




City of Sierra Madre Agenda Report

*MaryAnn MacGillivray, Mayor
Donald Watts, Mayor Pro Tem
John Buchanan, Council Member
Joseph M. Mosca, Council Member
Kurt Zimmerman, Council Member*

*Nancy Shollenberger, City Clerk
George Enyedi, City Treasurer*

TO: Honorable Mayor MacGillivray and Members of the City Council
FROM: Elaine I. Aguilar, City Manager 
DATE: March 9, 2010
SUBJECT: CONSIDERATION OF LAW ENFORCEMENT SERVICE MODELS

SUMMARY

Periodically, the City Council reviews various city operations to ensure that services are being provided efficiently and effectively. The most recent occasion when the City Council examined law enforcement services was in early 2006, so the Council recently asked staff to contact the Los Angeles County Sheriff's Department (LASD) and the Cities of Arcadia and Pasadena to obtain information regarding contracting law enforcement services. Staff ultimately received proposals from the LASD and the City of Pasadena. (The City of Arcadia notified staff that they were not able to consider providing law enforcement services to Sierra Madre.)

Both the Pasadena and LASD proposals are "preliminary proposals." Pasadena refers to their proposal as an "informal proposal", while the LASD refers to their proposal as a "Phase 1 study". The proposals provide estimated costs for providing law enforcement services to the City of Sierra Madre using different deployment models. The actual, final contract amount is ultimately based upon the level of service desired by Sierra Madre, and other factors. Should the City Council decide to evaluate a particular proposal in more depth, additional analysis can be requested, however, there would be a charge to the City for the additional analysis. The initial proposals were provided at no cost to Sierra Madre.

This report provides a summary of the proposals (service level and cost) submitted by the City of Pasadena and the LASD and a summary of the City's current service level and costs. This report also provides a summary of the process involved to contract out the services and an analysis of the pros and cons.

ANALYSIS

There are a variety of deployment opportunities available to the City. Law enforcement services are currently provided 24 hours a day, 7 days a week using City staff. The Sierra Madre Police Station is open to the public 24 hours a day, 7 days a week, and most general law enforcement services, including dispatching, are conducted out of the SMPD building.

As mentioned previously there are different deployment models available to the City.

- 100% replication of the City's current model - full services deployed out of the SMPD building (SMPD, Pasadena Option 1, LASD Proposal B)
- A decrease the number of hours the SMPD building is open to the public (Pasadena Option 2, LASD Proposal A)
- No "public" use of the current SMPD building (Pasadena Option 3)

The schedules associated with each of the deployment models are summarized in Schedules # 1, 2, and 3, of this staff report. The schedules provide the following information:

- Schedule # 1: summarizes the proposals using Fiscal Year 2010/2011 estimates, and uses the cost estimates, and service levels exactly as specified by Pasadena and LASD, compared to the City's FY 2010/2011 Budget.
- Schedule # 2: summarizes the proposals using Fiscal Year 2011/2012 estimates. The second schedule (FY 2011/2011) is an attempt to more accurately reflect the "1st year" transition costs as compared to the City's costs, because of the 12 to 18 month transition time required to change over to a new service provider. The "1st year" costs are higher than the "2nd year" costs because of the additional, one-time transition costs that are incurred.
- Schedule # 3: summarizes the proposals using Fiscal Year 2012/2013 estimates, and summarizes the estimated "2nd" year costs (which do not include any of the "1st year transition costs.")

There are also pros and cons with each option, and the pros and cons are summarized beginning on page 8 of this report.

THE PROPOSALS

City of Sierra Madre

The City of Sierra Madre has provided law enforcement services since the City's incorporation. Currently the department is staffed by a combination of full, part-time and volunteer staff, and by sworn and non-sworn personnel. The Police Station is open for business 24 hours a day, 365 days per year. Most law enforcement services are provided "in-house", except for specialized services (SWAT, Detective, canine, forensic services, etc) or services that exceed our in-house staffing.

THE SMPD is the largest General Fund department in the City's budget and currently comprises approximately 51% of General Fund expenditures. The department has 1/3 (23) of all full-time staff (67) in the City. A summary of the department's full, part-time and volunteer positions is shown below:

Position Title	# of Positions
Chief of Police (FT/S)	1
Captain (FT/S)	1
Sergeants (FT/S)	4
Corporals (FT/S)	2
Police Officers (FT/S)	10
Code Enforcement Officer (FT/NS)	1
Dispatchers (FT/NS)	4
Dispatchers (PT/NS)	3
Reserve Officers (V/S)	7
Administrative Assistant (PT/NS)	2
Investigators (PT/S)	2
Other Volunteers (PT/V/NS/S)	14

FT= Full Time PT= Part Time S= Sworn NS= Non-Sworn V= Volunteer

The total Police Department approved budget (all funds) for Fiscal Year 2009/2010 is \$3,421,292, and for Fiscal Year 2010/2011 is \$3,642,276. Slightly more than 90% of the budget represents personnel costs, and slightly less than 10% represents non-personnel related costs (supplies, training, equipment, etc.)

In order to analyze a multi-year period of time, projections were made for FY 2011/2012, and beyond, assuming an 8% increase in PERS costs, a 5% increase in other personnel related costs (averaged at 12%), and a 3% increase in non-personnel related costs. It should be noted that these are estimates only, since the Council has not provided direction regarding future budget years.

Providing in-house law enforcement services has some challenges. One of the challenges is recruiting new sworn personnel. The City continues to experience difficulty in recruiting at higher levels in the organization (currently Sergeants) because of the City's lower salary schedule as compared to other agencies. For example, the City has conducted two separate recruitment processes to fill two vacant Sergeant positions, without success. Recruitment for entry level officers has improved the past year because of other cities worsening economic conditions, but this is not expected to continue.

It is important to note that on a "per-Officer" basis, the cost of other agencies is higher than Sierra Madre's cost because other agencies have higher salary and benefit costs,

and because of Sierra Madre's success at using Reserves and volunteers to supplement services. So other agency proposals -- for the exact same level of service currently provided by Sierra Madre staff -- do not result in significant savings. For the larger law enforcement agency proposals, the savings is the result of allocating the overhead and a supervisory cost over a broader base of employees -- but this savings is offset by the higher direct cost of the sworn officer.

Cost savings are achievable when the current service level is reduced. The service level reduction is reflected in the reduced/eliminated ability of residents to conduct business at the Sierra Madre police station and/or the relocation of dispatching services to another location, and/or the reduction or elimination of community based/public relations activities such as Neighborhood Watch and Business Watch programs. It should be noted that similar cost saving options could also be considered in Sierra Madre; however, this report does not address these options. Should the Council desire additional information, staff can be directed to conduct further evaluation of cost saving, or operational modifications within the department.

City of Pasadena

Sierra Madre received an informal proposal from the Pasadena Police Department. (Copy attached) The Pasadena Police Department is a full-service law enforcement agency with 250 sworn police officers, and 143 civilian employees. Policing services are provided according to a "service area model," where the patrol personnel are assigned to specific service areas, and each of the service areas is managed by a Lieutenant. Each service area has an advisory board made up of community members who live or work in the city and they meet with the assigned Lieutenant on a monthly basis. Each of the Officers in the service area is assigned to that specific area for one-year, so that they can develop relationships with community members, gain greater knowledge of the neighborhood issues, and have a sense of ownership for the area served.

The proposal provides three options.

Option #1 is "full police services," which provides twenty-six (26) full-time equivalent employees, at a cost of \$4,417,040. (Page 15 of the Pasadena proposal) All law enforcement services are included, including administrative duties, records, jail bookings, SWAT, crime analysis and forensics. 911 dispatching is the only service that would most likely be handled at the Pasadena PD headquarters. (This detail would be determined upon further negotiations and analysis.) However, this option provides a slight reduction in the hours the SMPD station would be open to the public, since there would not be any "graveyard" hours available to the public.

The proposed staffing includes:

1 Lieutenant	1 Police Officer (motorcycle unit)
4 Sergeants	1 Police Officer (Safe School Team)
2 Corporals	1 Police Specialist IV (Community outreach, neighborhood/business watch)
12 Police Officers (patrol)	4 Police Specialists IV (park security)

Option #2 is to create a Sierra Madre Service Area, which provides for 18 full-time equivalent employees, at a cost of \$3,305,890. (Page 16 of the Pasadena proposal) This option does not include administrative duties, training, SWAT, dispatch, records, jail bookings, crime analysis and forensics. These items would be billed to Sierra Madre on an hourly basis. There was no estimate of these hourly costs. In addition, the hours the SMPD station is open to the public would be reduced to regular office business hours, Monday to Friday. Examples of services not provided on weekends and during the evenings, include: issuance of parking permits, obtaining copies of crime/traffic reports, fingerprinting, "safe haven" environment and providing general City information.

The proposed staffing includes:

1 Lieutenant	12 Police Officers (patrol)
2 Sergeants	1 Police Officer (motorcycle)
1 Corporal	1 Police Specialist IV (Community outreach, neighborhood/business watch)

Option #3 is an extension of Pasadena's East Service area, which provides for 10 full-time equivalent employees, at a cost of \$1,749,571. (Page 17 of the Pasadena proposal) Similar to option #2, this option does not include administrative duties, training, SWAT, dispatch, records, jail bookings, crime analysis and forensics. These items would be billed to Sierra Madre on an hourly basis. There was no estimate of these hourly costs. In addition, there would be very limited use of the SMPD building, as all public hours would be available at the Pasadena PD headquarters. Examples of services not provided in town, during evenings, include: issuance of parking permits, obtaining copies of crime/traffic reports, fingerprinting, "safe haven" environment and providing general City information.

The proposed staffing includes:

2 Sergeants	6 Police Officers (patrol)
1 Corporal	1 Police Specialist IV (Community outreach, neighborhood/business watch)

For any contracting option, there are additional first year costs (associated with lay-offs, unemployment insurance and paying-off employee leave balances.) There may also be costs associated with reviewing our current employee's performance records, etc, to determine if they can be hired by the new agency.

There are also costs associated with maintaining the City's Code Enforcement efforts (the need to retain a Code Enforcement officer), and a "Public Safety Coordinator" position to manage the City's contract. Cities that contract for law enforcement have a position assigned to manage the contract and to make sure the City remains very involved in how its police services are handled. This staff person manages the contract, supervises Code Enforcement efforts, and is available during regular business hours to handle resident/business owner concerns. For example, the City of Duarte has a civilian "Public Safety Director."

Lastly, there would be no commitment from Pasadena to retain all of Sierra Madre's public safety staff. Interested staff members would essentially need to "apply" to Pasadena and go through Pasadena's recruitment process, if positions were available. For purposes of this analysis, an assumption is made that all current employee leave balances are paid-out, and unemployment benefits are paid for each employee for the full, legal limits.

LA County Sheriff's Department (LASD)

The LASD provides law enforcement services to 1.74 million residents, in 40 of the County's eighty-eight incorporated cities. They also provide services to more than 1 million residents in unincorporated communities. Policing services are designed to meet each individual community's needs and the LASD has been providing contract law enforcement services longer than any law enforcement agency in the nation. The LASD essentially provides a list of services, with the cost for the service and the contracting agency, working with the LASD determines the level of service and type of services provided.

