Liaison |
| ½ time Maintenance | 2 | 2 | Graffiti Removal |
| Animal Control | 1 | 1 | Animal Control |
| Reserves | 20 | 10 | Patrol |
| | | 1 | Range Master |
| | | 9 | Patrol (Vacancies) |
| Cadet | 1 | 1 | Patrol |
| Total (excludes Reserves) | 22 | 19 | |

Source: FY03/04 Budget Manual (pp. 135-185, organizational chart/department personnel roster (p. PG-1), Commander Hanson, March 8, 2004.

Local Control and Identity

The issue of local control and identity is common among all communities. The Sheriff's Department recognizes that each community is unique, with differing priorities, concerns and solutions. Station commanders or captains confer with city officials regularly to ensure optimum satisfaction with the quality of services provided by the Sheriff's Department. While city officials are relieved of the burden of managing day-to-day policing operations, the station commander or captain and city officials work together to identify goals and programs that create a safer community and strengthen the public's faith in its local government. Each contracting city, while sharing many common needs with its neighboring cities, is thereby recognized as a unique community.

The Sheriff's Department's contract cities often utilize distinctive logos on their dedicated Sheriff's cars, which reflect the uniqueness of their community. The following pictures represent those community-based cars for the contract cities the Department serves.



Camarillo Police



Thousand Oaks Police



Fillmore Police



Moorpark Police



Ojai Police

FIXED ASSETS AND POLICE EQUIPMENT

Vehicles

The Santa Paula Police Department has thirty-one (31) police vehicles in service at the present time: seven (7) marked patrol vehicles, three (3) canine black and white vehicles, ten (10) unmarked vehicles, one (1) CSO vehicle, and ten (10) utility purpose vehicles (see Appendix B). A more descriptive account of SPPD's vehicles and future needs can be found in the Startup Costs section of this proposal (pp. 44-45).

Police Equipment

SPPD currently has thirty-one (31) full-time police officers; eleven (11) reserve police officers, including one Technical Reserve; and twelve (12) citizen patrol members. Each officer was issued patrol equipment on his/her date of hire leaving a minimum amount of reserve inventory. Currently, five (5) Safariland duty holsters and fifteen (15) Streamlights are held in reserve. The style and color of the issued equipment is consistent with the equipment currently issued by the Sheriff's Department.

All officers have been issued Armacell **Level III** ballistic vests. The life expectancy of the vests will expire soon. Santa Paula has obtained grant funding for replacement vests and is in the process of obtaining bids. The Sheriff's Department currently issues American Body Armor "Extreme" **Level II** (\$514.69) with an employee upgrade option (\$250).

SPPD has issued Peerless and Smith & Wesson handcuffs in the past. The exact number of each is unknown. Individual officers may have replaced their originally issued handcuff due to loss or damage. Either brand would be consistent with Sheriff's Department inventory, although we currently issue Smith & Wesson.

The O.C. spray and holder issued by SPPD would have to be replaced by the Sheriff's Department due to the difference in size and brand. SPPD uses the ASP expandable baton and holder, which is consistent with Sheriff's Department issued equipment.

A general inventory of SPPD's patrol equipment was completed (see Appendix C). A more descriptive account of SPPD's firearms, radios, and cellular phones can be found in the Startup Costs section of this proposal (pp. 48-49).

Furniture and Fixed Assets

The city will retain right, title and interest in its existing police furniture and fixed assets. Fixed assets are those items to exceed \$5,000. Commander Hanson provided the following list of fixed assets:

1. Olympian Generator
Size-30 kva
Engine-350 Chevy runs on LP gas, has 87 hours
Value-approx. \$12,000, installed about 1994

2. Acme, Astro Matic Records Power File
18 rotating shelves
Installed in 1982
Today's replacement cost is \$35,000

3. Dictaphone Dictation System
Model-Enterprise 125
Serial Number-277139
Installed- Mid 2003
Cost-\$35,500

4. Dictaphone Radio/Telephone Logger
Model-Freedom 1GA000
Serial Number-669884
Installed-November 2000
Cost-\$14,500

5. Motorola Dispatch Radio System
Model-Centracom Gold Elite, 2 Position
Installed Mid 1999
Cost-Approx. \$250,000 (Includes Furniture)

CONTRACT SERVICE LEVELS

Dispatch Service

SPPD currently has six (6) dispatch allocations, of which only five (5) positions are filled. One (1) person is currently in the background process to fill the sixth position. SPPD dispatch staffing level is generally one (1) call taker and one (1) radio dispatcher 24-hours a day, seven days a week.

The Sheriff's Communication Center (SCC) manages calls-for-service (CFS) from the unincorporated areas of the county in addition to the five (5) contract cities.

Determining the call load and corresponding calls-for-service was a difficult process. It is not unusual for law enforcement agencies to utilize different computer aided dispatching software programs (CAD) which capture different data and report it in dissimilar manners, but what is important to track varies from community to community depending on crime patterns and local preferences. When determining service levels, the study attempted to make parallel comparisons by looking at the following factors:

- Telephone call volume
- Calls for service
- Controlled units
- Current staffing

Data was not available as to the actual number of phone calls received by the SPPD dispatch center. The industry standard and number utilized for this study predicts that there are 4.75² incoming telephone calls on seven-digit lines for each 9-1-1 call that the Department receives³. However, some communities are more likely to call their police departments than others for non-criminal matters. It was suggested by the Arroyo study that this may be the case in Santa Paula (pp. 18 & 20).

According to the State's 911 report⁴, Santa Paula received 7,822 9-1-1 calls (p.5) in the year 2002. Using the standard 4.75 business calls for each 911 call, the study team estimates that Santa Paula receives approximately 37,154 business related calls annually. Adding back the 911 calls, the total rises to 44,976 phone calls from the public.

Analyzing the actual number of radio dispatches resulting from a calls-for-service was difficult because the statistics captured by the SPPD CAD system contained in an Excel file⁵ reflected officer-initiated activity, traffic stops, and blank fields, in addition to dispatcher-generated calls-for-service. The data was refined⁶, and it

is now estimated that SPPD received an 18,266 in 2002, which conflicts with the 24,000 calls-for-service reported in the Arroyo Study (p.17) (see Appendix D).

If Santa Paula requests a merger, this will require the SCC to add a third primary channel and re-district radio operations⁷. This will cost approximately \$97,000 for equipment and installation, plus \$50,839 annually in monthly recurring fees⁸. At this time is it unknown how the distribution of this cost will occur; however, it is likely the costs will be spread over the entire contracting community as benefits will result to all.

Telephones

As part of the feasibility study, County Telecommunications Deputy CIO Mitch Evans has provided information and recommendations regarding telephone communication needs for the City with regard to the forwarding of the police station's business lines and the after-hours 'hotline.' He has also provided the cost for data communications. It appears that the "hotline" and business lines can be forwarded to SCC without any additional expenditure. A more detailed explanation concerning data communications and telecommunications costs and services can be found in the Startup Costs section of this proposal (p. 47).

Patrol Services

The following critical law enforcement indices were evaluated and considered in determining patrol personnel requirements for the City of Santa Paula:

- Calls for Service
- Reported Crimes
- Traffic Collisions
- Officer Mutual Assists
- Officer Time on Call
- Report Time
- Available Time per Officer
- Desired Proactive Patrol (30%)

Secondary factors also considered in determining the number of officers needed include: anticipated population increase, growth trends, traffic congestion, and projections relative to the crime rate.

Basing patrol personnel estimates on statistical data, computations, and historical trends, the absolute smallest number of patrol officers required for the minimum level law enforcement services would be 15.09 (see Appendix E). This level of service would provide three (3) patrol cars 24-hours a day, seven days a week (with relief). "With relief" means that the City can expect those cars to be

backfilled consistently. "Without relief" means the position is not backfilled in the event the employee is not at work. The overtime required to backfill has already been calculated as part of the service level for 24-hour and 84-hour cars. It is important for all to understand that the consistent backfill of basic patrol beat cars and the overlaps cars are a significant increase in the level of service. This is because most municipal law enforcement agencies do not have readily available access to additional sworn personnel. If one beat car officer calls in sick, they are seldom replaced in order to save overtime costs or the inability to find someone to fill the shift.

In keeping with Mr. Bobkiewicz' request to follow the Arroyo study recommendations, the Sheriff's Department's minimum staffing level calls for one (1) sergeant car and three (3) beat cars staffed with deputies 24-hours a day, seven days a week with relief; one (1) senior deputy 12-hour evening shift overlap car, seven days a week with relief (one of the two seniors would be a canine team); one (1) report writing Sheriff's Service Technician II (SST II) 40-hours a week without relief; and one (1) traffic/administrative Cadet II 20-hours per week without relief. This staffing level equates to a patrol officer-to-thousand-population ratio of 0.69.

This minimum service level should be monitored and carefully reviewed during the first contract year to ensure that the best and most cost effective service is provided to the citizens of Santa Paula.

Mr. Bobkiewicz had also asked for an enhanced service level. This service level would include the addition of one (1) Cadet II, 20-hours per week without relief; one (1) 40-hours a week traffic car without relief for a total of 21 sworn employees performing patrol related functions. This staffing level equates to a patrol officer-to-thousand-population ratio of 0.73.

SPPD currently has sixteen (16) officers and senior officers assigned to patrol. This staffing level, and the addition of four (4) patrol sergeants, equates to a patrol officer-to-thousand-population ratio of 0.69.

As one can see, the Sheriff's enhanced service level increases the officer-to-thousand-population ratio by 5.8 percent.

In essence, the position duties of each classification are as follows (a detailed job description can be found at <http://www.ventura.org/hr/>):

Patrol Sergeant

The Sheriff's Department requires at least one sergeant per shift for the supervision of patrol personnel. In addition to field supervision, patrol sergeants conduct minor to moderate internal affairs investigations. They are also responsible for the supervision of sworn and/or civilian personnel during

assigned shifts, and for resolving law enforcement related problems/issues requiring a high level of individual skills and abilities.

Patrol Senior Deputy

The minimum staffing level calls for one (1) senior deputy overlap car, which is the full-time equivalent (FTE) of 2.195 or 2 positions. The proposal recommends that one (1) of the two (2) positions be a canine team (see pp. 37-38 & Appendix F recommendations regarding the canine unit). Currently, both deputy and senior deputy classifications can function in the canine unit; however, the City would be billed according to the classification of the officer assigned to the car in the event that a deputy is assigned to underfill a senior deputy position.

In addition to the sergeant, Sheriff's Department patrol senior deputies provide guidance, development and training to field personnel.

Patrol Deputy

The Sheriff's Department's policing style, Community Oriented Police Enforcement (C.O.P.E.) areas, is based on a high degree of community involvement, incorporating the concepts of beat accountability, problem solving, and the generalist approach to law enforcement. It is administered through decentralized area stations to establish personalized officer/citizen contact, and is intended to improve the quality of protection and patrol services. It also enhances an officer's skills and morale, while simultaneously fostering confidence within the community.

The maximum impact and effectiveness of this policing style can be obtained only by mutual cooperation of law enforcement, local government and the citizens in the community. Using the SARA (Scan, Analyze, Respond, Assess) model, Sheriff's deputies are able to identify and then work on improving problems within their patrol jurisdictions.

Currently, SPPD has two (2) beats and no Reporting Districts (RDs). The beats are broken down as: Beat 1—South of Main Street and Beat 2—North of Main Street. The Sheriff's Department's minimum staffing level calls for three (3) beat assignments/C.O.P.E. areas, which will be filled on a continuous basis by fourteen (14) deputies. An analysis of the City layout will need to be conducted in order to establish appropriate beat alignments and RD quadrants in order to gather and assess quantifiable crime statistics.

