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SECTION – 20
Police

Police

The mission of the Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City.

The Police Department is divided into four offices:

- Office of the Chief: Responsible for developing and communicating the vision of the Department. This office oversees the Public Information Office, Government Affairs, Internal Affairs, Fiscal Operations, Personnel, and special projects.
- Office of Field Services: Responsible for Patrol and Communications.
- Office of Investigations: Responsible for developing information leading to the arrest of criminal offenders. This office also oversees Forensics, Records, and Property.
- Office of Operational Services: Responsible for Contract Services, Training, Public Safety Information Technology, and the Metro Division, which includes specialty teams such as the K9 Unit and Special Weapons and Tactics (SWAT) team.

MEASURE U RESTORATIONS

Voter approval of Measure U in November 2012 has provided resources to protect and restore programs, services, and 150 FTE in the Department. Since April 1, 2013, these resources have provided for the restoration of officers in field and operations, investigations, and federal grant match and retention requirements. In addition, funds have provided for the restoration of critical positions in forensics, communications, and crime analysis. As of March 31, 2015, 117 of the Measure U funded FTE positions have been filled. The department is actively recruiting and backgrounding candidates to fill the remaining vacancies.

The FY2015/16 Measure U Budget for the department totals \$18.6 million and 205.5 positions. The budget includes funding for the following:

- Restoration of Police Officers – 15.0 Police Officer FTE added in an effort to reach the goal of providing 2.0 officers per 1,000 residents by 2035. Based on current academy scheduling and existing vacancies, it is estimated that these positions will be filled by early 2017.
- Hiring Pipeline – \$1 million and 22.5 FTE part-time positions (9.5 Student Trainees, 8.0 Limited Term Community Service Officers, and 5.0 Reserve Community Service Officers) were added to establish a program to help transition young adults from, the Criminal Justice Magnet Academy (high school), Cadet Program (ages 14 to 20), local junior colleges, and local universities into careers in law enforcement.
- Sacramento Gang Prevention Task Force – \$1 million to develop a coordinated and collective response to address gang violence that focuses on collaboration with local community based organizations, faith based organizations, school districts, and local law enforcement agencies.

- William J. Kinney (North) Substation – \$228,000 for 3.0 Police Records Specialist II FTE to re-open the public counter that was closed in 2008 due to budget reductions.
- FY2014 U.S. Department of Justice Community Oriented Policing Services Hiring Grant Match (Resolution 2014-0382, approved on November 25, 2014) – funding for the required grant match, retention and purchase of vehicles for investigative teams.
- Fair and Impartial Policing Perspective Training – partial funding for training that reflects a new way of thinking about the issue of biased policing. The course work helps people recognize their conscious and implicit biases, and teaches how to implement unbiased behavior responses.

Below are recent accomplishments and current initiatives that meet the requisite characteristics of a 3.0 city: innovation, infrastructure improvement, and/or inclusion.

INNOVATION

- To improve response to gunfire, the Department has implemented Shot Spotter. Shot Spotter is a gun fire detection system able to pinpoint the location of a gunshot. This information is relayed to the Communications Center and all patrol units within the district in less than 60 seconds. This significantly increases the ability of the Department to respond to gunshots in a timely manner, solve the crime that has been committed, and recover the firearm. The Department will also use the Shot Spotter notifications to engage neighborhoods impacted by often unreported crimes involving guns.
- To strengthen partnerships with the community, the Department has assigned public safety services in smaller, more defined geographic locations. These smaller areas allow officers to develop meaningful connections with residents, businesses, schools, and community groups. The goal of these partnerships is to reduce crime, increase communication with residents, and work in partnership on quality of life issues.
- As part of the geographic policing model, area lieutenants will be deploying specific plans with strategies for reducing crime, increasing community outreach and involvement, and improving quality of life in the City. The plans include performance measures and metrics to gauge success and/or where plans need to be refined.
- As the Department continues to transition to the Geographic Policing Model, it has sought out technology solutions, including a partnership with Nextdoor.com, to enable it to expand the Department's ability to communicate with City residents. This social media program enables the Department to send and receive targeted communications to geographically distinct areas of the city. Moreover, it connects neighborhood residents with each other and takes the Neighborhood Watch program to the next level – Neighborhood Watch 3.0. Since starting this partnership, Nextdoor.com has become extremely popular and has grown to over 28,000 users.
- In 2013, the Department developed the Cops & Clergy Program with the goal of improving trust between the Department, the clergy, and the communities they serve. Trust is developed and nurtured through relationship building and positive actions. The Department held its inaugural Minister Academy in 2014, an 8-week extensive training for pastors and ministers in law enforcement procedures, tactics, and policies. A second academy was held in the spring of 2015. Currently, 20 local pastors have been partnered with Gang Enforcement Team officers to contact at-risk youth and their families on a bi-weekly basis.