The LASD provided a Phase 1 study, with a preliminary assessment of the annual costs for law enforcement services. The proposal can be revised to meet Sierra Madre's specific community needs. The cost information in the proposal is intended to provide an estimated annual operating cost. However, "start-up" and other costs are not identified, because this level of detail is provided as part of the next step, a Phase II report.

During a Phase II report, a detailed assessment of the city's facilities, equipment, communications, and personnel is conducted to determine the one-time start up costs. Costs of personnel evaluations (backgrounds, testing, physicals, etc) are estimated, because the costs will be billed to the City. A Phase II study is estimated to take 3 to 6 months to complete and is estimated to cost approximately \$25,000.

During the final phase, transfer costs are evaluated and assessed to the City, more detailed cost estimates are provided, and an agreement is negotiated. The Phase III costs are difficult to estimate.

The City can withdraw at any point in the process, and is only responsible for the costs incurred to the point in time when the City decides to withdraw.

In LASD experience, based upon other agencies that have gone from in-house to contract services, the entire transition process can take 12 to 18 months, once the decision has been made.

The LASD proposal provides two options.

Proposal A, assumes that the Sierra Madre Police Station will remain open to the public 7 days a week for 16 hours per day (approximately 6 am to 10 pm). All after hour service is handled by either the Altadena Sheriff's Station or the Temple City Sheriff's Station. (The Sheriff's Station servicing Sierra Madre would be determined as part of the Phase II analysis.) Examples of services not provided late evenings, include: issuance of parking permits, obtaining copies of crime/traffic reports, fingerprinting, "safe haven" environment and providing general City information.

Even though the SMPD station is "closed" at night, the LASD intends to deploy all units out of the SMPD station 24 hours a day. The estimated cost for the model is \$2,607,461, and it provides for 26 personnel (18 sworn staff, and 8 civilian staff.) (See page 28 of the LASD proposal.)

Proposal B, assumes the Sierra Madre Police Station is open to the public 24 hours a day, 7 days of the week, at an estimated cost of \$3,246,895, and provides for 31 personnel (23 sworn staff and 8 civilian staff.) (See page 28 of the LASD proposal.)

Similar to the Pasadena options, there are additional first year costs (associated with lay-offs, unemployment insurance, and paying off employee leave balances.) There will also be costs associated with reviewing our current employee's performance records, etc, to determine if they can be hired by the LASD. There may also be costs associated with changing out equipment to be compatible with the LASD.

There are costs associated with maintaining the City's Code Enforcement efforts (the need to retain a Code Enforcement officer), and a "Public Safety Coordinator" position to manage the City's contract.

Lastly, similar to Pasadena, there would be no commitment from LASD to retain all of Sierra Madre's public safety staff. Interested staff members would essentially need to "apply" to the LASD and go through a LASD recruitment process that evaluates personnel history, rank, tenure, experience, etc. For purposes of this analysis, an

assumption is made that all current employee leave balances are paid-out, and unemployment benefits are paid for each employee, per legally required time frames.

Financial Summary

A summary that shows the total financial impacts of each of the options, including the current in-house department is attached to this staff report, in Schedules #1, 2, and 3. The summary (see schedules # 2 and 3) shows a "first year cost" and a "second year cost" because of the one-time, first year costs associated with contracting. An example of a few of the first-year costs include buying back all accumulated employee leave time, paying unemployment benefits, personnel evaluation costs, and costs for further contract assessment costs (Phase II and III analysis.) There are other possible overhead cost savings associated with contracting; however it is difficult to accurately estimate these potential cost savings. Contracting reduces City overhead costs, but that reduction in overhead costs will be somewhat offset by the liability and overhead surcharges charged by contracting agencies

The summary also identifies other law enforcement related costs that are not included in the Pasadena or LASD proposals, such as retaining Code Enforcement Services, overtime for City special events (Wistaria Festival, Halloween, 4th July Parade, etc.), and a Public Safety Coordinator.

Lastly, an estimate was made regarding future cost increases. For example, the LASD indicates that there has been a 3% to 5% cost increase over the past few years. In addition, an estimate has been made regarding Sierra Madre's own cost increases. A cost escalation factor of 4% was used for the LASD and Pasadena proposal. For Sierra Madre, benefits were increased by 12% for FY 2011/2012, and by 4% for FY 2012/2013.

Pros and Cons

The last section of this report addresses the basic pros and cons of contracting verses in-house law enforcement services.

- Pros to Contracting
 - Pasadena and LASD are large, full service agencies that provide significant resources in the event of a major law enforcement incident. (Specialized homicide investigators, computer forensics, crime analysis, SWAT, canines, etc.)
 - Possible cost savings, depending on the deployment model
 - Possible reduced in-house related City overhead
 - Enhanced ability to modify the contract/service level as needed
- Cons to Contracting
 - Some loss of local control
 - Possible change in how Sierra Madre is policed

- Annual change over in Police staff, possible loss of “small town, first-name” based policing
- Possible of 24 hour a day public service at the SM Police Station
- Difficulty in re-instituting an in-house Police Department – once the in-house department is disbanded it is very difficult to bring it back because of significant start-up costs for an in-house department

FINANCIAL REVIEW

There is no financial impact with this item. However, should the Council decide to request additional information, it would be recommended that funding be allocated for further in depth analysis, estimated at \$25,000. Additionally, depending upon the various proposals, there could be “2nd year” cost savings ranging from \$0 to \$1,000,000+ annually.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of the report are available at the City Hall public counter and the Sierra Madre Public Library.

ALTERNATIVES

The City Council has the following options:

1. Select a contracting option for further research and discussion; and authorize the expenditure of up to \$25,000 in general fund reserves for the next phase of the analysis.
2. Request additional information or clarification regarding the current proposals and direct staff to return with the requested information.
3. Receive and file the report.
4. Any other option desired by the City Council.

STAFF RECOMMENDATION

It is recommended that the City Council provide staff with direction.

Attachments:

Schedule # 1

Schedule # 2

Schedule # 3

Pasadena Proposal

Los Angeles County Sheriff Department Proposal

CITY OF SIERRA MADRE



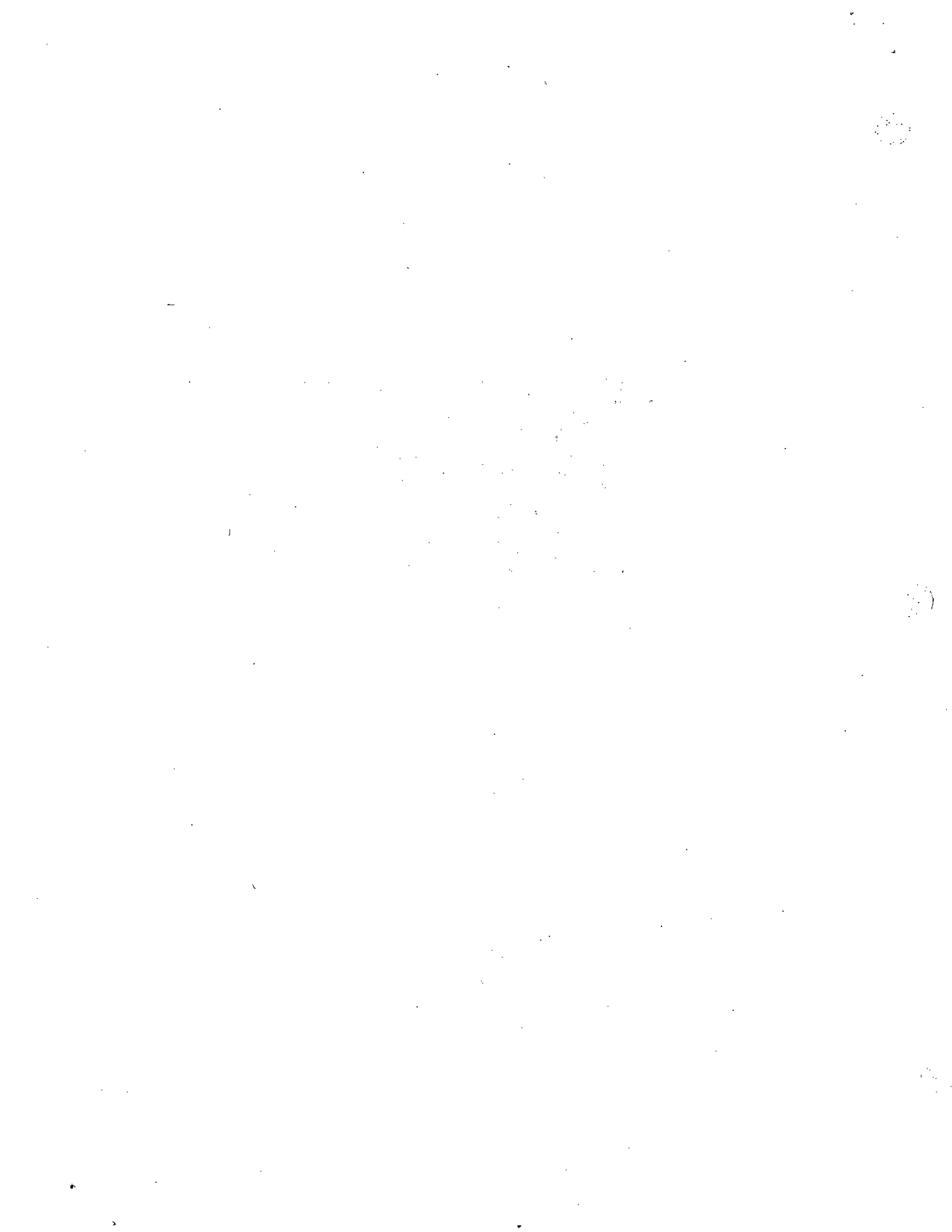
Municipal Law Enforcement Policing Services Proposal



Contract Law Enforcement Bureau
Los Angeles County Sheriff's Department
Leroy D. Baca, Sheriff

JANUARY 25, 2010

ATTACHMENT





LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



January 25, 2010

Ms. Elaine Aguilar, City Manager
City of Sierra Madre
232 West Sierra Madre Blvd.
Sierra Madre, California 91024

Dear Ms. Aguilar:

On behalf of Sheriff Lee Baca, I wish to thank you and your Council members for the opportunity to provide this proposal for municipal policing services to the Sierra Madre City Council. The Los Angeles County Sheriff's Department is one of the nation's leading contract law enforcement service providers and takes great pride in delivering the highest level of law enforcement services to its communities.

This proposal presents two policing deployment models for you and your Council's consideration. The Sheriff's Department is prepared to perform either model of deployment. Once you and your Council members have had a chance to review this proposal, we welcome the opportunity to answer your questions should you require further clarifications or explanations.

Whether the City of Sierra Madre ultimately elects to pursue a contract with us or not, the Los Angeles County Sheriff's Department remains committed to strengthening its law enforcement partnership with your City, thereby ensuring the safety of your residents.