Patrol SST

The Sheriff's Department utilizes civilian Sheriff's Service Technician (SST) report writers who have been trained in writing crime and incident reports. These report writers, while supporting patrol, respond to many of the calls-for-service

instead of a patrol deputy. However, a report writer will not respond to calls-for-service if the suspect is present at the scene or there is a possibility the suspect will return. In addition, they can respond to, investigate and document non-injury traffic accidents that occur within the City in accordance with the Department's General Orders (after successful completion of a P.O.S.T. 40-hour Basic Collision Investigation Course).

Patrol Cadet

Patrol cadets are responsible for: enforcement of parking ordinances within the City, towing of abandoned vehicles, and responding to and providing traffic control at collision scenes. In addition, similar to the SSTs, cadets can respond to, investigate and document non-injury traffic accidents that occur within the City in accordance with the Department's General Orders (after successful completion of a P.O.S.T. 40-hour Basic Collision Investigation Course).

Traffic

The enhanced staffing level calls for a traffic deputy. A review of SPPD reported traffic accident information from 1999 to 2003 was conducted⁹. The data indicates that Santa Paula has an average of 385 traffic collisions per year, which is 50 percent more than the average number of collisions reported in the cities of Ojai and Fillmore during the periods of 2001 and 2002.

Investigations

There are currently four (4) detectives, one (1) detective sergeant, and one and a half (1.5) Community Service Officer (CSO) allocations assigned to investigations at SPPD. One (1) CSO position is currently vacant. The detective sergeant works as an integral part of the investigative team however, his administrative and supervisory duties do not allow him to carry the caseload responsibility of a regular detective. There is one (1) CSO handling missing persons, stolen vehicles, theft of vehicles, and runaway juvenile type cases. There are two (2) part-time CSOs; one (1) is the court liaison and the other maintains the property room.

The Sheriff's Department's minimum staffing level calls for two (2) senior deputies and one (1) deputy assigned to the detective unit. The administrative sergeant would supervise this unit. The enhanced staffing level calls for the addition of one (1) SST report writer whose function in the unit would remain the same as the current CSO detective position.

The SPPD investigative unit had a total assigned caseload of 503 cases¹⁰ during the 2003 calendar year, a 9.7 percent decrease from the previous year, and a 31 percent increase when compared to 2000. Using the number of cases assigned

in 2002 (557), and dividing that by the number of investigators (six (6), which includes the one CSO assigned to the unit at that time), the average number of cases investigated per detective per month was 7.74.

Next, by comparing the number of 2002 calls-for-service (18,266)¹¹ and the number of reports generated (3,179)¹² by SPPD, the study team determined that 17.4 percent of SPPD's calls-for-service generate a report, as compared to 33.64 percent¹³ for Sheriff's contract cities. Using SPPD 2002 calls-for-service and the Department's reporting rate, the City could expect Sheriff's deputies to generate 6,145 reports, an increase of 93.3 percent.

Table 3 through Table 6 contain case and crime information, and have been provided for historical reference and comparison:

Table 3: Crime Case Management Report Database Totals

| | 1999 | 2000 | 2001 | 2002 | 2003 |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| Case Reports | 2002 | 2029 | 2193 | 2445 | 2283 |
| Accidents | 366 | 375 | 390 | 444* | 350* |
| DUI | 105 | 98 | 128 | 108 | 95 |
| Information | 405 | 278 | 341 | 412 | 470 |
| Total Reports | 2878 | 2780 | 3052 | 3409 | 3198 |

Source: Commander Hanson, April 9, 2004

* Barbara Hill, April 2004

Table 4: Total Assigned Cases

| | 1999 | 2000 | 2001 | 2002 | 2003 |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Detectives/CSO | 296 | 384 | 510 | 557 | 503 |
| Patrol | 9 | 12 | 26 | 37 | 15 |
| Records | 1337 | 1433 | 1648 | 1851 | 1745 |
| Totals Cases | 1642 | 1829 | 2184 | 2445 | 2263 |

Source: Hand-count from Hanson's Printouts & subsequent Excel file, 2004

Table 5: A Breakdown of Crime Case Management Report Data

| | 1999 | 2000 | 2001 | 2002 | 2003 |
|------------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Part 1 Person | 77 | 87 | 110 | 87 | 81 |
| Total Part 1 Property | 590 | 590 | 700 | 768 | 525 |
| Total Part I Crimes* | 667 | 677 | 810 | 855 | 606 |
| Total Part 2 Crimes | 975 | 1152 | 1374 | 1590 | 1657 |
| Total Cases | 1642 | 1829 | 2184 | 2445 | 2263 |
| Felony Domestic | 37 | 56 | 49 | 39 | 46 |

Source: hand count from Excel data provided by Hanson, SPPD, 2004

* Part I crimes don't include domestic data due to inability to determine GBI from the data provided.

A reporting variance was discovered when a comparison of the Part I & II crime statistics contained in the Crime Case Management Report (Table 5) was made to the statistical data contained in (Table 6)¹⁴. SPPD reported the following number of Part I & II Crimes:

Table 6: Santa Paula Crime and Report Data

| | 1999 | 2000 | 2001 | 2002 | 2003 |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Part I Crimes | 879 | 757 | 852 | 907 | 608 |
| Part I Persons | 166 | 105 | 125 | 98 | 84 |
| Total Part II | 1598 | 1697 | 1774 | 1957 | 2063 |
| Total Part I & II Crimes | 2477 | 2454 | 2626 | 2864 | 2671 |
| Other Reports | 1204 | 1226 | 1284 | 1421 | 1305 |

Source: Barbara Hill, 2004

The discrepancy occurs because the total number of Part I & II crimes are reported differently. In regard to Part II crimes, SPPD records the total number of “occurrences” per report and the possibility of more than one occurrence per report is likely (e.g., one police report contains a vandalism and petty theft charge. Therefore, there would be two reported Part II crimes, but only one report would have been generated). This Part II reporting practice is not consistent with the Sheriff’s reporting practices prior to 2004¹⁵, and therefore no Part II crime comparisons can be made between the two agencies.

Utilizing the statistics reported to the State, the team learned that there were 608 Part I crime reports generated in 2003, and of those 84 involved major crimes against persons. Under a police services contract, the Sheriff’s Department Major Crimes Unit would handle these 84 cases. Taking into consideration the number of detectives assigned to the Major Crimes Bureau in 2004, this would increase the Major Crimes detectives’ caseloads by .37 cases per detective per month. SPPD area detectives would handle the remaining 524 cases.

Should the number of crime reports handled by detectives not increase exponentially from what was reported to the research team, the minimum staffing level of three (3) detectives can expect to handle 14.55 cases per month per detective. This is consistent with the average number of cases currently handled by Sheriff’s Department’s general assignment detectives¹⁶.

Administration

The minimum staffing level includes a station captain, or Chief of Police; one (1) sergeant; one (1) Management Assistant II; and one (1) Office Assistant III. In essence, the position duties of each classification are as follows:

Captain

As the acting Chief of Police, a Sheriff's captain can be expected to engage leaders within City government and the community in a planning process designed to develop, create, and implement the mission and goals for the City and its police department. The Chief maintains a close working relationship with both city officials and community groups. It is the Chief's responsibility to ensure that the policing needs are met and that future needs are identified through sound planning. Furthermore, either the Chief, or their designee, will attend all city council meetings, unless directed otherwise by the Council or City Manager.

Also, the captain plans, assigns, directs, and supervises the work of all assigned sworn and civilian personnel.

Administrative Sergeant

Under the direction of the captain, the administrative sergeant is responsible for budget expenditure, tracking and projections, financial operations and purchasing, facility inspections and maintenance, fleet and equipment management, supervision of designated administrative station personnel, and assigned staff work.

Management Assistant I

The Management Assistant I classification will perform all clerical and secretarial duties deemed necessary by the station captain, maintain time cards, process overtime and court time reports, maintain station personnel records, distribute subpoenas, and provide backup for the office assistant when necessary.

Office Assistant III

An Office Assistant III will be available for all citizen questions and phone calls during normal business hours (8 a.m. to 5 p.m.) five (5) days a week without relief. The office assistant will serve as the initial contact for all public inquires and will direct questions and concerns appropriately. After normal business hours, all incoming calls will be automatically forwarded to the Sheriff's Communication Center (SCC). A telephone "hotline" is available at the entrance to the police station for walk-in traffic after 5 p.m. The "hotline" will ring into SCC, which will then be answered by SCC personnel.

Cadet

Although the Sheriff's minimum staffing level cadet position is assigned to patrol, at the direction of administrative staff the traffic cadet will assist the station captain and other station personnel by attending to procurement of supplies, vehicle transfers, and other ancillary tasks as needed. The enhanced staffing level calls for the addition of one (1) more 20-hour cadet. The additional cadet position will be utilized to assist detectives with mundane, but time consuming, tasks such as: follow-up requested by the District Attorney's office for cases assigned to patrol personnel, copying tapes and reports, and other ancillary investigative and/or administrative tasks.

Special Enforcement Unit (SEU) / Gang Unit

SPPD currently has one (1) sergeant and one (1) officer assigned to a special enforcement unit. According to the Arroyo study, "Fifty-two percent (52%) of the respondents to [the] employee survey indicated that the Department's various policing programs had not had 'good success' in preventing the occurrence of crime and fifty-five percent (55%) said SPPD had not had success in reducing the fear of crime in the community" (p.19). In addition, SPPD "employees were asked for their opinion as to the top three crime problems in the City [and]... were nearly unanimous in identifying gangs, drugs, and graffiti" (p. 39).

Recommendation 31 in the Arroyo report was to place sworn employees into positions where they can engage in proactive problem solving (p.40). With that in mind, the minimum staffing level for the SEU/Gang unit includes: one (1) sergeant, one (1) senior deputy, and two (2) deputies, 40-hours a week without relief.

Under the direction and supervision of the SEU/Gang sergeant the unit's goal will be to actively and aggressively identify, investigate and apprehend those persons involved in criminal activities. Additionally, the goal of the unit will be to provide intervention opportunities to youth at risk. The strategies to accomplish these goals are as follows:

Special Enforcement Unit

- Assisting Patrol with calls
- Narcotic Enforcement
- Surveillance
- Directed Patrol
- Assisting with Major Crimes Investigations
- Assisting with general investigations

- Truant / Curfew Enforcement
- Liaison with Vice / Intelligence
- Alcohol and Beverage Control stings
- Assisting Probation / Parole with arrests and searches of habitual offenders

Gang Unit

- “Zero Tolerance” enforcement of all laws
- Assist Major Crimes with gang related major crimes investigations
- Continued information and intelligence gathering on gang members
- Maintaining computerized gang database
- Dissemination of information to patrol and detectives
- Dissemination of pertinent information to school administrators
- Surveillance of hardcore gang members
- Investigation of gang related graffiti

Intervention

- Constant liaison with schools through the School Liaison Officer
- Intervention with potential gang members and parents
- Liaison with “Youth Outreach” program counselors
- Speakers to community groups and schools
- Involvement in the Parent Project training program
- Conflict resolution and gang discussions with students
- Liaison with Santa Paula High and middle schools

Community Oriented Policing and Problem Solving (COPPS)/Crime Prevention Unit

SPPD currently has no officers assigned to a COPPS/Crime Prevention unit. According to the Arroyo study, "The Department's apparent reluctance to embrace community policing is attributable in large measure to its pervasive lack of resources" (p. 20).

The Department believes that the COPPS philosophy must be ingrained in every officer and used as a matter of routine to solve problems in the community. The enhanced level of service includes the addition of a COPPS/Crime Prevention Unit. This Unit, under the supervision and guidance of the SEU/Gang sergeant, would be staffed with one (1) deputy, 40-hours per week without relief.

The Sheriff's Department has long been committed to the Community Oriented Policing and Problem Solving philosophy. COPPS is a management style and organizational strategy that promotes *proactive problem-solving* and *police-community partnerships* to address the causes of crime, fear and other community issues.