- To improve outreach and engagement with those without housing, the Department created a homeless IMPACT Team in 2014. This Team is the City's initial point of contact with the chronic homeless in Sacramento. Team members seek out and engage those without housing, and for those that are willing, place them in the appropriate services.
- In 2014, the Department developed a new Psychiatric Emergency Response Team (PERT) to provide emergency assessment and referral for individuals with mental illness who come to the attention of law enforcement. PERT pairs licensed mental health clinicians with uniformed law enforcement officers. The teams evaluate the situation, assess the individual's mental health condition and needs, and if appropriate, transports the individual to a hospital or other treatment center, or refers him/her to a community based resource or treatment facility.

INFRASTRUCTURE

- The Department has launched a new initiative to expand its use of video technology in an effort to prevent and solve crimes. Beginning in 2014, Police Observation Devices (PODS) equipped with a combination of surveillance cameras and license plate readers have been affixed to city street light standards at various locations across the City. The primary goal of these devices is to serve as a highly visible crime deterrent, but recorded video can also be reviewed for potential evidence if a crime occurs. In the future, this camera infrastructure can be used to establish a real time crime center that provides patrol officers instant information regarding crimes in progress. Additional PODS will be deployed across the City in FY2015/16.
- Recognizing the importance and responsibility of using force in a judicious manner, the Department is evaluating and purchasing a use of force simulator. Simulators use the latest technology to provide interactive use of force training in a 180-degree virtual environment. The simulators assist both new and in-service personnel in developing the application of proper tactics, communication, and sound judgment in a variety of situations. The simulators will also be used as an opportunity to educate members of the public on unique challenges in the use of force by law enforcement.
- Striving to increase officer efficiency and becoming less dependent on paper, the Department is implementing eCITATION technology. This new technology automates the citation issuance and routing process through the use of mobile citation devices and automated workflow. In addition, this new technology will improve crime analysis measures by providing traffic stop data not previously available.
- Recognizing the importance of transparency in policing activities, the Department has begun a pilot body camera program to supplement the current use of in-car cameras. The pilot phase will include the testing of several different body camera solutions, an evaluation of equipment and storage capacity needs, policy development, and determining which units should wear the devices.

INCLUSION

- The Department has developed a Hiring Pipeline Program to help transition young adults from, including but not limited to, the Criminal Justice Magnet Academy, Police Cadet Program, local junior colleges, and local universities, into careers in law enforcement.

- Recognizing that training is an essential aspect of effective law enforcement, the Department has partnered with Dr. Lorie Fridell of the Fair and Impartial Policing Group to bring a multi-day training course to Sacramento. The course takes an innovative approach to implicit bias and its effects on policing. The course helps students recognize their conscious and implicit biases, and teaches how to implement unbiased behavioral responses.
- The Department is assisting in the coordination and expansion of the Summer Night Lights (SNL) program, a violence-reduction program targeting locations disproportionately impacted by violence. SNL provides positive summer programming for youth and families, hires and trains young adults from the community at-risk for gang involvement and/or gang violence, and focuses on inter-generational activities that foster a safer community.
- To effectively measure community satisfaction and obtain feedback on its outreach efforts, the Department is developing a survey to measure opinions on crime, safety, trust, and community engagement. Results of the survey will help refine and further develop area-specific crime prevention and outreach efforts.

BUDGET CHANGES

Program	Description	Fund	Revenue\ Offset Adjustment	Expenditure Change	FTE Change
Anti-Auto Theft Program	Add a grant-funded Police Officer to aid in rebuilding unit to previous levels so reductions in auto theft in the City can continue to decline and additional prevention strategies can be implemented.	General	105,540	105,540	1.00
Background Investigations	Add and adjust Reserve Police Officer positions to expedite background investigations for Police, Fire and other City department employees.	General	-	164,000	2.34
California Office of Traffic Safety, Selective Traffic Enforcement Program	Eliminate a Program Manager position as grant funding is no longer available.	General	(119,419)	(119,419)	(1.00)
Fair and Impartial Policing Training	Provide funding for a training course for sworn and civilian personnel.	Measure U	-	10,000	-
FY14 CHP - Vehicles	Purchase vehicles for investigative teams established with the FY14 CHP grant.	Measure U	-	375,000	-
FY14 COPS Hiring Program (CHP) Match and Retention	Increase funding for match requirements for 15.0 FTE Police Officer positions previously authorized by the City Council (R2014-0382).	Measure U	-	545,000	-
Grant and Contract Overtime	Adjust overtime budget to reflect reimbursable overtime related to contract revenue (\$208,206) and grant reimbursements (\$961,794).	General	1,170,000	1,170,000	-