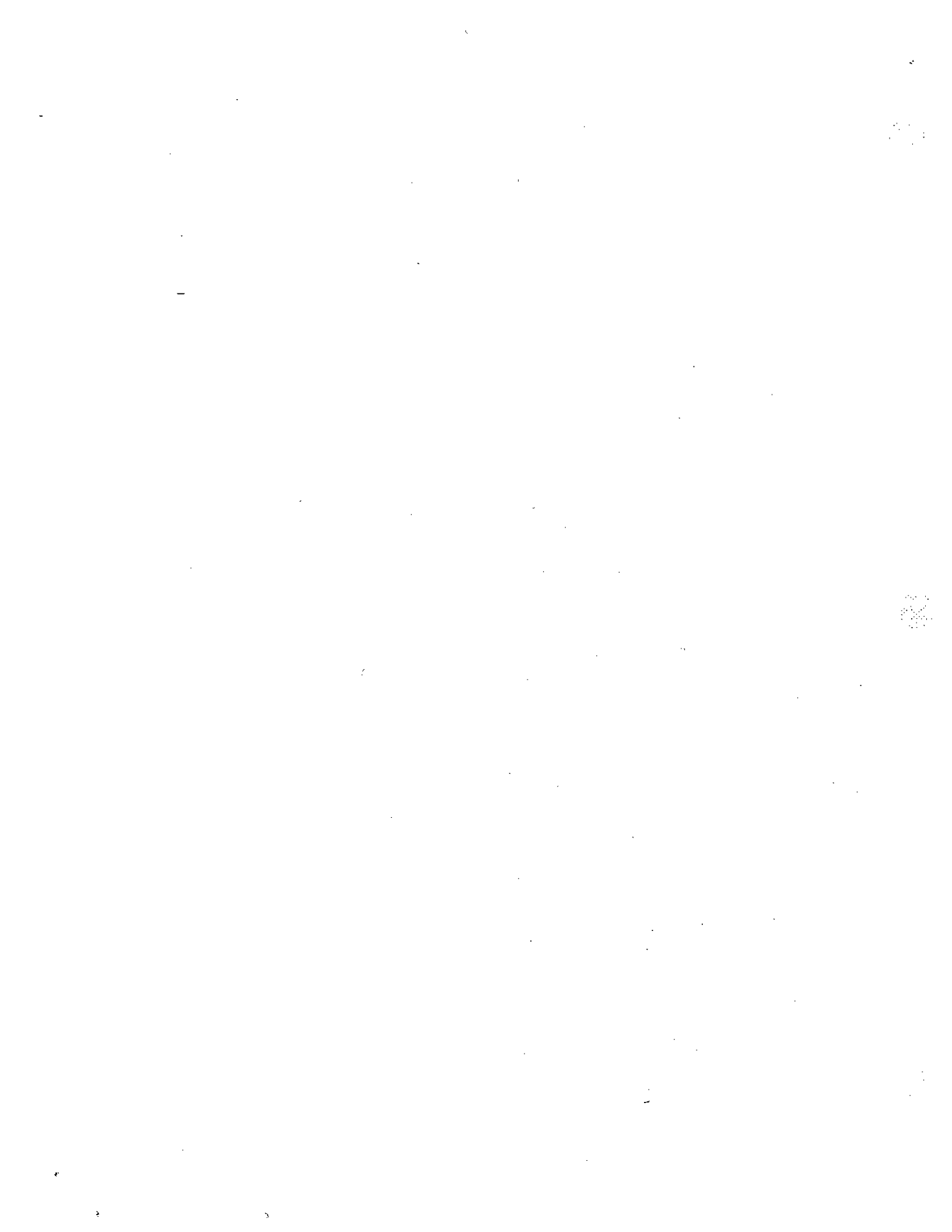
Again, thank you for the opportunity to provide you with this proposal. Please contact me, or a member of my staff at (323) 526-5737 should you require further assistance.

Sincerely,

LEROY D. BACA, SHERIFF

Paul Becker, Captain
Contract Law Enforcement Bureau

A Tradition of Service





OUR CORE VALUES

As a **leader** in the Los Angeles County Sheriff's Department,
I commit myself to **honorably** perform my duties with
respect for the dignity of all people,
integrity to do right and fight wrongs,
wisdom to apply **common sense** and **fairness** in all I do and
courage to stand against racism, sexism, anti-Semitism,
homophobia and bigotry in all its forms.

PREFACE

The Los Angeles County Sheriff's Department provides high quality and diversified municipal law enforcement services. The Sheriff's Department is the municipal police agency for 1.75 million residents in forty of the county's eighty-eight incorporated cities, as well as the over 1 million residents throughout the unincorporated communities. Law enforcement service is also provided to the Metropolitan Transit Authority, the Southern California Regional Rail Authority, Los Angeles Community Colleges, and a multitude of other public and private entities. The system of community oriented policing is a coordinated, well managed and cost efficient program designed with each individual community's needs in mind.

Contract services are provided pursuant to Article 11 of the California Constitution, Section 51301 of the California Government Code, and Section 56 (et seq.) of the Los Angeles County Charter.

This study will present a proposal on the cost of providing municipal law enforcement service to the City of Sierra Madre. Information contained in this proposal was obtained from documents provided by the City of Sierra Madre, the Sierra Madre Police Department and publicly available information.

INTRODUCTION

Phase I

This Phase 1 study provides a preliminary assessment of annual costs for contract law enforcement services for the City, based on a comparative service level. It is not restrictive and can be further adapted to meet specific community needs and desires. This proposal is designed to give the City sufficient information to estimate their annual operating expenditures, as well as the type of services to be received. Personnel, facility, and equipment issues, commonly referred to as "start-up costs", are not discussed in this report because of time and resource constraints.

Phase II

Once the Phase I report has been reviewed by the City, Council may wish to explore the feasibility of a contract arrangement in greater depth. The next step would be a Phase II study in which a detailed assessment of facilities, equipment and personnel is conducted to determine potential "one time start-up" costs and the impact on City personnel who would be affected by a potential merger. The Phase II study would include a detailed assessment of such areas as:

1. Facility
2. Safety equipment
3. Vehicles
4. Personnel issues
5. Records/automated systems
6. Communications
7. Fixed assets

This assessment would take an estimated 3-6 months to conduct. The results of the Phase II study can then be utilized by Council to make an informed decision regarding the available alternatives for municipal police services. Should the City subsequently elect to begin a contract relationship, the necessary contracts are signed and the transition of services would be made in a seamless fashion.

Should the City of Sierra Madre elect to request a Phase II study, it is recommended that the Sierra Madre Police Department provide a person, preferably at the management level, to assist with the Phase II study and serve as direct liaison with the Sheriff's Department. A nominal charge may be assessed with this phase to cover staff work on the Phase II study and any medical examinations for prospective merger candidates.

The Phase II study can be requested by sending a letter to William T. Fujioka, Chief Executive Officer of Los Angeles County, Kenneth Hahn Hall of Administration, 500 W. Temple Street, Los Angeles CA 90012., with a copy to Sheriff Baca.

Transfer of Personnel

Provisions in State Law and the Charter of the County allow for the transfer and merger of municipal employees, peace officers, and municipal operations into County Government. The transfer of Municipal Police Department employees into the Sheriff's Department must be accomplished by the terms and conditions of a merger agreement.

In the event the City should ultimately elect to contract for law enforcement services with the Sheriff's Department, and thereby merging the Sierra Madre Police Department personnel into the County work force, every effort would be made to fairly and objectively transfer each affected City employee into County service.

Municipal employees may be transferred into county service, pursuant to Los Angeles County Charter Section 56 3/4, according to various prerequisite factors including (but not limited to) rank, salary level, tenure, experience, training, personal history, and the range of duties performed. No independent forecast of the outcome of any individual's appointment may be made until a Phase II study is concluded.

BENEFITS OF CONTRACTING

The Los Angeles County Sheriff's Department has been providing contract law enforcement services longer than any law enforcement agency in the nation. The Sheriff's Department pioneered the contract law enforcement movement when the City of Lakewood incorporated in 1954. Faced with the burdensome costs and public indebtedness needed to finance its own police department, Lakewood looked for a method to provide law enforcement services at a reduced cost. Lakewood officials and the Sheriff's Department formulated the first Contract Law Enforcement Program. Since that time, 40 of the county's 88 cities have adopted the Sheriff's Department's Contract Law Enforcement Program.

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.*

Many cities in Los Angeles County have adopted a contract-based approach to providing City services. Instead of forming their own police or fire departments they contract with the County of Los Angeles for those services. This approach, often called the "Lakewood Plan" after the first City to adopt it, has resulted in Los Angeles County serving as a major provider of municipal services.

The following information describes just some of the benefits of contracting for law enforcement services, and is derived from independent studies, audits and investigations, as well as the observations of contract service recipients, both collectively and individually.

INDEPENDENT REPORTS AND AUDITS

PUBLIC POLICY INSTITUTE OF CALIFORNIA

In January 2000, the San Francisco based *Public Policy Institute of California* (PPIC) issued a report entitled Risky Business: Providing Local Public Services in Los Angeles County. Part of the purpose for this report was to evaluate the county's role as a municipal service provider. PPIC's analysis determined that:

"...the 'contract city' is an efficient means of providing municipal services at both the county and city level, and offers one model for local governments working closely together to provide local services."

"...at both the county and contract city level, those we interviewed resoundingly felt that the contract city model resulted in the most efficient allocation of services and was a positive relationship for both sides."

ORANGE COUNTY REGISTER

The Orange County Register ran a series of periodic reports on how local governments spend tax dollars. One of those reports, published on Sunday, November 4, 1999, entitled "What cops cost: Some cities provide police services by contracting out. Are they getting their money's worth?" examined the use of contract municipal police services through the county sheriff. Although this report focused on a comparison of the Orange County Sheriff's Department with that county's independent police agencies, the issues and benefits of contract law enforcement prove to be the same. The article states:

"As an analysis of budget numbers makes clear, cities that contract with the sheriff's department generally pay less to police their communities than cities that run their own departments."

"Another advantage: City councils and mayors no longer have to deal with police unions and contentious police-related political issues...passing the buck to the county frees up time for cities to deal with more fundamental governance issues, and it keeps the local cops from becoming too much of a political player."

"Although a per-capita measure is not the be-all and end-all, it is a good starting point when comparing cities of different sizes...But even when comparisons are between similar size cities, the cost differences are significant...But, cost-wise, the proof is in the per-capita pudding...The sheriff's department still provides a lower cost for the most basic of economic reasons, economies of scale."

"...the advantages and disadvantages of contracting police services with the sheriff's department should be discussed...those that are willing to consider a switch might find themselves with more cops on the street – and more money that can be spent on other priorities."

SERVICE RECIPIENT REPORTS

CALIFORNIA CONTRACT CITIES

In May of 2000, members of the California Contract Cities Association prepared a document entitled "The Contract City Model: Right for California" in response to a report issued by the California State Controller's Office regarding revenue allocation. This document provides information which shows that the Contract City Model is a cost effective, efficient, and successful form of municipal government.