Should the City elect to include a COPPS/Crime Prevention deputy, the City could expect the COPPS deputy to help facilitate the use and tracking of SARA projects among the patrol officers. The COPPS deputy would also assist station personnel in forming partnerships for community policing and crime prevention efforts and work toward the establishment of neighborhood watch programs.

Property Room

The SPPD property room has been staffed with a part-time CSO since 1992. SPPD currently utilizes a record keeping system that is different from and incompatible with the Sheriff's Department's system. SPPD uses a two-piece evidence tag that is completed by the field officer. One half of the tag is attached to the evidence, while the second half is maintained in a card file. A logbook is maintained in order to document the movement of all property when it leaves or is returned to the property room. All property items booked since 2001 have been bar-coded and entered into a computer database. Items booked prior to 2001 have not been bar-coded and are not entered into the computer database.

SPPD also has an additional offsite facility where old homicide evidence is stored. There are approximately 100 bankers' boxes full of evidence stored at this facility, as well as a few large bulk items that are too large for SPPD's main property room.

In the event of a merger, it is recommended that every effort be made to purge items that no longer hold any evidentiary value prior to a transfer of property to the Ventura Property Room. All high-risk items (i.e., jewelry, currency, narcotics, and firearms) will be identified, transferred to Ventura, bar-coded and entered into the Sheriff's PRIMS computer system.

To the extent that Department personnel are able to understand and quickly acclimate to SPPD's property room, it is possible that a full accounting of SPPD's property inventory can be completed in nine months¹⁷. If SPPD staff were able to provide all reports associated with their evidence and property, this would significantly assist Sheriff's Department personnel. The gathering of reports and records is something SPPD's staff could begin immediately if a merger occurs.

In the event of a merger, the Sheriff's Department property room is not currently staffed with an adequate number of property room technicians needed to complete the aforementioned task. Therefore, the cost of two (2) SST IIs need to be included in the first-year start up costs. Although the proposal calls for two (2) SST II employees for one (1) year, the City will only be billed for the actual time it takes the SSTs to complete the property room merger. Contained in the Startup Costs section of this proposal are the one-time costs associated with the property room merger (p. 50).

Personnel Issues

The Arroyo study recommended a raise in SPPD police salaries so that salaries were more comparable to those of other cities (p. 24). A contract with the Sheriff's Department could increase police salaries up to 35 percent¹⁸, while the City's police services budget would only realize an estimated 14 percent to 22 percent increase depending upon the service level selected.¹⁹

Internal Affairs / Complaint Procedure

The Arroyo study also recommended a written policy outlining the procedures for internal affairs investigations and the imposition of appropriate discipline when necessary (p.26). The Sheriff's Department's Internal Investigation manual can be found on the Sheriff's Intranet site, making it available to all Department employees for their use and/or review. In addition, the Department has a General Order entitled 'Complaint Procedure, Public/Internal' (03-11-26-06), which outlines the procedure for all employees to follow when they handle a public or internal complaint.

Promotions

Next, the Arroyo study recommended a formal process for “promotions, training, and special assignments” (p. 27). The County of Ventura employment practices are governed by a civil service merit system. Under this system, the County must follow the Personnel Rules & Regulations set up by the Ventura County Civil Service Commission. Details of the hiring and promotional processes are available upon request.

Records Bureau

Reports are generated and maintained in SPPD’s TRACNET computer system. There are 3 options for dealing with these reports in the event of a merger: (1) manually print out every report in TRACNET, then manually index and scan the reports into the Sheriff’s Department’s FileNet records document imaging and archival system; (2) develop a computer interface to both extract all of the desired data from the TRACNET system and convert it into the Department’s new Records Management System (RMS); or (3) maintain a stand-alone TRACNET computer at SPPD that will serve as the report archive for all past SPPD reports that will be needed in the future.

Option (1) would require a tremendous amount of manual labor to do the necessary copying and indexing/scanning of every SPPD report existent in TRACNET since approximately 1991. This process would take many months to accomplish at an unknown cost, and would not result in the Department having any of the data from these reports in our RMS where it could be used for crime analysis purposes.

Option (2) would likely cost well in excess of \$150,000 and take more than a year to develop, test, and convert the reports into a database and report format in RMS.

The study team is recommending Option (3). This solution would be consistent with the earlier contracts entered into with Ojai and Fillmore. The reports created by those former police departments have remained at the cities’ facilities and were never made a part of the Department’s records. Like Option (1), this solution would not result in the Department having any of the data from these reports in our RMS where it could be used for crime analysis purposes.

The implementation of Option (3) would result in Records staff having to refer all walk-in and telephone requests for past report copies, as well as legal subpoena servers, to the Santa Paula station. After the initial contracting period has passed and people are aware of how to obtain these reports, the team does not believe that this would be a significant workload issue.

The impact is less clear with regard to the workload increase in the total number of reports to be handled by the Records Bureau following a contract implementation. With the recent RMS implementation, and the upcoming FileNet expansion and Field Reporting System projects, the mostly paperless reporting process that is being designed should result in a streamlining of the reports-related processes. Assuming the systems function as planned-to-date, the addition of a Santa Paula contract would not cause a significant workload increase. However, the Department won't know for sure until later this year when the implementations are farther along.

The review of the number of CLETS inquiries for the SPPD Records terminal indicated that there were almost 10,000 inquiries made on that terminal in calendar year 2003. Based on the Records Bureau's 24/7 operational hours, that breaks down to about 1.14 CLETS inquiries per hour as a workload addition, which is not a significant issue.

There would also be an unknown workload increase in the number of telephonic requests from patrol deputies to the Records Bureau for warrant and other information. The amount of the increase would be based upon what deployment would occur with a contract.

Crime Analysis Unit

As discussed above, the use of Options (1) or (3) to provide access to SPPD's reports would leave the Sheriff's Department unable to perform analytical functions on the historical SPPD reports. Only Option (2), with its high cost and lengthy timeline for implementation, would provide access to the data for analytical use.

The new RMS has resulted in a large increase in data entry of newly captured report fields, as well as data review and quality control functions, for staff. The data entry workload will virtually disappear with the implementation of the new Field Reporting System, but the addition of Santa Paula reports would increase the ongoing data review and quality control functions with the new systems.

Auxiliary Services/Programs

Contract police services provided by the Sheriff's Department to the City of Santa Paula would include the assimilation of some of their existing auxiliary services and programs. The Santa Paula Police Department currently provides the following community programs:

Police Reserves

SPPD currently has ten (10) reserve police officers, and (1) technical reserve who manages the range. All current Santa Paula reserve police officers who participate in and successfully complete the personnel review process conducted by the Sheriff's Department would be absorbed into the Sheriff's reserve deputy program. It is the Department's intent that these reserve deputies fulfill their required reserve assignments at the Santa Paula police station. However, they would also have the option of working at any of the Sheriff's Department's other facilities. An assessment of their knowledge, skills and abilities will determine whether additional training is necessary.

Graffiti Removal and Animal Control

The Sheriff's Department would coordinate with city employees regarding graffiti abatement and animal control. However, the study team's recommendation is that these positions be moved to another city department for management and supervision.

Citizen Patrol and Resource Center Volunteers

The Sheriff's Department supports and encourages all volunteer programs. Therefore, all of the current Santa Paula Citizen Patrol (12) and Resource Center volunteers (3) who participate in and successfully complete the personnel review process conducted by the Sheriff's Department would be able to continue to give back to Santa Paula. An assessment of their knowledge, skills and abilities will determine whether additional training is necessary.

Holding Facility

SPPD currently has a Temporary Hold Facility (THF) for arrestees. The holding area has cameras affixed inside that allows SPPD personnel to monitor the arrestees' activities from the Dispatch area. Because dispatch personnel will no longer be onsite and for other liability reasons, in the event of a merger, the holding facility will no longer be utilized to hold arrestees. All arrestees requiring booking will be transported to the Pre-trial Detention Facility in Ventura. However, this holding facility can provide for the secured and non-secured temporary detention of juveniles.

Revenue Offset Programs

The Santa Paula Police Department currently provides the following community programs:

SPPD currently has one (1) officer assigned to AB1913 Juvenile Probation Task Force. This position is not identified in the team's enhanced or minimum staffing level, but this service can be included as long as the position is 100 percent revenue offset for the County.

SPPD currently has one (1) reserve officer assigned to the School Resource Officer (SRO) position. This position has been added to the enhanced staffing level in the event the City would like to continue to support this program.

Collateral Programs / Assignments

Canine Patrol

SPPD currently has three (3) canine teams assigned to patrol. Santa Paula citizens have a positive perception of these teams and the canines not only serve a policing function, but are also a valuable community outreach tool (Arroyo Associates, Inc., p. 42). The Arroyo study recommended discontinuing the canine unit and coordinating services with another agency (p. 42). A canine from a neighboring contract could be brought in as needed but delays would be significant. Our recommendation is that one of the deputies assigned to the 84-hour overlap car be a canine team.

Arrangements would need to be made for the team to attend weekly canine training with other Sheriff's canine team members on Tuesdays. Training varies between ten (10) and twelve (12) hours. If training does not fulfill the deputies' shift assignment, deputies return to their station and complete the remaining hours of their shift. On a patrol 12-plan, the canine team's normal day to work rotates each week. Therefore, two (2) of the Tuesday training days fall on the team's regular day off and two (2) fall on the team's day to work. With that in mind, the City would be directly billed for twelve (12) hours of overtime per pay period, and there would be no additional charge for the twelve (12) hours of backfill per pay period because a relief factor has been included in the rate schedule. Depending upon the rank classification of the canine handler, the City can expect to spend either **\$18,595** (Senior) or **\$16,388** (Deputy) in annual overtime (see Appendix F).

By maintaining a canine team, the community will have continual access to a valuable tool that directly benefits the citizens and community of Santa Paula. Canine teams dedicate their lives to the communities they serve and they save hundreds of man-hours by searching for evidence, suspects, lost children,

missing adults, and illegal drugs. They have also saved the lives of citizens and deputies in the process. The other benefit to the communities served, and law enforcement in general, is the continual informational demonstrations that are provided to citizens, organizations, clubs, and school age children, thereby touching hundreds to thousands of lives each year. The public relations, good will and open channel of communication between the communities served and the citizens are priceless.

Special Response Team

The Arroyo Study (p. 42) recommended disbanding the SPPD's Special Response Team (SRT). The Sheriff's Department currently maintains a highly trained Special Weapons and Tactics (SWAT) team, a Tactical Response Team (TRT) for crowd control and civil unrest, and a Hostage Negotiators team (HNT). These teams are currently available to the City of Santa Paula upon request. As a contract city, Santa Paula would join the other Sheriff's jurisdictions in receiving these services on a priority basis.

Proposed Minimum and Enhanced Staffing Levels

Table 7 provides a detailed description of the minimum proposed staffing levels and the associated salary and benefit costs.