FY2015/16 Approved Budget

Program	Description	Fund	Revenue\ Offset Adjustment	Expenditure Change	FTE Change
Hiring Pipeline Program	Establish part-time positions to help transition young adults into law enforcement. This restoration will increase public safety services and aid in increasing diversity.	Measure U	82,500	1,082,500	22.50
North Area Public Safety Counter (William J. Kinney Police Station)	Provide funding to restore public counter services at the William J. Kinney Police Station. This restoration will enhance the communities interaction with Police Department personnel.	Measure U	-	228,000	3.00
Police Officers	Implement City Council's 20-year plan to reach 2.0 Officers per 1,000 residents by adding 15 Police Officer FTE per year.	Measure U	-	300,000	15.00
Sacramento Gang Prevention Task Force	Provide funding to develop, coordinate and implement a comprehensive strategic plan for gang prevention that focuses on collaboration with local community based organizations, faith based organizations, school districts and law enforcement personnel.	Measure U	-	1,000,000	-
Total Change			\$ 82,500	\$ 2,610,500	40.50

Department Budget Summary

Police Budget Summary	FY2013/14 Actuals	FY2014/15 Approved	FY2014/15 Amended	FY2015/16 Approved	Change More/(Less) Approved/Amended
Employee Services	124,311,870	129,229,450	129,402,895	135,911,510	6,508,615
Other Services and Supplies	9,853,269	9,340,453	9,243,508	8,748,586	(494,922)
City Property	236,199	2,799,295	260,231	2,746,636	2,486,405
City Debt Service	41,679	-	-	-	-
Transfers	(1,030,220)	(272,360)	(272,360)	(272,360)	-
Labor and Supply Offset	(12,433,005)	(17,912,013)	(17,912,013)	(23,272,135)	(5,360,122)
Operating Transfers	(3,354)	1,422,477	1,422,477	1,416,280	(6,197)
Total	120,976,437	124,607,302	122,144,738	125,278,517	3,133,779

Funding Summary by Fund/Special District	FY2013/14 Actuals	FY2014/15 Approved	FY2014/15 Amended	FY2015/16 Approved	Change More/(Less) Approved/Amended
General Fund	120,467,787	123,947,285	121,484,721	124,616,019	3,131,298
Interdepartmental Service Fund	-	113,594	113,594	117,423	3,829
Risk Mgmt Fund	508,650	546,423	546,423	545,075	(1,348)
Total	120,976,437	124,607,302	122,144,738	125,278,517	3,133,779

Note: The significant budget increases in property, and services and supplies are the result of fleet and multi-year operating project (MYOP) funding that are moved from the operating budgets to the MYOPs after adoption of the budget.

Division Budget Summary

Police Division Budgets	FY2013/14 Actuals	FY2014/15 Approved	FY2014/15 Amended	FY2015/16 Approved	Change More/(Less) Approved/Amended
Field Services Division	41,330,198	44,454,806	41,973,492	47,301,040	5,327,548
Investigations Division	19,835,578	22,065,071	22,073,321	20,668,533	(1,404,788)
Office of the Chief Division	4,073,786	4,087,483	4,090,483	4,251,294	160,811
Operational Services Division	55,736,875	53,999,942	54,007,442	53,057,651	(949,791)
Total	120,976,437	124,607,302	122,144,738	125,278,517	3,133,779

Staffing Levels

Police Division Budgets	FY2013/14 Actuals	FY2014/15 Approved	FY2014/15 Amended	FY2015/16 Approved	Change More/(Less) Approved/Amended
Field Services Division	401.30	425.30	441.30	496.80	55.50
Investigations Division	146.00	155.00	155.00	147.00	(8.00)
Office of the Chief Division	28.00	27.00	27.00	29.00	2.00
Operational Services Division	384.66	365.66	366.66	360.00	(6.66)
Total	959.96	972.96	989.96	1,032.80	42.84

PERFORMANCE MEASURES

Department Wide

Key Measure	FY14 Actual	FY15 Estimate	FY16 Target
Part 1 Crimes Reported per 1,000 Residents	41.5	39.2	39