"It has long been a maxim in local government that contracting for law enforcement or fire service from the county provides a more cost effective method of meeting the needs of the public. In many cases, this also provides a higher level of service. For this reason, almost every new city created in the State of California in the past 50 years has been a contract city, taking advantage of the vast and huge resources of a county sheriff's department and tailoring those resources to meet the needs of each individual city or community."

"The contract city model offers tremendous flexibility in meeting the changing needs of a community. This model also provides the best method of responding to difficult times such as economic downturns. A contract city is able to meet changes in service demands quickly and efficiently. This flexibility makes contract cities much more cost effective and responsive to resident's needs."

"Law enforcement is usually every city's top priority and is the most costly municipal service. Contracting for law enforcement with regional agencies like the Los Angeles County Sheriff's Department is extremely cost effective and offers cities a wide array of crime fighting tools." "By contracting, small cities are able to tap into existing and vast resources without busting their budgets."

A recent study showed that the per capita cost of law enforcement services is significantly lower with contract cities compared to independent cities."

"By being innovative and accommodating, the L.A. County Sheriff's Department

has made it possible for many cities to have the best of both worlds—a first rate and cost effective police force that's also highly accessible and accountable to residents.”

SUMMARY

It is readily apparent that certain significant benefits regarding contract law enforcement are commonly mentioned throughout these various reports.

Contract law enforcement provides efficient service: “...*an efficient means...most efficient allocation...flexibility...wider range of specialty services...specialized resources...greater flexibility...maintenance of quality...a first rate police force...no police unions...no personnel issues...no labor negotiations...no contentious police-related political issues...*”

Contract law enforcement is cost effective: “...*less cost...pay less...lower cost...cost effective...cost differences are significant...cost of law enforcement services is significantly lower...economical...less expensive...significant cost savings...economies of scale...*”

Contract law enforcement provides local control: “...*local control...responsive to resident's needs...highly accessible and accountable to residents...a positive relationship...*”

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 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 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.

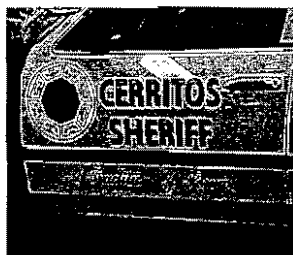
Our Contract Cities often utilize distinctive logos on their dedicated Sheriff's cars which reflect the uniqueness of their community. The following pictures are but a few examples of those community based cars.



City of Norwalk



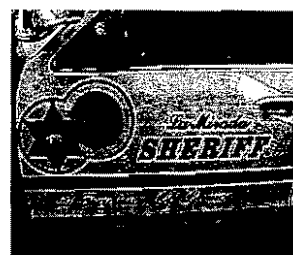
City of Paramount



City of Cerritos



City of Santa Clarita



City of La Mirada



City of Carson



City of Compton



City of Lynwood

SHERIFF'S CONTRACT SERVICES

Contract cities benefit in many ways from their relationship with the Sheriff's Department. The following are examples of additional services and benefits which are provided to the Department's Contract Cities at no additional charge:

Specialized Enforcement / Investigations

1. Emergency Operation Bureau - Disaster Response and Planning.
2. Special Enforcement Bureau - SWAT Team and Hi-Risk Warrant service.
3. Safe Streets Bureau - Gang enforcement saturation patrol and investigations.
4. Aero Bureau (helicopter service) - Emergency response, including rescue Air-5.
5. Mental Evaluation Team - Specialists in resolving incidents with the mentally ill.
6. Specialized Investigations - Surveillance teams, vice, forgery/fraud & narcotics.
7. Homicide Investigations
8. Arson/Explosives - Bomb disposal/ bomb/arson investigations.
9. Child Abuse
10. K-9 Units

Staffing Flexibility

The Sheriff's Department not only benefits from economy of size, 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.

Supervision

Basic supervision (field and watch sergeants, detectives, station administration) is included in the basic service rates. Supplemental or dedicated supervision may be purchased for specific duties exclusive to the City.

Administrative Support

All administrative support (management, supervision, clerical, communications, technical services, etc) is included in the basic cost for service.

Relief Personnel

All personnel necessary to provide coverage for vacation, sick, IOD, and elective leave absences are included in the basic cost for service (excluding non-relieved positions).

Overtime

All routine overtime, including court, late arrests/calls, absences (relieved positions), etc., is included in the basic cost for service. Special event overtime is billed separately.

Helicopter Service

The Sheriff's Department provides emergency helicopter service, including rescue helicopter Air-5, at no additional charge to the recipient Cities. Routine service or patrol time, should a City select this option, is billed according to "time over scene" at an hourly rate.

Personnel Selection

The Sheriff's Department is responsible for the selection and assignment of personnel assigned to the patrol service units. However, Cities are encouraged to be involved in the selection of personnel for special assignment positions. Should the City feel that any personnel may not be suited for a particular assignment within the City, the station commander may be consulted and, when practical, reassignments can be accommodated.

Liability

A 6% liability cost is charged to the basic law enforcement service unit rate with those funds being transferred into the Contract City Liability Trust Fund. This fund is managed by the Sheriff's Department's Risk Management Bureau and County Counsel. An oversight committee, consisting of representatives from the contract cities, serves to review all claims and lawsuits arising from Sheriff contract city services. Selection of the members to that Committee is made by the contract cities. All liability costs and coverage is included in the basic service rates.

Overheads

The basic costs for service includes the following components: Salaries (assigned personnel, relief personnel, management, supervision, detectives, clerical/civilian) and related Benefits, overtime (sworn and civilian), auto (vehicle maintenance and replacement), services & supplies, Department support costs and general County overhead.

CONTRACT RATE ISSUES

Contract rates are developed by the Los Angeles County Auditor-Controller's Office pursuant to Section 51350 of the California Government Code (commonly referred to as the "Gonsalves Bill"). Section 51350 governs what can, and can't, be charged through contract rates. It reads, in part:

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.

Rates are determined annually by the Auditor-Controller's Accounting Division and are generally finalized by March preceding the new fiscal year, allowing the City to utilize this information in the preparation of the City's new fiscal year budget. These rates remain in effect for the entire fiscal year and do not change, despite any possible changes in cost to the Sheriff's Department. The only impact on billing would result from any increase or decrease in service level requested by the city as part of their policing strategy. These service level changes can only take effect with the approval of the City. Contract law enforcement service unit rates are the same for all contract cities.

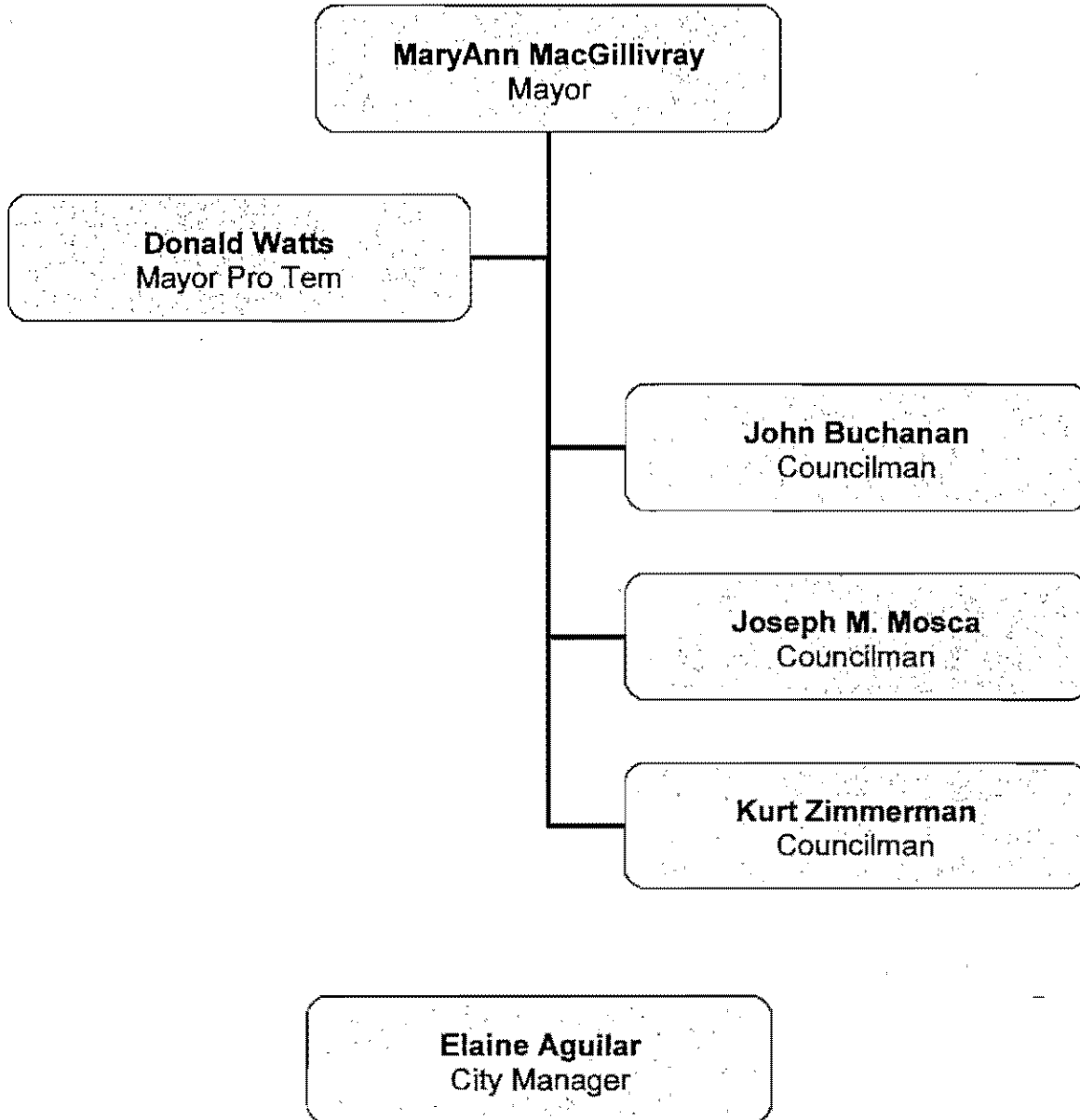
CONTRACT RATE COMPONENTS

The following components are included in contract service rates:

CATEGORY	PERCENTAGE
Salaries (sworn)	45.1%
Overhead Salaries (sworn & civilian)	12.5%
Employee Benefits (sworn & civilian)	30.0%
Overtime (sworn & civilian)	0.9%
Automotive (maintenance & replacement)	2.2%
Services & Supplies	0.84%
General County Overhead	0.93%
Department Support	6.9%
Contract Law Enforcement Bureau	0.63%
Total	100%

SIERRA MADRE CITY COUNCIL

The five member City Council appoints the City Manager to function as the Chief Administrator of the City. The City Council sets the policy direction for the City, incorporating public input received directly from local citizens and several Council-appointed city commissions. The City Manager is charged with implementing City Council directions, keeping the City Council informed of City operations, preparing the annual budget and coordinating department activities.