Table 7. Minimum Staffing Level

FY 03/04 - Estimate

| | # | Classification | Position Type/Hours | FTE | Annual Cost |
|-----------------------|---|----------------|------------------------------------|-----|--------------------|
| Patrol | | | | | |
| Sworn | 1 | Sergeant | 24-hr car with relief | 4 | \$769,479 |
| | 1 | Sr Deputy | 84-hr car with relief (K9) | 2 | \$333,048 |
| | 3 | Deputy | 24-hr cars with relief | 14 | \$1,810,225 |
| | | | Total Personnel/Cost | 20 | \$2,912,752 |
| Civilian | 1 | SST | 40-hr Report Writers w/out relief | 1 | \$63,488 |
| | 1 | Cadet II | 20-hr traffic w/out relief | 1 | \$20,852 |
| | | | Total Personnel/Cost | 2 | \$84,340 |
| SEU/Gang | | | | | |
| Sworn | 1 | Sergeant | 40-hr car w/out relief | 1 | \$163,394 |
| | 1 | Sr Deputy | 40-hr car w/out relief | 1 | \$143,813 |
| | 2 | Deputy | 40-hr car w/out relief | 2 | \$260,944 |
| | | | Total Personnel/Cost | 4 | \$568,151 |
| Detectives | | | | | |
| Sworn | 2 | Sr Deputy | 40-hr car w/o relief | 2 | \$278,522 |
| | 1 | Deputy | 40-hr car w/o relief | 1 | \$125,925 |
| | | | Total Personnel/Cost | 3 | \$404,447 |
| Administration | | | | | |
| Sworn | 1 | Captain | Chief of Police | 1 | \$205,733 |
| | 1 | Sergeant | 40-hr w/out relief | 1 | \$163,394 |
| | | | Total Personnel/Cost | 2 | \$369,127 |
| Civilian | 1 | MAI | 40-hr w/out relief Chief's assist. | 1 | \$45,575 |
| | 1 | OAI | 40-hr w/out relief reception | 1 | \$45,644 |
| | | | Total Personnel/Cost | 2 | \$91,219 |
| | | | Total Sworn | 29 | |
| | | | Total Civilian | 4 | |
| | | | Total Personnel | 33 | |
| | | | Total Personnel Cost Estimate | | <u>\$4,430,037</u> |

Source: Brigitte Tracy, Sheriff's Business Office, 2004

Table 8 provides a detailed description of the additional positions recommended and the associated salary and benefit costs. Although all of the positions identified are desirable, City staff may select any number of the positions listed below, or request additional services not listed to be cost out.

Table 8. Enhanced Additional Staffing

FY 03/04-Estimate

| | # | Classification | Position Type/Hours | FTE | Annual Cost |
|-------------------------------|---|----------------|---|-----|-------------|
| Patrol | | | | | |
| Sworn | 1 | Deputy | 40-hr traffic w/o relief | 1 | \$130,472 |
| | | | | 1 | \$130,472 |
| Civilian | 1 | Cadet II | 20-hr traffic w/out relief | 1 | \$20,852 |
| | | | | 1 | \$20,852 |
| COPPS/Crime Prevention | | | | | |
| Sworn | 1 | Deputy | 40-hr car w/out relief | 1 | \$125,925 |
| | | | Total Personnel/Cost | 1 | \$125,925 |
| SRO | | | | | |
| Sworn | 1 | Deputy | 40-hr car w/out relief | 1 | \$130,472 |
| | | | Total Personnel/Cost | 1 | \$130,472 |
| Detectives | | | | | |
| Civilian | 1 | SSTII | 40-hr report writer/admin w/o relief | 1 | \$63,488 |
| | | | | 1 | \$63,488 |
| | | | Total Added Sworn | 3 | |
| | | | Total Added Civilian | 2 | |
| | | | Total Added Personnel | 5 | |
| | | | Total Added Personnel Cost Estimate | | \$471,209 |
| | | | Minimum Personnel Cost Est. | | \$4,430,037 |
| | | | Combined Enhanced/Min. Sworn Personnel | 32 | |
| | | | Combined Enhanced/Min. Civilian Personnel | 6 | |
| | | | Total Minimum & Enhanced Personnel | 38 | |
| | | | Total Combined Cost Estimate | | \$4,901,246 |

Source: Brigitte Tracy, Sheriff's Business Office, 2004

Proposed FY 03/04 Overtime and Court Costs

| Overtime: | hourly rates |
|-------------------------|---------------------|
| Deputy | \$52.19 |
| Senior Deputy | \$59.22 |
| Sergeant | \$71.35 |
| Captain | \$86.12 |
| Cadet II (20-hour week) | \$17.74 |
| Service Technician II | \$32.35 |
| Management Assistant I | \$21.45 |
| Office Assistant III | \$21.68 |

| Court Time: | |
|--------------------|---------|
| Deputy | \$34.80 |
| Senior Deputy | \$39.48 |
| Sergeant | \$47.57 |

Direct Billed Recurring Costs Associated with Personnel

All positions labeled “with relief” have backfill overtime calculated into the costs. This includes filling behind a deputy who calls in sick, is on vacation, or away at training (except canine training). All other overtime such as late arrest, special events held by the city, or additional work on investigations, etc., are billed for the actual time spent. We have attempted to estimate this using a number of factors for comparison including the actual hours of overtime used in the last two years by SPPD and those experiences of other contract cities (see Appendix P).

Table 9 on the following page represents the amount of annual overtime and court time the City of Santa Paula can expect to spend for its City related law enforcement services. As previously mentioned, City related overtime occurs whenever the overtime is a result of a special event, late call, late report, etc. The study team decided that the billable hours for the City of Moorpark most closely matched the average hours billed to the City of Santa Paula. Therefore, Moorpark hours were used to calculate the overtime and court costs represented in this proposal. In addition to court and overtime costs, should the City elect to maintain a canine team within the city limits, the City can expect to incur 314 hours billed at either a deputy or senior deputy rate depending upon the rank of the canine deputy.

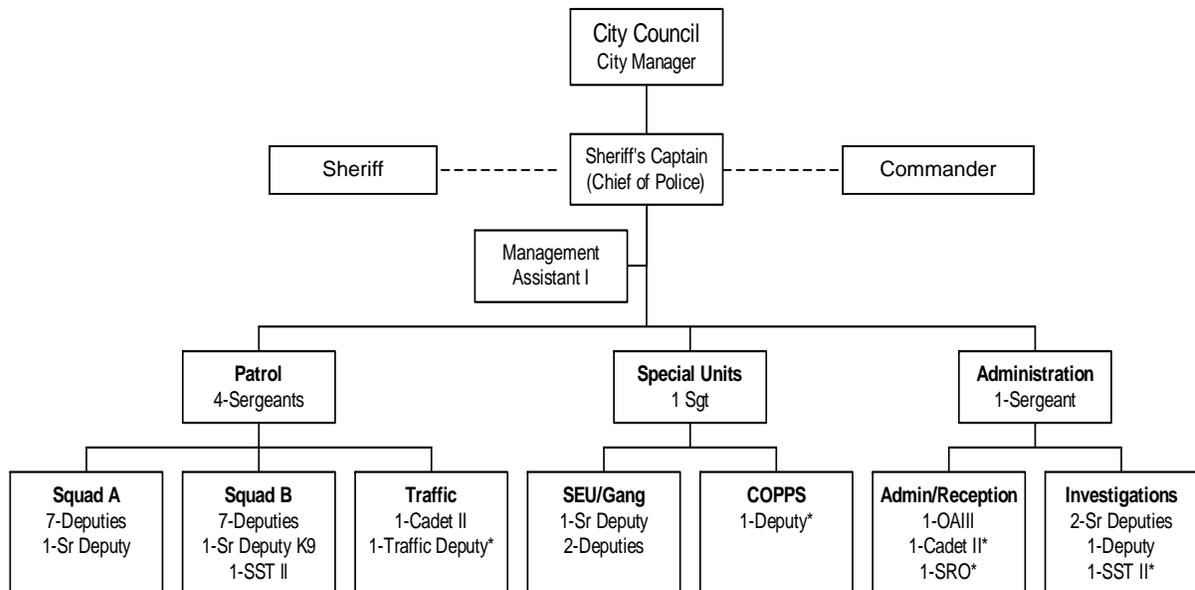
Table 9. Annual Overtime & Court Costs

| | | | | |
|--|--------------|-------------|-------------|------------------|
| Annual Overtime Cost | | | | \$116,974 |
| | Hours | Rate | Cost | |
| Sergeant | 247 | \$71.35 | \$17,623 | |
| Sr Deputy | 799 | \$59.22 | \$47,317 | |
| Deputy | 997 | \$52.19 | \$52,033 | |
| Annual Court Time Cost | | | | \$15,531 |
| | Hours | Rate | Cost | |
| Sergeant | 6 | \$47.57 | \$285 | |
| Sr Deputy | 10.67 | \$39.48 | \$421 | |
| Deputy | 426 | \$34.80 | \$14,825 | |
| K9 Training Overtime Cost | | | | \$18,595 |
| | Hours | Rate | Cost | |
| Sr Deputy | 314 | \$59.22 | \$18,595 | |
| Deputy | 314 | \$52.19 | \$16,388 | |
| Total Est. Direct Bill Recurring Overtime Costs | | | | \$151,100 |

Source: Brigitte Tracy, Sheriff's Business Office, 2004

Recommended Organizational Chart

The recommended organizational chart represents the proposed structure of the police department, and it includes both the minimum and enhanced positions.



*Denotes an enhanced staff level position

STARTUP & RECURRING COSTS

In addition to any level of police services for which the City of Santa Paula may contract, the following were identified as one-time startup expenditures necessary for implementing a contract.

Vehicles

Under this contractual law enforcement program, the City would own, register, and either privately maintain or maintain the vehicles through County Fleet for those vehicles determined to be acceptable police units. The County would secure certificates of insurance naming the County as an additional insured from the Joint Powers Agreement (JPA) providing the automobile insurance to the City and the repair shop servicing the vehicles for the City.

In the event a deputy is injured while driving a City vehicle to perform City police services, he/she will be covered under the County's self-insured, no-fault, exclusive remedy workers compensation program. The County would reserve the right to subrogate against any third party that is responsible for any losses resulting from this event. If an at-fault deputy injures or damages someone else's property while driving a City vehicle to perform police services for the City, the County will pay or reimburse the affected party out of the County's self-insured General Liability insurance program²⁰.

The selected vehicles would continue to be operated as Santa Paula Police units until they reach their replacement mileage or become unserviceable. Replacement is predicated upon 100,000 miles and/or 5 years for marked cars and 120,000 miles and/or 10 years for unmarked cars, whichever comes first.

City Manager Wally Bobkiewicz has indicated that the City would prefer the vehicles be maintained by County Fleet. The City would therefore be directly billed for time and material until such time that the vehicle(s) are replaced. As each existing city unit becomes due for replacement, the City would be required to budget the front-end replacement cost to the County. The County would purchase the vehicle and thereafter charge a monthly depreciation charge to allow for the automatic replacement at the County's expense. The City would then no longer be required to budget for vehicle replacement.

One exception to this procedure is if the City later decides to add an additional contract position requiring a vehicle. In this instance, the initial purchase price must be appropriated to the County. Thereafter, the vehicle is maintained and replaced as indicated above.

Utilizing information from the County Budget Development Manual and a few assumptions²¹, the City can expect a direct bill of; **\$464** for fleet maintenance, **\$2,912** for gasoline charges, **\$3,408** for MDC charges per Class 75 (patrol) annually, and **\$151** for fleet maintenance and **\$770** for gasoline charges per Class 76 (detective) annually. The estimated annual total gasoline, maintenance and MDC cost for the thirteen (13) assimilated vehicles equals **\$47,151** (see Appendix I). Furthermore, it will cost the City an estimated **\$30,430** to convert fourteen (14) vehicles in order to meet Department standards (see Appendix J).

In addition, at the minimum staffing level the City will need to purchase and outfit two (2) Class 75 vehicles at a cost of **\$78,000**, and two (2) Class 69 (small pick-up) vehicles at a cost of **\$41,794** (see Appendix J). Including a calculation for the average miles driven²², the City can expect to spend an estimated total of **\$142,224** for the first year, and an estimated **\$93,695** in annual recurring costs (see Appendixes J and I).

In the event that the City elects the enhanced staffing level, the City will need to purchase two (2) additional Class 75 vehicles for an estimated **\$78,000** and one (1) Class 76 vehicle for an estimated **\$26,500**. This would increase the one-time startup costs for vehicles from \$142,224 to \$238,724, and the estimated recurring costs from \$93,695 to \$138,241 (see Appendixes K & L).