Ranking*	City	Part 1 Crimes Reported per 1,000 Residents
1	Anaheim	23.2
2	San Diego	23.7
3	Los Angeles	26
4	San Jose	28
5	Long Beach	31.8
6	Sacramento	37.9
7	Bakersfield	44.9
8	Fresno	46.7
9	San Francisco	63.2
10	Oakland	76.3

*Top ten Cities in California by Population – Calendar Year

Key Measure	FY14 Actual	FY15 Estimate	FY16 Target
Part 1 Crimes Reported per Sworn FTE Position	29	25.6	25

Workload Measure Ranking*	City	Part 1 Crimes Reported per Sworn FTE	Sworn FTE per 1,000 Residents
1	Los Angeles	10.1	2.58
2	San Diego	12.5	1.89
3	Long Beach	18.2	1.75
4	Anaheim	20	1.16
5	San Francisco	24	2.64
6	San Jose	25.1	1.12
7	Sacramento	29	1.47
8	Fresno	31.7	1.42
9	Bakersfield	41.8	1.08
10	Oakland	43.6	1.75

*Top ten Cities in California by Population – Calendar Year (CY) 2014 UCR Data

The measure of crime is an indication of the overall safety in a community. Safe neighborhoods and safe public spaces create a sense of well-being to citizens and visitors. Crime rate comparisons to similarly-sized California cities provide a baseline to measure progress in controlling crime. The universal benchmark of crime is referred to as Part 1 crime. Part 1 crimes are reported to the U.S. Department of Justice as part of the UCR and include: Homicide, Rape, Robbery, Aggravated (Felony) Assault, Burglary, Larceny (Theft), Motor Vehicle Theft and Arson.

The Part 1 crimes per thousand residents calculation includes total reported Part 1 crime and population statistics provided annually by the California State Department of Finance. The Part 1 Crimes per 1,000 residents ranking is based on 2014 calendar year data. The Part 1 crimes per sworn FTE position measure is based on FY2013/14 Part 1 crime data and FY2013/14 authorized position counts. The ranking of Part 1 crimes reported per sworn FTE and sworn FTE per 1,000 residents can be used as a workload measure comparison.

Key Measure	FY14 Actual	FY15 Estimate	FY16 Target
Percentage sworn SPD employees who are women or minorities	39%	39%	41%
Percentage of new hires into sworn or Hiring Pipeline Program vacancies that are women or minorities	43%	45%	50%

The SPD recognizes that a work force that mirrors the community it serves is important. The SPD has developed a four-point plan to specifically increase the diversity within the Department. The four areas are marketing, recruiting, process improvements and establishment of a Hiring Pipeline Program. The first measure reflects the percentage diversity among all SPD employees. Currently, approximately 39% of sworn employees are women or minorities. With the implementation of the four-point plan and the Hiring Pipeline Program augmentation the SPD has a goal of increasing overall diversity by 2 percentage points in FY2015/16 from 39% to 41%. The second measure reflects the percentage of new hires into sworn and Hiring Pipeline vacancies. In FY2015/16, the SPD anticipates increasing the number of women and minority new hires into sworn and Hiring Pipeline vacancies from 45% to 50%.

Field Services Division

Key Measure	FY14 Actual	FY15 Estimate	FY16 Target
Key Measure in Minutes			
Average Response Time for priority calls	11.88	12	11.9

The timely arrival of a police officer to a reported crime is vital to prevent injury or death, apprehend suspected criminals, identify witnesses and evidence, and enhance the solvability of the crime. The SPD prioritizes all calls for service with emergency and in-progress crimes given the highest priority. The response time of all calls is tracked by the SPD Communications Center. The projections for the remainder of FY2014/15 and FY2015/16 are based on current trends. The SPD anticipates that response times will be reduced in future years as sworn vacancies are filled and new Officers are trained. Comparable jurisdictional data is not available as each agency uses different criteria and policies governing the definition of priority calls for service.

Key Measure	FY14 Actual	FY15 Estimate	FY16 Target
Number of 911 calls answered within 10 seconds	75%	78%	77%

The faster a call to 911 is answered the faster units can be dispatched and made available at the scene of an emergency. The industry standard is 10 seconds. Call answer times are tracked by the SPD Communications Center. The projection for the remainder of FY2014/15 fiscal year is based on prior month averages. The projection for FY2015/16 is based on an average of the previous two fiscal years. Actual results will vary depending on the call volume and available staffing.