COMMUNITY PROFILE

The City of Sierra Madre was founded in 1881 and incorporated on February 2, 1907 as a general law City, operating under a City Manager/City Council form of government. The City is a unique residential community of about 11,000 residents located at the base of the San Gabriel Mountains in Los Angeles County. Sierra Madre is called "Village of the Foothills", with minimal retail and light commercial industry. It is a full-service City in which governmental services are funded through property taxes, sales and use taxes, user fees and assessments.

Demographics:

Area	3.06 sq miles
Population	11,251
Median Age	42.6

Industry:

Agriculture	0.3%
Construction	5.3%
Manufacturing	8.4%
Wholesale Trade	3.1%
Retail Trade	7.4%
Transportation	3.4%
Information	7.5%
Finance	10.1%
Education	25.1%
Entertainment	6.9%
Public Administration	3.3%
Other	19.2%

Revenue Sources FY 09-10:

Property Tax	2,952,000
Sales Tax	200,000
Utility Users Tax	1,960,000
VLF Tax	852,000
Franchise Fees	410,000
Business Licenses	130,000
Miscellaneous	657,000
TOTAL REVENUES	7,161,000

Gen. Fund Appropriations FY 09-10:

Administration	923,000
Elected and Appointed	353,000
Community Personnel	255,000
Fire	522,000
Library	750,000
Police	3,341,000
Public Works	309,000
TOTAL EXPENDITURES	6,453,000

Income Profile:

Median Household Income 2000	4,753
Household Incomes	4,753
Less than \$10,000	144
\$10,000 to \$14,999	88
\$15,000 to \$24,999	369
\$25,000 to \$34,999	415
\$35,000 to \$49,999	645
\$50,000 to \$74,999	1,121
\$75,000 to \$99,999	567
\$100,000 to \$149,999	643
\$150,000 to \$199,999	308
\$200,000 or more	453

Occupations:

Management, Professionals	57.2%
Service Occupations	8.2%
Sales and office occupations	25.2%
Farming/Fishing/Forestry	0.2%
Construction	4.9%
Production/Transportation	4.3%
TOTAL EMPLOYED	5962

Population Distribution:

Distribution by age	
Under age 18	2,172
19-24	348
25-44	3,255
45-64	3,138
65+	1,665

Sources:

City of Sierra Madre Website &
US Census Bureau 2000

CITY OF SIERRA MADRE POLICE DEPARTMENT BUDGET AND PERSONNEL

Budget

According to documents provided by the City of Sierra Madre, the FY 2009-10 budget for the Police Department is \$3,421,292. The Police Department budget accounts for approximately 53% of the City's General Fund expenditures. The three major sources of revenues for the City's General Fund are Property Taxes, Utility User's Taxes and VLF/Property Tax Backfill. The City's total Fund Department expenditures are projected at approximately \$20 million dollars.

Personnel

The Sierra Madre Police Department consists of 23 full time employees, 5 part-time employees, 5 Reserve officers, and 16 volunteers. Of the full time positions, 18 are sworn and 5 are civilian.

SIERRA MADRE POLICE FACILITY



Sierra Madre Police Station
242 West Sierra Madre Blvd.
Sierra Madre, CA 91024
(626) 355-1414

The Sierra Madre Police Station is directly adjacent to the City Hall complex, and shares its facility with the Sierra Madre Volunteer Fire Department. The station has a fully functioning jail and new property evidence room. It maintains a communications desk with dispatching capability. The station is open to the public on a 24/7 basis.

SIERRA MADRE POLICE DEPARTMENT SWORN PERSONNEL

This chart indicates the master roster of currently assigned sworn positions for the Sierra Madre Police Department. Master roster and currently assigned personnel data was obtained from the Sierra Madre Police Department.

Sworn Personnel Positions	Assigned	Organizational Assignment
Police Chief	1	Chief of Police
Captain	1	Administration
Sergeant	4	Patrol, Detective and Traffic
Corporals	2	Patrol
Detectives	2	Detective Bureau
Police Officer	8	Patrol and Traffic
*(Reserve Police Officer)	5	Patrol and Traffic
Total Regular Sworn	18	

SIERRA MADRE AVERAGE SWORN FIELD DEPLOYMENT

The Sierra Madre Police Department operates on two 12.5 hour shifts per day, seven days a week. "A" shift operates from 0600 hours to 1830 hours. "B" shift operates 1800 hours to 0630 hours. There is a minimum staffing level of (1) Watch Commander or Lead Officer and (1) Patrol Officer per shift. Officers also work various shifts of shorter lengths throughout the week to supplement staffing levels.

HOURS	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0600							
0700							
0800							
0900							
1000	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.
1100							
1200	2 Police	1 Police	2 Police	2 Police	4 Police	1 Police	2 Police
1300	Off.	Off.	Off.	Off.	Off.	Off.	Off.
1400							
1500							
1600							
1700							
1800							
1900							
2000							
2100							
2200	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.	1 W.C.
2300	4 Police	2 Police	2 Police	2 Police	1 Police	1 Police	1 Police
2400	Off.	Off.	Off.	Off.	Off.	Off.	Off.
0100							
0200							
0300							
0400							
0500							

SIERRA MADRE POLICE DEPARTMENT CIVILIAN PERSONNEL

This chart indicates the currently assigned civilian positions for the Sierra Madre Police Department. This data was obtained from the Sierra Madre Police Department.

<u>Civilian Personnel Positions</u>	<u>Assigned</u>
Chief's Assistant (part time)	1
Code Enforcement Officer	1
Desk Officers (4 full time) (3 part time)	7
Total Civilian Positions (4 part time)	9

SIERRA MADRE STATISTICAL DATA CRIME, TRAFFIC AND ARRESTS

The following pages represent the criminal, arrest and traffic statistics reported by the Sierra Madre Police Department for the calendar years of 2007, 2008 and 2009. These statistics were reviewed and analyzed by the Los Angeles County Sheriff's Department in the preparation of this proposal. A crime rate comparison table is also included in this section of the report. The Sheriff's Department tabulates its crimes by Uniform Crime Reporting standards.

The crime rate comparison table depicts city crime rate comparisons between the City of Sierra Madre, various contract cities policed by the Los Angeles County Sheriff's Department, and neighboring independent cities located adjacent to Sierra Madre. In creating these crime rate comparisons, the Sheriff's Department used the standardized per capita population 100,000 variable, which is used for the State of California and the FBI.

Factors contributing to crime are numerous and vary place to place. Readers are cautioned against drawing conclusions from direct comparisons of crime rates between individual communities of similar populations and size.

**SIERRA MADRE CRIME STATISTICS
2007- 2009**

Reported Part I & Part II Crimes

Part I Crime Statistics

Crime	2007	2008	2009
Homicide	0	0	0
Rape	2	0	0
Robbery	0	0	0
Assault	25	30	19
Burglary	36	43	46
Child Abuse	2	7	5
Larceny	132	88	81
GTA	10	9	7
Total	207	177	158

Arrest Statistics

Year	2007	2008	2009
Adult	461	342	295
Juvenile	40	29	21
TOTAL	501	371	316

Part II Crime & Additional Statistics

Year	2007	2008	2009
DUI	49	45	22
Liquor Laws/Drunkenness	27	31	14
Vandalism	120	91	38
TOTAL	196	167	74

TRAFFIC SUMMARY

The Traffic Bureau incidents handled by the Sierra Madre Police Department are listed below. The parking enforcement is handled primarily by the Code Enforcement Officer.

Traffic Collisions

Year	2007	2008	2009
Injury Collisions	17	16	15
Non-Injury Collisions	54	44	35
Fatal	0	0	0
Total	71	60	50

Citations

Year	2007	2008	2009
Traffic Citations	1116	1455	1631
Parking Citations	2928	3283	3463
Total	4044	4738	5094

CRIME RATE COMPARISON

CRIME RATE CONTRACT CITIES PART I CRIMES				
Item of Comparison	City of Sierra Madre (1)	La Canada Flintridge (2)	Malibu (2)	Westlake Village (2)
Population	10,578	20,817	13,100	8,516
Homicide	0	0	0	0
Rape	0	0	1	0
Robbery	0	7	7	2
Assault	30	15	20	6
Burglary	43	156	93	37
Larceny	88	202	212	107
GTA	9	17	22	3
Total	170	397	355	155
Adult Arrests	342	275	707	146
Juvenile Arrests	29	45	22	7
Total	371	320	729	153

CRIME RATE NEIGHBORING INDEPENDENT CITIES PART 1 CRIMES				
Item of Comparison	City of Sierra Madre (1)	San Marino (3)	La Verne (3)	South Pasadena (3)
Population	10,578	12,902	33,298	24,608
Homicide	0	0	0	1
Rape	0	0	5	7
Robbery	0	6	20	23
Assault	30	13	33	9
Burglary	43	65	181	154
Larceny	88	166	482	271
GTA	9	8	28	78
Total	170	258	748	543

(1) Information obtained from Sierra Madre Police Department, Calendar year 2008.

(2) Information obtained from 2008 Los Angeles County Sheriff's Department Information Management Systems.

(3) Information obtained from 2008 Federal Bureau of Investigation Crime Reports.

DEPUTY SHERIFF SERVICE UNIT

To fully understand this staffing proposal, it is important to understand the method of contract staffing utilized by the Sheriff's Department. The Sheriff's Department generally does not contract for a specific number of personnel, but for a specific level of service. The necessary number of personnel are then provided to ensure that the service level is properly maintained. Throughout the year, typical City employees take vacations, sick time, compensatory and elective leave, typically causing a staffing shortage in their absence. In comparison, the absence of a Sheriff's Department employee generally does not impact the level of service as we are contractually obligated to meet that designated service level. These obligations are met as part of the basic service cost, without additional cost to the City. This guarantees the City will receive the service level it has requested and is paying for, without interruption.

The average Police or Sheriff's Department sworn employee works approximately 224 days annually when considering regular days off, vacation time, sick time and elective leave time. For municipal police agencies, this means there is nobody to replace the officer during his/her absence, unless overtime is expended, thereby resulting in a fluctuating service level.

The Sheriff's Department utilizes the "Deputy Sheriff Service Unit" (DSSU) for its contract services. A DSSU is not just a deputy sheriff but the relief personnel, supervision, management, equipment and logistics, clerical, administrative support and supplies necessary to provide law enforcement service for the designated period of time. This eliminates the City's need to line item budget all the personnel and service expenditures for their police department. As the City increases or decreases service levels, it only pays for the proportionate amount of "overhead" services required by the agreed upon staffing level.

DEPUTY SHERIFF SERVICE UNIT COMPONENTS

The following items are included in the cost of the Deputy Sheriff Service Units. These are overhead items which act as support to the Service Unit.

- | | |
|---|-------------------------------------|
| 1. Departmental Management | 6. Overtime (Except Special Events) |
| 2. Jailers | 7. Watch Deputies |
| 3. Watch Commanders | 8. Investigators |
| 4. Use of Vehicles and Maintenance | 9. Administration & Clerical |
| 5. Supervision - Patrol & Watch Sergeants | 10. Services and Supplies |

The following is an example of the number of annual days of service provided by the Deputy Sheriff Service Unit (DSSU) when compared to the standard police officer deployment process.