The \$1.65 per gallon gas quote is a 'snapshot in time' price estimate. In FY 04/05, Sheriff's Department contract cities using the Voyager gas card will pay the prices listed at the gas pump. Those using county gas facilities will pay a lower rate, but it may not be the \$1.65 quoted in study due to the continual fluctuation of gas prices.

Santa Paula city employees are currently able to purchase gas for their vehicles at Clark Corporation for the market gas price minus a discount of .10 cents per gallon. If the City should chose to change from its current practice and begin to use county gas pumps, then it is recommended that the City continually evaluate the county gas rates and look for alternatives in price reductions.

Desktop Computers & CAD Terminal

The SPPD facility has Category 5 cable installed throughout the building as their standard data communications infrastructure. This cable will support any imaginable requirements for the station. SPPD has 37 data communications ports actively in use, with either computers or printers. They also have County-supplied data communications equipment for access to the CLETS/Wants/Warrants databases, as well as the CLIMS database. SPPD leases the computers used for this Regional Law Enforcement Network from the County. The Sheriff's Department would not pay the Regional Network fee, but could re-use the ports. There are seven (7) active ports on the Regional Network

connection. Applying the fiscal year 04-05 network access rate of \$24.00 per port, the monthly port access charge for 44 ports will be **\$1,056.00**. The data circuit providing connectivity from SPPD to the Sheriff's Department costs approximately **\$454.00** per month. The total recurring costs per month for data communications is **\$1,510.00** for an annual cost of **\$18,120**. This cost figure can be found in the Services and Supplies budget estimate²³.

The inventory of SPPD computer systems that was conducted²⁴ found that SPPD currently has 28 computers: 21 desktop systems, three (3) CLETS systems, two (CAD), and two (2) laptops. Eight (8) desktop systems do not meet the Sheriff's Department's minimum requirements for hardware or software. These Pentium 2000 systems with either Microsoft Windows 95 or 98 will need to be replaced. However, one (1) system in Records (SN#9700122999) and one (1) system in the Property Room (SN#9700092234) will be maintained for the historical reference of SPPD reports and evidence.

The minimum staffing level will require 26 computers: 19 desktop systems, two (2) laptops, three (3) CLETS, and two (2) CAD systems. Therefore, six (6) desktops will need to be purchased at an estimated cost of **\$5,130**. The enhanced staffing level will require one (1) additional desktop system at an estimated cost of **\$855**. For both the minimum and enhanced staffing levels, will require that seven (7) of the assimilated systems be upgraded at an estimated total cost of **\$984.23** and two (2) will require UPS at an estimated cost of **\$74**. With regard to the CAD computers, one (1) will be maintained for the historical reference of SPPD calls for service and one (1) will have the Sheriff's Tiburon CAD software installed. One (1) Tiburon CAD license will cost an estimated **\$3,400**. Tiburon CAD capability is necessary in order to allow office personnel to monitor field activity and calls-for-service. This is consistent with other police services contracts administered by the Sheriff. Also, the three (3) CLETS terminals will need to be replaced at an estimated cost of **\$3,092**. Once these systems have been replaced, the Sheriff's ISB will support them along with the rest of the systems at no cost, thereby eliminating the current recurring County costs (see Appendixes M & N).

All Sheriff's Department employees utilize email to receive training bulletins, court subpoena information, and department-wide communications. Therefore, the City will need to purchase a per user license for email for either 35 or 40 users for a total estimated one-time cost of **\$3,040** or **\$3,475** (see Appendixes M & N).

All of SPPD computer systems have network cards installed and they are connected to the SPPD network. In order to connect to the County backbone a configuration is needed by County Information Systems Department (ISD) Telecommunications.

In the event of a merger, the new users will be moved to a Sheriff's Department Novell server, the cost of which is included in the Department's ISB overhead.

The proposed detective and special enforcement units will require a minimum purchase of three (3) Panasonic Toughbooks, or an enhanced purchase of six (6) for an estimated total cost of **\$14,290** or **\$28,580** (see Appendixes M & N). In addition, the detective Toughbooks have an annual recurring charge of **\$4,185** at the minimum staffing level and **\$8,370** at the enhanced level (see Appendixes O & P).

There are a total of nine (9) printers—four (4) network printers and five (5) local printers. SPPD also has a total of three (3) scanners. These items are sufficient for the staffing levels recommended.

Telecommunications

There will be no startup costs associated with connecting SPPD workstation computers to the County network if the staffing levels remain the same due to the fact that SPPD is already connected to the County via CLETS and the computers can be placed on the same circuit²⁵.

Verizon is the service provider for the Santa Paula Police Station and they use Centranet lines. This allows the police department to utilize a call-forward feature after normal business hours. In addition, the "hotline" is an automatic dialer that can be programmed with the Sheriff's Department's SCC number. There will be no change incurred due to the call-forward and automatic dialing features, which already exist on these phones²⁶.

There are currently 25 Centranet lines and 3 measured business lines in operation at SPPD. There are 17 phones in use at the office. The monthly charges, for each Centranet line is \$19.75, for a total Centranet charge of \$493.75 per month. The measured business lines cost \$26.76 per month each, for a total of \$80.28. The combined amount of circuit costs for telephone use is **\$574.03**, for a total annual cost of **\$6,888.36**. (It is worthy to note, that there is a \$0.01 per minute charge for the use of the measured business lines, in addition to the monthly recurring charges). The City would continue to pay this cost.

The programming to re-route the 911 calls will be performed by Verizon and SBC. There will be no cost incurred in the transfer of these lines due to financial assistance from the State²⁷.

Radios

SPPD currently has eight (8) Visar, twenty-eight (28) HT1000, three (3) MT2000, eight (8) MT1000, six (6) MT500, one (1) HT200, and twelve (12) Kenwood programmable radios. The only radios suitable for assimilation are the Visars, HT1000s, MT2000s, and Kenwoods. County Communications would need to reprogram these radios with the Sheriff's Department's frequencies. The reprogramming cost would be approximately **\$173** for the three hours of labor to reprogram 51 radios. The current number of compatible radios is sufficient to equip the minimum staffing levels (see Appendix M).

The eight (8) Visar and the three (3) Motorola MT2000 radios have accompanying individual chargers. While twenty-eight (28) Motorola HT1000 are issued, there are only twelve (12) individual HT1000 chargers in inventory. Sixteen (16) additional individual HT1000 chargers will need to be purchased for an estimated cost of **\$405**. The enhanced staffing levels calls for the addition of three (3) Motorola MT2000 radios and chargers for an estimated cost of **\$3,296**. SPPD also has multi-port banks and additional batteries for both the HT1000 and the MT2000 radios (see Appendix N).

Weapons

SPPD officers currently carry the Sig Sauer P229 .40 caliber handgun, which is acceptable for carry according to the Department's firearms staff. There will be no need to purchase handguns in the event of a merger.

SPPD also carries Mossberg shotguns and less lethal weapons. These weapon systems are not consistent with the shotguns issued by the Sheriff's Department; therefore, the City will incur a one-time startup cost for twenty (20) Remington 870 shotguns (five of which will be less lethal weapons) for an estimated cost of **\$9,300** at the minimum service level and **\$10,695** for twenty-three (23) shotguns at the enhanced service level (see Appendixes M & N). In addition, SPPD has eight (8) Colt M16s and two (2) Colt AR15s in stock. It is recommended that these weapon systems be converted, for a total estimated cost of **\$4,090** at either staffing level (see Appendixes M & N). In the event the officer chooses to carry these converted weapons in their patrol vehicles, an additional cost of \$225 for installation of the AR15 locking mechanism will be incurred for each lock.

Detective Related Equipment

Sheriff's Department investigators utilize cassette transcribers in order to write their reports. Therefore, it is necessary for the City to purchase four (4) Cassette Transcribers for an estimated cost of **\$1,000** for either staffing level. In addition, the enhanced staffing level calls for the addition of one (1) digital camera for an estimated cost of **\$704** (see Appendix M).

Mobile Data Computers

One of the recommendations made in the Arroyo report was for SPPD to acquire and utilize Mobile Data Computers (MDCs) (p. 35 & p. 44). In the event of a merger, the Sheriff's Department will provide ten (10) MDCs to be installed in SPPD patrol vehicles. This is an estimated savings to the City of **\$44,000**. The only cost incurred will be from County Communications for installation into SPPD patrol units and the resulting monthly recurring costs of \$284. per unit. The MDC installation will cost approximately \$285 per unit. The \$285 per unit has been included in the assimilated vehicle upgrade cost for communications. The cost for the MDC installation in the new vehicles is included in the communication cost.

Cellular Phones

SPPD currently utilizes AT&T for their cellular service. Due to the fact that the Sheriff's Department has a contract with Nextel, it would be necessary for SPPD to change service providers. However, the Sheriff's Department will be able to provide the phones and hands-free cradles at no cost to the City of Santa Paula. The only costs incurred will come from County Communication for installation into the SPPD units and the monthly service charge. To install the Nextel cellular phone kit in the patrol vehicles will cost approximately **\$86** per unit. At the minimum staffing level, eight (8) hardwire cradles will need to be installed into patrol vehicles for a total cost of **\$688**. This cost has been included in the assimilated vehicle upgrade cost for communications. The cost for the installation of hardwire cradles in the new vehicles is also included in the communication cost.

The monthly service charge paid by Santa Paula is \$25 to \$62 per month per phone. In accordance with the minimum staffing level, seventeen (17) phones will be required and for the enhanced staffing level, nineteen (19) phones will be required. Therefore, the City can expect an annual estimated total recurring cost of **\$9,096** to **\$9,696** (see Appendixes O & P).

Property Room

A needs assessment was conducted²⁸ regarding the SPPD property room. This estimate is for budget use only, and the actual cost may be different once a fixed price proposal is generated. The cost to install an alarm system is estimated to be **\$2,500**, which includes a local alarm in dispatch and a dialer to send the alarm to the Security Control Center located at the Government Center. It will cost **\$3,000** to remove exterior doors on the North wall, and then cover the opening with wood, drywall and paint. To demolish the photo lab it will cost **\$4,800**. The project management fee for this job will cost **\$1,020**. The total cost of the project is **\$11,320** (see Appendix M).

The property room will also need transfer stations to hold evidence and additional shelving inside the property room at an estimated total cost of **\$17,258** at either staffing level recommendation (see Appendix M).

Building

A compliance audit of SPPD with regard to Cal/OSHA Safety and Health Protection regulations was conducted.²⁹ At this time any discrepancies, can be abated without cost except for the posters, which will cost approximately **\$100** (see Appendix M).

Under a police services contract with the City of Santa Paula, Sheriff's Department personnel would occupy the existing police building in order to provide police services to the residents of Santa Paula. The building and grounds maintenance and housekeeping will continue to be provided by the City of Santa Paula at the request of the City Manager.

APPENDIXES

Appendix A: Letter to Sheriff Brooks



"Citrus Capital of the World"

City of Santa Paula

970 Ventura Street • Santa Paula, California • Mailing Address: P.O. Box 569 • 93061 • Phone: (805) 525-4478 • Fax: (805) 525-6278

February 18, 2004

The Honorable Bob Brooks
Ventura County Sheriff
800 S. Victoria Avenue
Ventura, CA 93009

Dear Sheriff Brooks:

At their February 17, 2004 meeting, the Santa Paula City Council directed me to request that you conduct a feasibility study of providing law enforcement services in Santa Paula pursuant to your letter of September 11, 2003. The City Council has allocated \$22,500 for this study.

Please forward to me appropriate documents to formalize the agreement for this study.

Sincerely,

A handwritten signature in black ink that reads "Wally Bobkiewicz". The signature is fluid and cursive.