Position	Days of Annual Service
(1) Police Officer	224 days (approx.)
(1) DSSU (no relief)	224 days (approx.)
(1) DSSU (40 hr, relief)	261 days
(1) DSSU (56 hr)	365 days

The standard 56 hour DSSU provides a Deputy Sheriff for 8 hours each day, 7 days per week, 365 days per year. The DSSU includes all support personnel and costs. This ensures a consistent staffing level, unaffected by regular days off, vacation absences, injury or illness absences, or elective time off. Because the City contracts for a specific level of service time, deployment levels remain consistent. The Sheriff's Department tracks and audits the service levels on a daily basis to ensure the City is receiving the requested level of service.

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT PROPOSED SIERRA MADRE DEPLOYMENT AND COST

The following patrol staffing proposals are suggested deployments for the City of Sierra Madre. It reflects a suggested deployment configuration utilizing the number of personnel provided by these proposals. The first proposal, Proposal A, is made with the assumption that the Sierra Madre Police Station will remain open to the public 7 days a week for a period of 16 hours per day (approx 6:00am to 10:00pm). All after hour routine public inquiries will be handled by either the Altadena Sheriff's Station or Temple City Sheriff's Station desk personnel; however, this will not affect emergent public inquiries. The after hour Sierra Madre Field Sergeant will handle any public complaints or inquiries occurring during the early morning hours. Any emergent after hour incidents will be supervised and coordinated by either the on-duty Altadena Sheriff Station or Temple City Sheriff Station Watch Commander. The second proposal, Proposal B, is made with the assumption that the Sierra Madre Police Station will remain open to the public 24 hours a day, 7 days of the week. Proposal B is more costly, due to the increased staffing and supervision required for the operating hours.

With either proposal, the Sheriff's Department intends to deploy all Sierra Madre patrol units and personnel for 24 hour law enforcement coverage out of the existing Sierra Madre Police Station. All patrol units will be filled daily and service will not be interrupted for vacancies such as vacations, sick calls, holidays, and injured on duty personnel.

Deployment and Cost Summary

Proposal A	Total Sworn Staff	Total Civilian	Total
\$ 2,607,461	18	8	26

Proposal B	Total Sworn Staff	Total Civilian	Total
\$ 3,246,895	23	8	31

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT PROPOSED
SIERRA MADRE PATROL DEPLOYMENT "A"**

Shift	Unit type	Number of Units	Personnel Required
EM (2200-0600 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
AM (0600-1400 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
PM (1400-2200 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
Supplemental Units (May work any shift)	40 hour non-relief Motor Unit (5/8 or 4/10 schedule)	1	1
	Dedicated Investigator Deputy, Bonus I	1	1
	Special Assignment Sergeant	1	1
	Complete Patrol Coverage	12	18

Sierra Madre Police Station Overhead Staffing	Personnel Required
Law Enforcement Technician (civilian staff)	4
Community Service Assistant (civilian staff)	3
Sheriff Station Clerk II (civilian staff)	1
Station Overhead Staffing	8

Patrol Deployment Total	Number of Units	Personnel Required
Complete Patrol Coverage	12	18
Station Overhead Staffing	8	8
Total Contract Deployment	20	26

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT PROPOSED
SIERRA MADRE PATROL DEPLOYMENT "B"**

Shift	Unit Type	Number of Units	Personnel Required
EM (2200 -0600 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
AM (0600-1400 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
PM (1400-2200 hours)	56 hour Criminal Unit	2	3.26
	56 hour Sergeant Supervisor	1	1.63
Supplemental Units (May work any shift)	40 hour non-relief Motor Unit (5/8 or 4/10 schedule)	1	1
	Special Assignment Deputy	1	1
	Dedicated Investigator Deputy, Bonus I	1	1
	Special Assignment Sergeant	2	2
	Law Enforcement Technician (professional staff)	2	2
	Sheriff Station Clerk II (professional staff)	1	1
	Complete Patrol Coverage	17	23

Sierra Madre Police Station Overhead Staffing	Personnel Required
Sergeants	3
Law Enforcement Technician (civilian staff)	3
Community Service Assistant (civilian staff)	2
Station Overhead Staffing	8

Patrol Deployment Total	Number of Units	Personnel Required
Complete Patrol Coverage	17	23
Station Overhead Staffing	8	8
Total Contract Deployment	25	31

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT PROPOSED DEPLOYMENT COST

Contract Pricing

The total deployment costs of Proposal "A" \$2,607,461 and Proposal "B" \$3,246,895 are for contracted services based on the 2009-2010 fiscal year costs. As previously mentioned, law enforcement service costs are determined by the Los Angeles County Auditor-Controller and renewed annually.

Grant Personnel and Programs

The Sheriff's Department actively participates in various state and federal grant programs. The Department currently has over 35 grant funded positions deployed in various contract cities. The Sheriff's Department actively seeks, in conjunction with cities, new grant funding sources and opportunities which serve to benefit cities and their law enforcement mission.

SHERIFF FIELD DEPLOYMENT FOR PROPOSED SERVICE LEVEL "A"

Hours	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0600	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies
0700							
0800							
0900							
1000	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant
1100							
1200							
1300							
1400	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies
1500							
1600							
1700							
1800	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant
1900							
2000							
2100							
2200	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies	2 Deputies
2300							
2400							
0100							
0200	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant
0300							
0400							
0500							

SHERIFF FIELD DEPLOYMENT FOR PROPOSED SERVICE LEVEL "B"

Hours	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0600	2 Deputies	2 Deputies	Motor Deputy	2 Deputies	Motor Deputy	2 Deputies	2 Deputies
0700							
0800							
0900	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant
1000							
1100							
1200	2 Deputies	2 Deputies	Motor Deputy	2 Deputies	Motor Deputy	2 Deputies	2 Deputies
1300							
1400							
1500	1 Sergeant	1 Sergeant	2 SAO Deputy	1 Sergeant	2 SAO Deputy	1 Sergeant	2 SAO Deputy
1600							
1700							
1800	2 Deputies	2 Deputies	2 SAO Deputy	2 Sergeant	2 SAO Deputy	2 Sergeant	2 Sergeant
1900							
2000							
2100	2 Deputies	2 Deputies	SAO Sergeants	2 Sergeant	2 SAO Sergeants	2 Sergeant	2 Sergeant
2200							
2300							
2400	2 Deputies	2 Deputies	Flexible Schedule	2 Deputies	Flexible Schedule	2 Deputies	2 Deputies
0100							
0200							
0300	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant	1 Sergeant
0400							
0500							

BENEFITS OF PROPOSALS

- The Sierra Madre Police Station will be assigned under the command of either the Altadena Sheriff Station or Temple City Sheriff Station. Each Station is commanded by a Sheriff's Captain with a full contingency of supervisory and investigative support staff. The City of Sierra Madre will have full access to this Captain and administrative staff. Assigning the Sierra Madre Police Station under either the Altadena or Temple City command allows for the opportunity to police neighboring unincorporated areas from the Sierra Madre Police Station. These County Deputies increase patrol visibility and would provide patrol coverage, should the Sierra Madre patrol units become unavailable due to critical field incidents. The selection of this Station command would be made during the Phase II study.
- Proposal A reduces current law enforcement costs by approximately 24%.
- Proposal B reduces current law enforcement costs by approximately 5%.
- Both proposals include a Dedicated Motorcycle Deputy for increased traffic enforcement.
- Both proposals include a Dedicated Investigator assigned to the Sierra Madre Police Station.
- Both proposals include a Dedicated Special Assignment Sergeant for direct liaison with Sierra Madre City Officials and staff.
- Proposal B includes a Dedicated Special Assignment Deputy.
- Proposal B includes increased Dedicated Sergeant personnel for 24/7 Police Station coverage.

PROPOSED SHERIFF PROGRAMS

The following personnel and programs are included in this proposal.

Traffic Enforcement

Both proposals include the deployment of a full time Motorcycle Deputy who would be deployed on a flexible schedule during the week. The traffic enforcement program is coordinated through the Sheriff's Traffic Services Detail which provides traffic enforcement training to all municipal police agencies (except LAPD) throughout Los Angeles County. Unlike some municipal agencies, the Sheriff's Department's policy is to investigate and prepare reports for both injury and non-injury collisions alike.

Special Assignment Deputy and Sergeant

Both proposals include the deployment of a Special Assignment Sergeant. This Sergeant would become the direct liaison supervisor to the City of Sierra Madre. It is the Sergeant's responsibility to perform and manage specific enforcement requests from the City. Proposal B includes the deployment of a Special Assignment Deputy. This Deputy, who receives additional bonus pay, can perform a wide variety of functions at the direction of the City. One suggested deployment for this Deputy could be increased directed patrol to combat residential and vehicle burglaries. This position would not be utilized to supplant contracted patrol vacancies. The Deputy would be directly supervised by the Special Assignment Sergeant.

Dedicated Investigations

Both proposals include a dedicated Investigator Deputy assigned directly to the Sierra Madre Police Station. This Investigator's workload will be supported by additional investigators and supervisors from either the Altadena or Temple City Sheriff Station commands. This Investigator enhances the Detective services for the City of Sierra Madre and would be responsible for investigating a wide variety of crimes.

SUMMARY OF PROPOSAL A

It is estimated that the Sierra Madre Police Department's current budget is \$ 3,421,292 annually. Proposal A provides complete law enforcement coverage for the City of Sierra Madre at the 2009-2010 fiscal year rate of \$2,607,461 annually. This equates to an estimated **24% cost savings** in Sierra Madre's law enforcement budget, and a **60% increase** in full time civilian personnel. Sworn personnel totals remain the same.

SIERRA MADRE POLICE DEPT			LASD PROPOSAL "A"	
Police Chief	1		Altadena or Temple Captain	-
Captain	1		Altadena or Temple WC	-
Sergeants	4		Sergeants	6
Police Officers	9		Deputies	10
Detectives	1		Detectives	1
Motorcycle Officers	0		Motorcycle Deputies	1
Corporals	2		Additional Deputies	0
Civilian Personnel	5		Civilian Personnel	8
TOTAL PERSONNEL	23		TOTAL PERSONNEL	26
TOTAL COST	\$3,421,292		TOTAL COST	\$2,607,461

SUMMARY OF PROPOSAL B

It is estimated that the Sierra Madre Police Department's current budget is \$ 3,421,292 annually. Proposal B provides complete law enforcement coverage for the City of Sierra Madre at the 2009-2010 fiscal year rate of \$3,246,895 annually. This equates to an estimated **5% cost savings** in Sierra Madre's law enforcement budget, and an approximate **35% increase in full time sworn and civilian personnel**.

SIERRA MADRE POLICE DEPT		LASD PROPOSAL "B"	
Police Chief	1	Altadena or Temple Captain	-
Captain	1	Altadena or Temple WC	-
Sergeants	4	Sergeants	10
Police Officers	9	Deputies	10
Detectives	1	Detectives	1
Motorcycle Officers	0	Motorcycle Deputies	1
Corporals	2	Additional Deputies	1
Civilian Personnel	5	Civilian Personnel	8
TOTAL PERSONNEL	23	TOTAL PERSONNEL	31
TOTAL COST	\$3,421,292	TOTAL COST	\$3,246,895

Pasadena Police Department

Proposal for Police Services: City of Sierra Madre



February 1, 2010

Christopher O. Vicino
Interim Chief of Police

ATTACHMENT

Introduction

On October 29, 2009, Pasadena Assistant City Manager Steve Mermell, Interim Pasadena Police Chief Christopher O. Vicino, and Pasadena Fire Chief Dennis J. Downs met with Sierra Madre City Manager Elaine Aguilar and Sierra Madre Police Chief Marilyn Diaz to discuss the feasibility of contracting with the City of Pasadena to provide Police and Fire services to Sierra Madre.

Over the past several years, the Pasadena Police Department has partnered with the Sierra Madre Police Department (SMPD) for training and other operational necessities. Presently, there is a memorandum of understanding allowing the Sierra Madre Chief of Police to request the use of the Pasadena Police Department's detective and forensic personnel on an as needed basis with the approval of the Pasadena Chief of Police. Additionally, both police departments are members of the Foothill Air Support Team.

This document serves as an informal proposal from the Pasadena Police Department (PPD) to the City of Sierra Madre (Sierra Madre), regarding the delivery of Police services to the residents and businesses of Sierra Madre.

As discussed during the initial meeting, this proposal is only an estimate. However, the Pasadena police staff believes these estimates are accurate, but they are not meant to be considered as a final proposal.

Mission

To Be World Class

The Pasadena Police Department is dedicated to excellence as a world-class public safety agency. We are committed to establishing an environment in which members of the police department and community thrive. We seek to be a catalyst for positive change through persistent, personalized, and cost effective use of public safety resources. By embracing the values of excellence, innovation, and integrity we remain committed to maintaining the public trust.

To Engage the Community

We dedicate ourselves to becoming part of the community through improved communication, mutual setting of priorities and a shared commitment to community policing. Together, our efforts will set the standard for policing in the 21st century.

To Solve Problems

We seek to improve the quality of life for all residents of Pasadena through a proactive team approach to timely and innovative interventions in community problems. We recognize that our employees are our most treasured asset and the cornerstone of our department's success. We value the diverse and unique contributions made by police employees, residents, and businesses to the common goal of public safety.

Vision

The Pasadena Police Department will be a world-class agency based upon a foundation of public trust, and dedicated to keeping the *public* in public safety.

The department will serve as a beacon of excellence, innovation, and integrity in the 21st century.

By fostering an atmosphere of partnership, we will embody a shared purpose with our community and our employees.

We are committed to excellence developed through pride, setting the standard, and earning a reputation for providing effective, caring, and courteous service.

We will capitalize on our strengths as a diverse community and work force to make this vision a reality.

Values

We exist to serve the community

Service is the foundation of the value system for the Pasadena Police Department. The highest form of service is to protect the lives and property of one's fellow human beings. Our city provides an exciting and diverse environment for personal and professional achievement. We recognize that the level of safety and well being enjoyed by our community will measure our effectiveness as public servants.

How we get the job done is as important as getting the job done

We have a continuing commitment to operational excellence that recognizes the process is as important as the product. We are refining the traditional role of the police employee to instill an attitude and behavior that focuses on people in a constructive and positive way.

We believe in the personal touch

This is an expressive phrase that embodies a state of mind, and an approach to delivering police services. In order to be truly effective we must express genuine concern, with conviction, that we are in the business of serving people. We recognize the dignity of all people and treat them accordingly.

We are proactive

Stopping crime before it occurs is our most important function. Identifying conditions that foster crime in our community and doing something about them is a joint police-community responsibility. Thinking about crime fighting is important but preventing crime is paramount.

We are fair, but firm

The Pasadena Police Department practices this value within the organization and with the community we serve. We are flexible in dealing with issues in an open and sensitive manner. However, we are committed to the consistent application of the law for the common good.

We strive for excellence

Delivering the best service or product possible is the ultimate goal for each employee of the Pasadena Police Department. The effort that one undertakes to obtain such a standard is the most important aspect of this value. Police employees are expected to do the best possible job at all times.

We seek innovation

Utilizing creativity to meet today's challenges is paramount for the Pasadena Police Department to effectively solve problems. While having a consistent process to complete our daily tasks may be valuable in many circumstances, we do not serve this process. We must be willing to seek solutions that exist outside of our normal methodology in order to address the complexities of our era.

We revere integrity

The police department will demonstrate, through its actions, an uncompromising allegiance to the core principles espoused within the Police Officer's Code of Ethics. Every Pasadena Police Department employee will embrace ideals such as honor, duty, courage, equality, fairness, and dignity.

About the Pasadena Police Department

The Pasadena Police Department (PPD) is a full-service law enforcement agency with 250 sworn police officers and 143 civilian employees. It provides police services to a diverse population of 146,000 under a department wide philosophy of community policing.

PPD is an award winning law enforcement agency, recognized for its long established crime fighting initiatives, community outreach, and volunteer programs. These awards have included the James Q. Wilson Award for Excellence in Community Policing (1999); the International Association of Chiefs of Police Award for Community Policing (2005); the Los Angeles County Mental Health Commission Special Award (2005); the James Q. Wilson Award for Excellence in Community Policing (2006); the International Association of Chiefs of Police Award for best Volunteer Program (2008).

PPD defines community policing as an organizational strategy that allows the police and the community to work closely together in new ways to solve the problems of crime, social disorder, and neighborhood decay. This philosophy rests on the belief that people in the community deserve input into the police process in exchange for their participation and support. It seeks solutions to contemporary problems in creative ways to address neighborhood concerns beyond the narrow focus of individual crime incidents.

Community policing is the combination of efforts and ideas. It is not something that will be accomplished by forming a new unit, starting a new program, or devising a new tactic. It requires more than just foot patrol, bike patrol or crime prevention – it is a style or manner of doing things. PPD has been utilizing the ideals of community policing since the early 1970's under then Chief Robert McGowan.

Improved community relations are a by product of community policing, but it is not the primary goal. The use of community policing principles reduces crime. In Pasadena, comparing the same six month period for 2008 to 2009, a 24.7% reduction in violent crime and a 4.1% reduction in property crimes was achieved.

Year	Total Violent Crime	Total Property Crime
2008 (6 months)	316	1,158
2009 (6 months)	238	1,111
% change	-24.7	-4.1

Values Based Policing

Using a process, methodology, or procedure to arrive at a given outcome is a necessary instrument in every profession. Most private companies or public agencies expect their employees to utilize the organization's established procedures to achieve the goals that have been set forth. For the most part, such processes consist of step-by-step instructions or proven methodologies used by others in the past and duplicated to achieve the same results. When the process becomes more important than reaching goals, employees merely address problems and strive for goals by placing them within the confines of the established process, and then hoping for success. Employees who utilize this method are not striving for anything more than involvement in the process rather than driving forward to accomplish vital goals.

Values Based Policing is a results driven philosophy that minimizes an organization's process while emphasizing outcomes. It integrates the core beliefs of an organization into every aspect of its operations. It removes the process driven approach to solving problems and achieving goals and utilizes an organization's values to drive decisions and outcomes. Values Based Policing allows an employee to be driven by "what is right" instead of "what is in writing".

The rules and regulations of the Pasadena Police Department are important procedures that should be integral components of a Values Based Policing initiative. The police department's values, mission, and vision should be manifested in the rules and regulations that govern the department.

The policies and procedures and the rules and regulations set forth by an organization should never completely govern the actions and decisions of employees. Under the philosophy of Values Based Policing, adhering to such policies becomes less meaningful than following the police department's established set of values. For example, if an employee's actions are contrary to a specific published policy, but clearly in alignment

with the principles of the Pasadena Way, the employee's actions should be deemed acceptable. This idea does not discount the importance of established policies and procedures. Instead, it creates an environment that emphasizes the importance of performing duties in accordance with the police department's value system. It demonstrates to the entire organization that words and deeds must always be aligned with the organization's beliefs. It demonstrates to the public that the principles of the Pasadena Way are the primary guideposts for decision making.

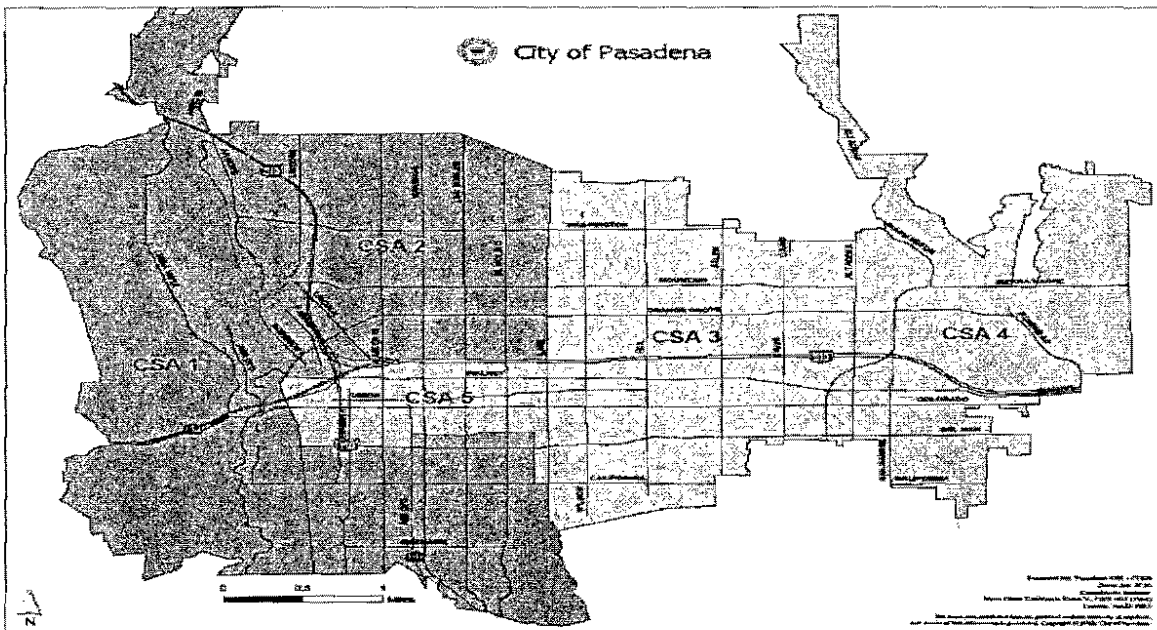
The principles of Values Based Policing will enhance community policing. This is certainly true in that Values Based Policing offers community members a measuring stick to identify proper action by employees. Such a tool implemented in the community will develop greater public trust. It will allow police officers to be seen as "honorable" and "ethical" as long as these standards are consistently and openly applied. Values Based Policing is the proper "state of mind" for Community Policing to be effective. Values Based Policing is the next logical step following Community Policing. Values Based Policing does not replace Community Policing; it enhances it.