Wally Bobkiewicz
City Manager

c: City Council
Robert S. Gonzales, Chief of Police
Craig Husband, Ventura County Undersheriff

Appendix B: Santa Paula Vehicle Report

Santa Paula Vehicle Report 2003

| Unit # | In-Service Date | Year | Make | Model | Mileage | Average Annual Miles | Fleet Cost | Comm. Costs |
|----------------|-----------------|------|--------|-------------|---------|----------------------|------------|-------------|
| Admin | | | | | | | | |
| 402 | 1995 | 1995 | Ford | Crown Vic | 83,000 | 7,055 | | |
| 404 | Nov-00 | 1999 | Ford | Taurus | 48,000 | 16,000 | \$0 | \$2,910 |
| 408 | Jan-02 | 2000 | Ford | Taurus | 26,000 | 6,250 | \$0 | \$2,910 |
| Investigations | | | | | | | | |
| 407 | Dec-00 | 1999 | Olds | Cutlass | 52,000 | 10,666 | \$0 | \$692 |
| 409 | Feb-02 | 2002 | Chevy | Malibu | 17,000 | 8,500 | \$0 | \$692 |
| 418 | 1994 | 1994 | Ford | Crown Vic | 150,000 | 15,000 | | |
| 423 | Mid 92 | 1992 | Ford | Crown Vic | 105,000 | 8,750 | | |
| 411 | Apr-03 | 2003 | Ford | Taurus | 6,000 | 6,000 | \$0 | \$692 |
| Patrol | | | | | | | | |
| 406 | 1997 | 1997 | Ford | Crown Vic | 131,000 | 18,714 | | |
| 427 | Oct-99 | 1999 | Ford | Crown Vic | 65,000 | 16,250 | \$301 | \$2,700 |
| 441 | Oct-00 | 2000 | Ford | Crown Vic | 80,000 | 26,666 | \$701 | \$1,505 |
| 428 | Late 99 | 1999 | Ford | Expedition | 145,000 | 36,250 | | |
| 442 | Oct-00 | 2000 | Ford | Crown Vic | 88,000 | 29,333 | \$951 | \$371 |
| 443 | Oct-00 | 2000 | Ford | Crown Vic | 83,000 | 27,666 | \$4,051 | \$2,700 |
| 444 | Oct-00 | 2000 | Ford | Crown Vic | 103,200 | 34,400 | | |
| 445 | Jan-02 | 2002 | Ford | Crown Vic | 60,000 | 30,000 | \$1,016 | \$859 |
| 446 | Feb-02 | 2002 | Ford | Crown Vic | 45,000 | 22,500 | \$2,001 | \$2,700 |
| 403 | 1988 | 1988 | Chevy | Caprice | 120,000 | 8,000 | | |
| 410 | Aug-02 | 2003 | Ford | Crown Vic | 10,000 | 6,666 | \$0 | \$0 |
| 447 | Oct-03 | 2003 | Ford | Crown Vic | 9,000 | 21,600 | \$861 | \$3,186 |
| 448 | Oct-03 | 2003 | Ford | Crown Vic | 7,600 | 18,240 | \$301 | \$2,700 |
| Utility | | | | | | | | |
| 401 | 1986 | 1985 | Toyota | P/up | 61,000 | n/c | | |
| 413 | 2003 | 1976 | Jeep | | 76,000 | n/c | | |
| 414 | 1992 | 1988 | Toyota | P/up | 119,000 | n/c | | |
| 415 | 1999 | 1982 | Chevy | Impala | 123,000 | n/c | | |
| 432 | 2002 | 1994 | Ford | Ambulance | 304,000 | n/c | | |
| 433 | 2001 | 1984 | Dodge | Van | 133,000 | n/c | | |
| 434 | 1999 | 1990 | Ford | Armored Van | 160,000 | n/c | | |
| 435 | 1996 | 1985 | Ford | Armored Car | 217,000 | n/c | | |
| 439 | 1998 | 1995 | Ford | Crown Vic | 160,000 | n/c | | |
| 440 | 1998 | 1998 | Chevy | P/up | 81,000 | n/c | | |

Legend \$10,183 \$24,617

- Not Serviceable and/or Not Evaluated
- Evaluated & Not Serviceable
- Evaluated & Serviceable (with modifications)

Source: Commander Hanson, 2004

Appendix C: SPPD Patrol Inventory

| Quantity | Article Description | Serial/Model No. |
|----------|--------------------------------|--------------------|
| 47 | Duty holster | Safariland |
| 42 | Off-duty holster | Blade Tech |
| 42 | Duty Belt | Bianchi |
| 42 | Pants belt | Chambers |
| 42 | Magazine pouch | Aetco |
| 21? | Handcuffs | Peerless |
| 21? | Handcuffs | Smith & Wesson |
| 42 | Handcuff case | Aetco |
| 42 | OC and case | Def Tech / Aetco |
| 42 | Baton and holder | Asp |
| 28 | Radio – patrol | Motorola HT1000 |
| 3 | Six (6) port chargers | Motorola HT 1000 |
| 12 | Individual chargers | Motorola HT 1000 |
| 3 | Radio – patrol | Motorola MT2000 |
| 1 | Six (6) port charger | Motorola MT2000 |
| 3 | Individual chargers | Motorola MT2000 |
| 8 | Radio – Admin / Dets. | Visar |
| 8 | Individual chargers | Visar |
| 12 | Programmable radios/chargers | Kenwood |
| 42 | Radio holder | Aetco |
| 42 | Body armor | Armacell |
| 42 | Rain gear | Watershed Gortex |
| 5 | Tape recorders – desktop/Dets. | vary |
| 42 | Tape recorders | Radio Shack Micro |
| 42 | Tape recorder holders | vary |
| 42 | Key holder | Aetco |
| 4 | Digital cameras | vary |
| 2 | Transcription machines | vary |
| 59 | Streamlight | SL35 |
| 64 | Sig Arms P229 | See March 2004 Rpt |
| 1 | Glock 17 | |
| 1 | Glock 30 | |
| 1 | Berretta 92 | |
| 1 | S&W 459 | |
| 6 | S&W 66-1 | |
| 17 | Mossberg 590 A1 | |
| 1 | Mossberg 590 A1 18” | |
| 2 | Mossberg 590 A1 Less Lethal | |
| 1 | Winchester Defender | |
| 2 | Colt SMG 9mm | |
| 1 | Colt Government | |

Santa Paula Inventory Continued

| Quantity | Article Description | Serial/Model No. |
|----------|---------------------------|--------------------|
| 2 | Colt Commando | See March 2004 Rpt |
| 2 | Colt M4 Carbine | |
| 6 | Colt M16 A1 | |
| 4 | M14 | |
| 2 | Remington 870 | |
| 2 | Remington 700 | |
| 2 | Defense Technologies 40mm | |
| 2 | Handheld radar | Stalker ATR |
| 1 | Dash mount radar | Stalker Duel |
| N/A | Uniforms | |
| N/A | Raid jackets – Dets | |
| N/A | Badge (duty & wallet) | |
| N/A | Helmets | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Appendix D: Santa Paula Calls for Service Data

Santa Paula Calls For Service Data

Officer Initiated Activity, Traffic and Blank Fields Not Included

| Disposition | 1999 | 2000 | 2001 | 2002 | 2003 | Total |
|----------------------------|------|-------|-------|-------|-------|-------|
| Arrest | 332 | 648 | 511 | 514 | 617 | 2622 |
| Canceled | 280 | 607 | 464 | 429 | 401 | 2181 |
| Citation | 272 | 570 | 456 | 405 | 483 | 2186 |
| Completed | 4569 | 9505 | 9869 | 9170 | 9183 | 42296 |
| Field Contact | 48 | 72 | 59 | 134 | 57 | 370 |
| GOA/UTL | 913 | 1720 | 1660 | 1870 | 1571 | 7734 |
| Information | 101 | 347 | 273 | 219 | 215 | 1155 |
| Report | 796 | 1857 | 2024 | 2446 | 1979 | 9102 |
| Unfounded | 39 | 133 | 344 | 427 | 326 | 1269 |
| Warning | 595 | 1145 | 886 | 1014 | 794 | 4434 |
| BLANK | 633 | 1247 | 1260 | 1241 | 1108 | 5489 |
| AMA Sign | 0 | 0 | 27 | 17 | 3 | 47 |
| Assist | 0 | 0 | 16 | 92 | 53 | 161 |
| Interrupted | 0 | 0 | 28 | 51 | 23 | 102 |
| Refused | 0 | 0 | 3 | 3 | 1 | 7 |
| Transport | 0 | 0 | 163 | 234 | 283 | 680 |
| Total | 8578 | 17851 | 18043 | 18266 | 17097 | 79835 |
| Arrest/Report Total | 1128 | 2505 | 2535 | 2960 | 2596 | 11724 |

Source: Commander Hanson's excel data file, 2004

Appendix E: Personnel Estimation Formula

Personnel Estimation Formula--Santa Paula

| | 2003 | Formula |
|-------------------------------------|-------------|---|
| A. Calls-for-service | 17097 | Actual (From CFS excel file used by Arroyo, 2003) |
| B. Crime/Information Reports | 3198 | Actual (Data from Commander Hanson, SPPD, 2004) |
| C. Traffic Collisions | 350 | Actual (Data from Commander Hanson, SPPD, 2004) |
| D. Officer Mutual Assist | 7736.3925 | A* .4525 (Avg of Moorpark, Ojai and Fillmore stats) |
| E. Total Calls-for-service/Assist | 24833.3925 | A+D |
| F. Officer Call Time | 16886.7069 | E* 68 (40.7 min/60 min--avg Moorpark/Ojai/Fillmore stats) |
| G. Report Time | 2661 | (B+C)*.75 (Estimated 45 min report time) |
| H. Total Work Hrs Required | 19547.7069 | F+G |
| I. Available hrs per officer per yr | 1850.44 | Actual (Utilizing current VCSD figures) |
| J. Desired % of discretionary time | 30.00% | Suggested |
| K. Remaining non-discretionary time | 27925.29557 | H/(1-.3) |
| L. Minimum number of officers | 15.09116511 | K/I |
| M. Population | 28962 | Actual (Vta Co Planning, 2004) |
| N. Officers per 1000 of population | 0.521067782 | (L/M)/1000 |

Unavailable Hours Calculations

| | 2003 | Formula |
|-----------------------------------|---------|------------------------------|
| A. Total Hours per year per shift | 2191.56 | From Post Factor Computation |
| B. Training | 10.2 | |
| C. Court | 0 | |
| D. Military leave | 5.09 | |
| E. Vacation leave | 183 | |
| F. Comp leave | 78 | |
| G. Other training | 16.27 | |
| H. Bereavement | 2.56 | |
| I. 4850 | 38 | |
| J. Floating holiday | 8 | |
| K. Total Unavailable Hours | 341.12 | B+C+D+E+F+G+H+I+J |
| L. Available hours | 1850.44 | A-K |

Appendix F: Canine Unit Proposal

Should Santa Paula elect to contract for their police services with the Sheriff's Department, and at least one (1) of their canine officers pass the hiring process, the Sheriff's Department's canine supervisor and manager would evaluate the candidate for placement into the Sheriff's Canine Unit. One of the three canines would be selected based on the handler's skills and abilities. The canine team would be required to meet the Sheriff's Canine Unit (copies of the Policies & Procedure manual can be provided upon request) and California's P.O.S.T. Standards. The Sheriff's Canine Unit sergeant will supervise all canine related issues. This includes training and any incidents, which the team may become involved with in the field. This supervision will not interfere with the day-to-day supervision and management that will occur at the Santa Paula station.

Should no suitable SPPD canine handler be selected, the position would be open for recruitment department-wide. Recruitment would be handled in accordance with the existing Department and canine unit recruitment guidelines and policies. If a recruitment process is necessary, and a new handler is selected, the additional training costs of approximately **\$7,500** would be incurred to train the new handler and retrain the selected canine. In this case, the initial training cost would be incurred by the City of Santa Paula. All subsequent training would be funded through either the Santa Paula canine "Trust Fund" or the Sheriff's Canine Trust Fund.

Two (2) canine vehicles have been evaluated (Unit 427 & 441) which currently meet all Sheriff's Canine Unit standards. All equipment, including the home kennel, necessary to deploy a canine team would be retained and used by the Sheriff's Department for the Santa Paula contract canine team.

The canine team would be assigned full-time to the City of Santa Paula. The Sheriff's Canine Unit would maintain the canine and purchase future replacement canines through the appropriate trust fund. This would include the purchase of the canine, canine food, boarding, and medical costs. Future Sheriff's canine fundraising events would include fundraising for the Santa Paula canine team.

If SPPD currently maintains a "Trust Fund" for their canine unit, the fund could either be transferred to the Sheriff's Canine Trust Fund, earmarked solely for use by the Santa Paula canine team, or it can be maintained by the City and used to purchase and maintain the team.

Although, the canine team's primary assignment would be in the City of Santa Paula, the current mutual aid agreement between the agencies would continue to allow the Santa Paula team to respond to requests for canine services within the Sheriff's jurisdiction. Whenever the need should arise, other Sheriff's canine teams would respond into the City to handle canine related needs.

Appendix G: Overtime and Court Hours Comparison

To determine the total number of hours SPPD sworn personnel spent on City related overtime and court time, the study team received four (4) time frames for reference. The time frame consisting of a total of 210 days, between April 7, 2003 to April 4, 2004, was annualized and is represented in the column entitled "Total Annualized 03/04", and the FY 01/02 totals were received from Melissa Grisales, City of Santa Paula. Due to the great disparity between the two years, the team elected to compare SPPD totals to Moorpark and Fillmore.

| | SPPD | | | Total Annualized 03/04 | Total FY 01/02 | SPPD Avg | Moorpark Annualized FY 03/04 | Fillmore Annualized FY 03/04 |
|-------------------|------------------|--------------------|-------------------|------------------------|----------------|----------|------------------------------|------------------------------|
| | 4-7-03 to 6-1-03 | 7-12-03 to 9-21-03 | 1-26-03 to 4-4-04 | | | | | |
| Overtime | | | | | | | | |
| Sergeant | 12 | 66.6 | 41 | 207.88 | 621.5 | 414.69 | 247.33 | 21.34 |
| Sr Officer | 59.5 | 93.5 | 56 | 363.26 | 776 | 569.63 | 799 | 230 |
| Officer | 90.75 | 320 | 264.5 | 1173.65 | 2794.25 | 1983.95 | 997.34 | 476.34 |
| Court Time | | | | | | | | |
| Sergeant | 5 | 2 | 5.5 | 21.73 | 27.5 | 24.61 | 5.33 | 0 |
| Sr Officer | 0 | 5 | 0 | 8.69 | 64 | 36.35 | 10.67 | 10.67 |
| Officer | 22.75 | 19.25 | 26.75 | 119.49 | 170.5 | 145.00 | 426.33 | 117.33 |

Source: Commander Mark Trimble, Melissa Grisales, & Brigitte Tracy, 2004

Appendix H: Vehicle Breakdown FY 04/05 Rates

Vehicle Cost Breakdown FY04/05 Rates

| | Class 75 | Class 76 | Class 69 | Class 69 (CSO/SST) |
|--------------------------|-----------------------------------|--------------------------------|--------------------------------|-------------------------------|
| Depreciation | \$7,716 | \$2,626 | \$2,109 | \$2,109 |
| MDC | \$3,408 (\$284 mo) | \$0 | \$0 | \$0 |
| .20, .11, & .14 per mile | \$6,000 (30,000 mi annually) | \$1,078 (9,800 mi) | \$406 (2,900 mi) | \$1,120 (8,000 mi) |
| Gas (\$1.65) | \$2,912 (30,000 mi/17 MPG x 1.65) | \$770 (9,800 mi/21 MPG x 1.65) | \$200 (2,900 mi/24 MPG x 1.65) | \$528 (8,000/25 MPG x 1.65) |
| Total Annual Cost | \$20,036 | \$4,474 | \$2,715 | \$3,757 |
| | | | | |
| Purchase | \$31,000 | \$23,000 | \$18,090 (\$16,500 & \$1,590) | \$18,090 (\$16,500 & \$1,590) |
| Patrol Package | \$4,000 (Communications*) | \$3,500 (Communications*) | \$2,807 (Communications*) | \$2,807 (Communications*) |
| Start up cost | \$35,000 | \$26,500 | \$20,897 | \$20,897 |

Routine Maintenance

| | | | |
|-----------|----------------------------|---------------------------|--------------------------|
| B Service | \$464 (30,000 mi annually) | \$151 (9,800 mi annually) | \$76 (2,900 mi annually) |
|-----------|----------------------------|---------------------------|--------------------------|

Annual Recurring Cost for Assimilated Vehicles

| | | | |
|--|----------------------------------|----------------------|----------------------|
| Annual Recurring Cost for Assimilated Vehicles | \$6,784 (gas, computer, service) | \$921 (gas, service) | \$679 (gas, service) |
|--|----------------------------------|----------------------|----------------------|

* Communications costs are almost half in subsequent years due to use of existing equipment.

FY 04/05 Rates:

| | | | |
|------------------|------------------|----------------------------|------------------------|
| Auto Mechanic | \$71.42 per hour | | |
| Auto Service | \$46.22 per hour | B&W Services | |
| Garage Attendant | \$43.13 per hour | B Service | 1 hr + parts +/- \$20 |
| Body & Paint | \$64.54 per hour | D Service | 4 hrs + parts +/- \$75 |
| | | Non B&W Service | |
| | | A Service | 1 hr + parts |
| | | B Service | 1.2 + parts +/- \$20 |
| | | C Service | 2.5 hrs + parts |
| | | D Service | 4 hrs + parts +/- \$75 |

Appendix I: Minimum Direct Billed Recurring Vehicle Costs

Minimum Direct Billed Recurring Vehicle Costs

FY 04/05 Rates

Vehicles

| | | |
|--|---------|-----------------|
| Annual Cost for 2 New Class 75 (30,000 mi) | | \$40,072 |
| Depreciation | \$7,716 | |
| MDC | \$3,408 | |
| .20 cent per mi | \$6,000 | |
| Gas (\$1.65) | \$2,912 | |
| | | |
| Annual Cost for 6 Converted Class 75 (30,000 mi) | | \$40,704 |
| MDC | \$3,408 | |
| Routine Maintenance | \$464 | |
| Gas (\$1.65) | \$2,912 | |
| | | |
| Annual Cost for 7 Converted Class 76 (9,800 mi) | | \$6,447 |
| Routine Maintenance | \$151 | |
| Gas (\$1.65) | \$770 | |
| | | |
| Annual Cost for 1 New Class 69 (2,900 mi) | | \$2,715 |
| Depreciation | \$2,109 | |
| .14 cent per mi | \$406 | |
| Gas (\$1.65) | \$200 | |
| | | |
| Annual Cost for 1 New Class 69 (8,000 mi) | | \$3,757 |
| Depreciation | \$2,109 | |
| .14 cent per mi | \$1,120 | |
| Gas (\$1.65) | \$528 | |
| Total Estimated Direct Bill Recurring Vehicle Costs | | \$93,695 |

Appendix J: One-time Minimum Vehicle Startup Costs

One-time Minimum Start Up Costs

FY 04/05 Rates

Vehicles

| | | |
|--|----------|------------------|
| Convert 14 Current Vehicles* | | \$30,430 |
| Fleet Maintenance | \$10,013 | |
| Communications | \$20,417 | |
| New Purchases | | \$111,794 |
| Class 75 Fleet (x2) | \$62,000 | |
| Communications | \$8,000 | |
| Cadet Fleet (x1) | \$18,090 | |
| Communications | \$2,807 | |
| SST Fleet (x1) | \$18,090 | |
| Communications | \$2,807 | |
| Total Est. One-time Minimum Vehicle Startup Costs | | \$142,224 |

*A per vehicle breakdown of fleet and communications costs available upon request.

Appendix K: One-time Enhanced Vehicle Startup Costs

One-time Enhanced Startup Costs

FY 04/05 Rates

Vehicles

| | | |
|--|-----------|------------------|
| Convert 14 Current Vehicles* | | \$30,430 |
| Fleet Maintenance | \$10,013 | |
| Communications | \$20,417 | |
| New Purchases | | \$208,294 |
| Class 75 Fleet (x4) | \$124,000 | |
| Communications | \$16,000 | |
| Class 76 Fleet (x1) | \$23,000 | |
| Communications | \$3,500 | |
| Cadet Fleet (x1) | \$18,090 | |
| Communications | \$2,807 | |
| SST Fleet (x1) | \$18,090 | |
| Communications | \$2,807 | |
| Total Est. One-time Enhanced Startup Veh. Costs | | \$238,724 |

*A per vehicle breakdown of fleet and communications costs available upon request.

Appendix L: Enhanced Direct Bill Recurring Vehicle Costs

Enhanced Direct Billed Recurring Costs

FY 04/05 Rates

Vehicles

| | | |
|---|---------|------------------|
| Annual Cost for 4 New Class 75 (30,000 mi) | | \$80,144 |
| Depreciation | \$7,716 | |
| MDC | \$3,408 | |
| .20 cent per mi | \$6,000 | |
| Gas (\$1.65) | \$2,912 | |
| Annual Costs for 6 Converted Class 75 (30,000 mi) | | \$40,704 |
| MDC | \$3,408 | |
| Routine Maintenance | \$464 | |
| Gas (\$1.65) | \$2,912 | |
| Annual Costs for 1 New Class 76 (9,800 mi) | | \$4,474 |
| Depreciation | \$2,626 | |
| .11 cent per mi | \$1,078 | |
| Gas (\$1.65) | \$770 | |
| Annual Cost for 7 Converted Class 76 (9,800 mi) | | \$6,447 |
| Routine Maintenance | \$151 | |
| Gas (\$1.65) | \$770 | |
| Annual Cost for 1 New Class 69 (2,900 mi) | | \$2,715 |
| Depreciation | \$2,109 | |
| .14 cent per mi | \$406 | |
| Gas (\$1.65) | \$200 | |
| Annual Cost for 1 New Class 69 (8,000 mi) | | \$3,757 |
| Depreciation | \$2,109 | |
| .14 cent per mi | \$1,120 | |
| Gas (\$1.65) | \$528 | |
| Total Est. Enhanced Direct Bill Recurring Veh. Costs | | \$138,241 |

Appendix M: One-time Minimum Equipment Startup Costs

One-time Minimum Startup Costs

FY04/05

Handheld Radios \$578

Reprogramming 51 portable radios \$173

Purchase 16 HT1000 radio bases \$405

FY 03/04 Rates

Property Room \$155,554

2 SSTII 40-hr w/out relief staff members \$126,976

Alarm \$2,500

Exterior Door Demo \$3,000

Room Modifications \$4,800

Project Management Fee \$1,020

Transfer Evidence Lockers \$5,366

Shelving \$11,892

Dispatch \$3,400

CAD terminal Tiburon License \$3,400

ISB \$26,613

Purchase 6 Desktop computer \$5,130

7 Operating System upgrades \$987

Purchase 2 UPS \$74

Email License (35 users) \$3,040

Purchase 3 CLETS systems \$3,092

Purchase 3 Panasonic Toughbooks \$14,290

Investigations \$1,704

Purchase 4 Cassette Transcribers \$1,000

Purchase 1 Digital Camera \$704

Cal/OSHA \$100

Cal/OSHA posters \$100

Weapons \$13,390

Purchase 15 Remington 870 \$6,975

Purchase 5 Less Lethal \$2,325

Convert AR15 & M16 Conversions \$4,090

Total Est. One-time Minimum Startup Misc. Costs \$201,340

Appendix N: Enhanced One-time Equipment Startup Costs

FY04/05

Handheld Radios \$3,874

| | |
|--------------------------------------|---------|
| Reprogramming 51 portable radios | \$173 |
| Purchase 3 Motorola MT2000 | \$3,220 |
| Purchase 16 radio HT1000 radio bases | \$405 |
| Purchase 3 radio MT2000 radio bases | \$76 |