Values Based Policing is rooted in the Police Officer's Code of Ethics. This code was developed in 1957 by the San Diego Police Department and adopted by the International Association of Chiefs of Police (IACP) in 1963. Each police officer in the state of California studies and learns the code of ethics.

The Law Enforcement Code of Ethics, along with our Values Based Policing principles, serves as a moral, ethical, and professional manual; it describes the attributes that define the character of the organization and its commitment to the community. Values provide the basis for judgments about what is important for the organization to succeed in its core mission and goals. The Pasadena Police Department is committed to developing moral leaders and to maintaining a high standard of leadership - this commitment will serve as the organizational compass in providing public safety services.

Service Area Model

To support its community policing philosophy and values based policing, the Pasadena Police Department utilizes a geographical policing model. Under this structure the patrol section personnel are assigned to service areas, or beats. Each of the service areas are managed and led by a lieutenant. These lieutenants are responsible for all aspects of police services within the assigned area. Each of the lieutenants are expected to become immersed in the service area interacting with individual community members, neighborhoods, business owners, elected officials and other city departments. The five services areas are shown below.



The boundaries of these areas were not randomly established. A great amount of sensitivity was given to each to ensure neighborhood watch groups, business associations and other citizen organizations were not disrupted. Each service area has an advisory board made up of community members who live or work in the city. They meet with the assigned lieutenant each month, providing input on community issues and providing information and advice.

Each of the police officers in the service area maintains their assignment for a minimum of one year. The idea of having **"one cop, in one beat, for one year"** is the most important element of this approach to providing police services. Police officers assigned to a specific geographical area for this duration of time develop relationships with community members, as they interact with them over and over again. With these police officers working within the same area on a daily basis, they gain greater knowledge of the issues within the neighborhoods they serve. With service area policing, continuity of problem solving is achieved between police and community. These police officers are "neighborhood cops" with a sense of ownership for the area they serve.

Sierra Madre Police Department

Overview

The Sierra Madre Police Department (SMPD) provides police services to approximately 11,000 residents in a 3.0 square mile area which borders Pasadena. The Sierra Madre general fund appropriations for FY2010-11 are projected to be \$6,695,324. The SMPD accounts for nearly half of the general fund with a projected budget of \$3.6 million for FY2010-11.

Personnel

The SMPD authorized strength for full time employees is as follows: 1 police chief, 1 police captain, 4 police sergeants, 2 police corporals, 10 police officers, 4 dispatchers, and 1 code enforcement officer. They also have part-time positions including; 1 staff assistant and 3 dispatchers.

Police Fleet

In 2008, SMPD replaced two police cars with Dodge Chargers. They have 6 patrol cars and 3 unmarked detective cars. One police car has a vehicle license plate reader installed to detect stolen and wanted vehicles and all vehicles have fewer than 100,000 miles.

Calls for Service and Crime

The SMPD Calls for Service are as follows:

❖ 2007	12,943
❖ 2008	13,842
❖ 2009	13,795

In 2008, the SMPD reported no homicides, robberies or rapes. As it relates to Part I crimes, residential burglaries rose 27% from 33 in 2007 to 43 in 2008. Assaults rose by

20% from 25 in 2007 to 30 in 2008. However, the total number of crimes reported dropped by 20% from 1,421 in 2007 to 1,137 in 2008.

Traffic Enforcement Data

	2007	2008	2009
Moving Violations & Equipment	1116	1455	1631
Parking Citations	<u>2928</u>	<u>3283</u>	<u>3463</u>
Total	4240	4738	5094

Motor Vehicle Accidents

	2007	2008	2009
Non Injury	54	44	35
Injury	17	16	15
Fatal	<u>0</u>	<u>0</u>	<u>0</u>
Total	71	60	50

Statistical information was reported by the Sierra Madre Police Department to the FBI and California Department of Justice, Bureau of Criminal Statistics and the Uniform Crime Reporting standards.

Proposal of Options

This proposal provides three different models: 1) provide full police services; 2) creation of a Sierra Madre Service Area; and, 3) extension of Pasadena's East Service Area. Regardless of the model selected, the PPD would require a specified amount of time to obtain personnel and equipment.

Option #1: Full Police Services (26 FTEs)

- **1 Lieutenant**, as the overall commander of the Sierra Madre Service Area.
- **4 Sergeants**, as the supervisors assigned to patrol, providing 24-hour coverage, 7-days per week in the Sierra Madre Service Area.
- **2 Corporals**, as the detectives to provide follow up investigative work for all cases occurring in Sierra Madre.
- **12 Police Officers**, as the necessary number of patrol personnel, allowing 24-hour coverage, 7 days per week in the Sierra Madre Service Area.
- **1 Police Officer**, with a motorcycle to provide traffic enforcement to the Sierra Madre Service Area.
- **1 Police Officer**, as the Safe School Team member assigned to the Pasadena Unified School District schools in Sierra Madre.
- **1 Police Specialist IV**, to provide community outreach, crime prevention, business watch, and assist with the Safe School Team.
- **4 Police Specialist IV**, to provide park security in the Sierra Madre Service Area.

The full service option **includes** the following administrative duties and operational needs: internal investigations, complaints, recruiting, and training, air support, SWAT, dispatch, records, jail bookings, crime analysis and forensics.

Cost for personnel, equipment and overtime	\$4,015,491
Administrative Fee (10%)	\$ <u>401,549</u>
Total annual cost for option #1	\$4,417,040

Option #2: Sierra Madre Service Area (18 FTEs)

- **1 Lieutenant**, as the overall commander of the Sierra Madre Service Area.
- **2 Sergeants**, as the supervisors assigned to patrol, providing coverage in the Sierra Madre Service Area.
- **1 Corporal**, as the detective to provide follow up investigative work for most cases occurring in Sierra Madre.
- **12 Police Officers**, as the necessary number of patrol personnel, allowing 24-hour coverage, 7 days per week in the Sierra Madre Service Area.
- **1 Police Officer**, with a motorcycle to provide traffic enforcement to the Sierra Madre Service Area.
- **1 Police Specialist IV**, to provide community outreach, crime prevention, and business watch in the Sierra Madre Service Area.

The Sierra Madre Service Area option **does not include** the following administrative duties and operational needs: internal investigations, complaints, recruiting, and training, air support, SWAT, dispatch, records, jail bookings, crime analysis and forensics. These items would be billed to Sierra Madre on an hourly basis.

Cost for personnel and equipment, including overtime	\$3,005,354
Administrative Fee (10%)	<u>\$ 300,535</u>
Total annual cost for option #2	\$3,305,890

Option #3: Extension of East Service Area (10 FTEs)

- **2 Sergeants**, as the supervisors assigned to patrol, providing coverage in the Sierra Madre Service Area.
- **1 Corporal**, as the detective to provide follow up investigative work for most cases occurring in Sierra Madre.
- **6 Police Officers**, as the necessary number of patrol personnel, allowing 24-hour coverage, 7 days per week in the Sierra Madre Service Area.
- **1 Police Specialist IV**, to provide community outreach, crime prevention, and business watch in the Sierra Madre Service Area.

The extension of the East Service Area option **does not include** the following administrative duties and operational needs: internal investigations, complaints, recruiting, and training, air support SWAT, dispatch, records, jail bookings, crime analysis and forensics. These items would be billed to Sierra Madre on an hourly basis.

Cost for personnel and equipment, including overtime	\$1,590,519
Administrative Fee (10%)	<u>\$ 159,052</u>
Total annual cost for option #3	\$1,749,571

**Proposal for Police Services Options Table
City of Sierra Madre**

Assignment	Classification	FTEs	Benefit &				Annual Cost	Overtime (80 hours each)	Equipment & Uniform	Total Annual Cost
			Salary	Burden	PDA	Educ				
Option 1	Lieutenant	1	\$141,502	\$82,539	\$625	\$12,000	\$236,666	\$8,855.88	\$7,076	\$252,597.88
	Sergeant	4	\$108,909	\$66,444	\$500	\$12,481	\$753,336	\$28,013.08	\$28,304	\$809,653.08
<i>Detective</i>	Corporal	2	\$92,435	\$57,303	\$0	\$7,680	\$314,836	\$11,551.73	\$14,152	\$340,539.73
	Officer	12	\$81,973	\$52,395	\$0	\$7,680	\$1,704,576	\$62,067.46	\$84,912	\$1,851,555.46
<i>Safe Schools Team</i>	Officer	1	\$81,973	\$52,395	\$0	\$7,680	\$142,048	\$5,172.29	\$7,076	\$154,296.29
<i>Traffic Officer</i>	Officer	1	\$84,972	\$52,395	\$0	\$7,680	\$145,047	\$5,345.33	\$8,231	\$158,623.69
<i>Community Service Officer</i>	Police Specialist IV	5	\$58,178	\$26,890	\$0	\$894	\$429,810	\$17,040.00	\$1,375	\$448,225.00
Employee Costs-Option 1		26								\$4,015,491
Option 2	Lieutenant	1	\$141,502	\$82,539	\$625	\$12,000	\$236,666	\$8,855.88	\$7,076	\$252,597.88
	Sergeant	2	\$108,909	\$66,444	\$500	\$12,481	\$376,668	\$14,006.54	\$14,152	\$404,826.54
<i>Detective</i>	Corporal	1	\$92,435	\$57,303	\$-	\$7,680	\$157,418	\$5,775.87	\$7,076	\$170,269.87
	Officer	12	\$81,973	\$52,395	\$-	\$7,680	\$1,704,576	\$62,067.46	\$84,912	\$1,851,555.46
<i>Traffic Officer</i>	Officer	1	\$84,972	\$52,395	\$0	\$7,680	\$145,047	\$5,345.33	\$86,067	\$236,459.69
<i>Community Service Officer</i>	Police Specialist IV	1	\$58,178	\$26,890	\$-	\$894	\$85,962	\$3,408.00	\$275	\$89,645.00
Employee Costs-Option 2		18								\$3,005,354
Option 3	Sergeant	2	\$108,909	\$66,444	\$500	\$12,481	\$376,668	\$14,006.54	\$14,152	\$404,826.54
<i>Detective</i>	Corporal	1	\$92,435	\$57,303	\$-	\$7,680	\$157,418	\$5,775.87	\$7,076	\$170,269.87
<i>Patrol</i>	Officer	6	\$81,973	\$52,395	\$-	\$7,680	\$852,288	\$31,033.73	\$42,456	\$925,777.73
<i>Community Service Officer</i>	Police Specialist IV	1	\$58,178	\$26,890	\$-	\$894	\$85,962	\$3,408.00	\$275	\$89,645.00
Employee Costs-Option 3		10								\$1,590,519

Vehicle Cost Detail	Police Car	Police Motorcycle
Vehicle (Patrol 24hrs. 3 year lifecycle)	\$ 26,000	\$ 18,000
Lights/Siren/Radio/etc.	\$ 9,000	\$ 2,000
Monthly Fuel (\$700 monthly)	\$ 8,400	\$ 1,200
Monthly Maintenance (\$200 monthly)	\$ 2,400	\$ 600
Monthly Replacement (\$850 monthly)	\$ 10,200	\$ 4,800
Vehicle Total	\$ 56,000	\$ 26,600