FY03/04

Property Room \$155,554

| | |
|--|-----------|
| 2 SSTII 40-hr w/out relief staff members | \$126,976 |
| Alarm | \$2,500 |
| Exterior Door Demo | \$3,000 |
| Room Modifications | \$4,800 |
| Project Management Fee | \$1,020 |
| Transfer Evidence Lockers | \$5,366 |
| Shelving | \$11,892 |

Dispatch \$3,400

| | |
|------------------------------|---------|
| CAD terminal Tiburon License | \$3,400 |
|------------------------------|---------|

ISB \$42,193

| | |
|---------------------------------|----------|
| Purchase 7 Desktop computers | \$5,985 |
| 7 Operating System upgrades | \$987 |
| Purchase 2 UPS | \$74 |
| Email License (40 users) | \$3,475 |
| Purchase 3 CLETS systems | \$3,092 |
| Purchase 6 Panasonic Toughbooks | \$28,580 |

Investigations \$1,000

| | |
|----------------------------------|---------|
| Purchase 4 Cassette Transcribers | \$1,000 |
|----------------------------------|---------|

Cal/OSHA \$100

| | |
|------------------|-------|
| Cal/OSHA posters | \$100 |
|------------------|-------|

Weapons \$14,785

| | |
|--------------------------------|---------|
| Purchase 18 Remington 870 | \$8,370 |
| Purchase 5 Less Lethal | \$2,325 |
| Convert AR15 & M16 Conversions | \$4,090 |

Total Est. One-time Enhanced Startup Misc. Costs \$220,906

Appendix O: Minimum Direct Bill Recurring Overtime & Misc. Costs

FY 03/04 Rates

Annual Overtime \$116,974

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sergeant | 247 | \$71.35 | \$17,623 |
| Sr Deputy | 799 | \$59.22 | \$47,317 |
| Deputy | 997 | \$52.19 | \$52,033 |

Annual Court Time \$15,531

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sergeant | 6 | \$47.57 | \$285 |
| Sr Deputy | 10.67 | \$39.48 | \$421 |
| Deputy | 426 | \$34.80 | \$14,825 |

K9 Training Overtime \$18,595

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sr Deputy | 314 | \$59.22 | \$18,595 |
| Deputy | 314 | \$52.19 | \$16,388 |

Det. Computers

| | | | |
|------------------------|-------------------------|--|---------|
| 3 Panasonic Toughbooks | | | \$4,185 |
| | AT&T \$708 | | \$2,124 |
| | VisionTEK Maint. \$687. | | \$2,061 |

Cell Phones \$9,096

| | | | |
|---------------------|--|--|---------|
| Value 500 Plan (x9) | | | \$6,696 |
| National Plan (x8) | | | \$2,400 |

Total Est. Direct Bill Recurring Misc. Costs \$164,381

Appendix P: Enhanced Direct Billed Recurring Overtime & Misc. Costs

Enhanced Direct Billed Recurring Costs

FY 03/04 Rates

Annual Overtime **\$116,974**

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sgt | 247 | \$71.35 | \$17,623 |
| Sr Deputy | 799 | \$59.22 | \$47,317 |
| Deputy | 997 | \$52.19 | \$52,033 |

Annual Court Time **\$15,531**

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sgt | 6 | \$47.57 | \$285 |
| Sr Deputy | 10.67 | \$39.48 | \$421 |
| Deputy | 426 | \$34.80 | \$14,825 |

K9 Training Overtime **\$18,595**

| | Hours | Rate | Cost |
|-----------|-------|---------|----------|
| Sr Deputy | 314 | \$59.22 | \$18,595 |
| Deputy | 314 | \$52.19 | \$16,388 |

Det. Computers

| | | | |
|-------------------------|--|---------|---------|
| 6 Panasonic Toughbooks | | | \$8,370 |
| AT&T \$708 | | \$4,248 | |
| VisionTEK Maint. \$687. | | \$4,122 | |

Cell Phones **\$9,696**

| | | | |
|---------------------|--|---------|--|
| Value 500 Plan (x9) | | \$6,696 | |
| National Plan (x10) | | \$3,000 | |

Total Est. Enhanced Direct Bill Recurring Misc. Costs **\$169,166**

ENDNOTES

¹ In March 2004, Tina Rivera told the study team that the FY 03/04 SPPD budget was \$4,381,785. The per capita cost was derived by dividing the FY 03/04 budget by a population of 28,962.

² Information received from VCSD SCC Manager Danita Crombach indicates the Sheriff's Department receives 4.6 business calls for every 911 call, and that the industry standard is 4.75. April 8, 2004.

³ Information received from Danita Crombach. April 8, 2004.

⁴ Information received from State 911 Consultant, Michael Guzzi. "Compliance Analysis and Review System—1-1-2002 to 12-31-2002." April 8, 2004.

⁵ Computer disk containing Excel calls-for-service data received from Commander Mark Hanson, March 2004. This is the same disk used by the Arroyo Associates, Inc. study group.

⁶ Excel data file sort by VCSD Crime Analyst Raquel Corona. March-April 2004.

⁷ Danita Crombach, advised that the SCC configuration of three districts would need to occur in the following manner (calls-for-service are based on 2001 data, which do not include Santa Paula's calls-for-service):

District/Channel 1 - Camarillo, Charles, David. (13 beats and 32,119 calls-for-service)

District/Channel 2 - Ojai, Fillmore, Moorpark, Santa Paula, Adam, Boy, Frank. (13 beats and 33,417 calls-for-service. 15 beats if Santa Paula is divided into 2 beats.)

District/Channel 3 - Thousand Oaks, Edward. (9 beats and 40,713 calls-for-service.)

⁸ Cost figures received from Danita Crombach. April 8, 2004; and ISD Communications Manager Dick George. April 13, 2004.

⁹ 1999 to 2001 data received from Commander Hanson, and 2002 and 2003 from Barbara Hill, April 2004.

¹⁰ Crime Case Management Reports' database printouts and Excel file for 1999 to 2004 received from Commander Hanson, March 23 & 29, 2004.

¹¹ A 2002 comparison was made because VCSD Crime Analysis Unit has not finished compiling the 2003 data.

¹² Although Table 3 indicates that 3,409 reports were written, this total includes reports received from outside agencies. The actual number of reports generated by SPPD officers, and what was captured in the CAD system, is 3,179 (arrests, information and report dispositions) in 2002.

¹³ An analysis of Sheriff's contract cities was conducted for the same time period, and in doing so, it was discovered that in 2002, 33.64% of calls-for-service generated a report.

¹⁴ Part I & Part II crime breakdown received from Barbara Hill, March to April 2004.

¹⁵ As of 2004, VCSD is able to capture Part II crime statistics similar to SPPD.

¹⁶ VCSD general assignment detectives poled handle about 17 cases per detective, per month, except for Moorpark, which handles an average of 9.73 cases per detective, per month.

¹⁷ The transfer of evidence is broken down into five (5) steps with estimated times assigned to each:

| | |
|------------------|-------------------|
| Locating item | 10 minutes |
| Repackaging item | 10 minutes |
| Obtaining report | 15 minutes |
| Processing item | 05 minutes |
| Data entry | <u>05 minutes</u> |
| Total | 45 minutes |

An additional 15 minutes was added for jewelry and money repackaging because these items will need to be visually confirmed and/or counted. The total hours to transfer 1,253 high-risk items will be 958. A hand-count of all evidence index cards revealed a potential total of 16,899 items of evidence, which would take approximately 7,040 hours to process.

¹⁸ The SPPD Chief's salary was compared to a VCSD Captain, the Commander's salary was compared to a VCSD Sergeant, and all other classifications were compared to a top step deputy. The salary comparison does not include benefits.

¹⁹ The minimum service level, which includes personnel and recurring costs, was compared to SPPD's FY 03/04 budget with the animal control, graffiti worker, AB1913 and SRO estimated annual salary and benefits removed. The enhanced service level budget, which includes personnel and recurring costs, was compared to SPPD's FY 03/04 budget with the estimated annual salary and benefits for the animal control and graffiti worker removed.

²⁰ Information provided by County Risk Management Manager Joe Sanchez.

²¹ According to the FY 2004-05 County of Ventura Budget Development Manual, the upfront cost of a Class 75 marked patrol car is \$31,000, a Class 76 midsize sedan is \$23,000, and a Class 69 mini truck is \$16,500 (Section 7, p. 27) plus \$1,590 in additional fleet costs (Dennis Scamardo, April 2004). The respective costs associated with a Class 75, Class 76 and Class 69 vehicle are as follows: annual depreciation--\$7,716, \$2,626 and \$2,109; per mile--\$.20, .11, and .14; and a variable per gallon gasoline charge (BDMEC7, pp.26-27) that is currently averaging \$1.65 a gallon (Brigitte Tracy, March, 2004). The average miles per gal for a Class 76 is 21/29; for a Class 75 it is 17/25; and for a Class 69 is 24/29 (<http://www.fueleconomy.gov/>, March 2004). Also, a Class 75, Class 76, and Class 69 vehicle will have an initial cost of \$4,000, \$3,500, and \$2,807, respectively, from County Communications. In addition, a Class 75 has an annual cost of \$3,408 for the Mobile Data Computer (MDC) (see Appendix I).

An analysis was made from information received by the Santa Paula Police Department regarding the average annual miles driven for a Class 75 (marked patrol units), Class 76 (detective), Class 69 (cadet) and Class 75 (CSO) vehicle. For a city that has 4.6 sq. miles, city patrol units drive a yearly average of 25,734 miles, detectives drive about 9,783 miles, CSOs drive about 8,000 miles and cadets drive about 2,900 miles (see Appendix C). In comparison, the City of Ojai patrol units, covering 4.5 sq. miles, are driven an annual average of 35,217 miles, and with Sheriff's detectives driving an average of 7,416 miles. It is important to note that in the event of a merger, the CSO position would in essence become an SST, and the SST would drive a Class 69 vehicle.

Some assumptions were made in an attempt to provide a cost figure to the City for vehicles. The assumption include: Class 75 and 76 vehicles assimilated into deployment from the City utilize only routine service and maintenance, they are driven 30,000 and 9,800 miles annually, and they get an average of 17 and 21 mpg respectively.

²² The calculation used assumed that Class 75 vehicles are driven 30,000 miles and that they get 17 mpg, then the annual cost for a Class 75 would be **\$20,036** per vehicle. Assuming a Class 69 cadet vehicle is driven 2,900 miles and that they get 24 mpg, the annual cost for a Class 69 cadet truck would be **\$2,715**. Assuming a Class 69 SST vehicle is driven 8,000 miles and that they get 24 mpg, the annual cost for a Class 69 SST truck would be **\$3,757**.

²³ Mitch Evans, County ISD/Telecommunications Deputy CIO, researched the data communications situation at SPPD.

²⁴ Inventory conducted by Abe De Leon, Sheriff's Information Systems Bureau (ISB).

²⁵ Telecommunication research and recommendation by Joe Hennigan, County ISD.

²⁶ Mitch Evans County ISD, researched the telephone systems at SPPD.

²⁷ Karen Portlock, Sheriff's Emergency Dispatch Systems Coordinator, researched the 911 line transfer from SPPD to SCC.

²⁸ GSA Project Manager Michael Sterling conducted the property room assessment at the direction of VCSO Sgt. Derek West and Sr. Deputy Bob Maclean.

²⁹ On March 8, 2004, VSCD Darryl Smith conducted a walk through of the Santa Paula Police Department.