

Police

department



Department Description

The Santa Cruz Police Department exists to provide protection and law enforcement services to the community. Major goals of the department are to reduce crime, as well as the perception of crime and fear, through a commitment to Community Oriented Policing, Problem Solving, and Neighborhood Policing. This includes the prevention of crime; the detection and apprehension of offenders; the safe and orderly movement of traffic through traffic law enforcement and accident prevention and investigation; ensuring public safety through regulation and control of hazardous conditions; the recovery and return of lost and stolen property; and the provision of non-enforcement services through programs reflecting community needs and desires.



This fiscal year, the Santa Cruz Police Department was successful in furthering the Department and City goals regarding Organizational Health, Community Safety and Well-Being, and an Engaged and Informed Community. Furthermore, the Police Department accomplished additional goals and strategies based upon the City's two-year plan regarding Housing, Public Safety & Well-Being with Focus on Homelessness, Nuisance Crime Reduction, and an Inclusive Community.

FY 2018 Accomplishments

Organizational Health: Attract, retain, and develop high quality City employees.

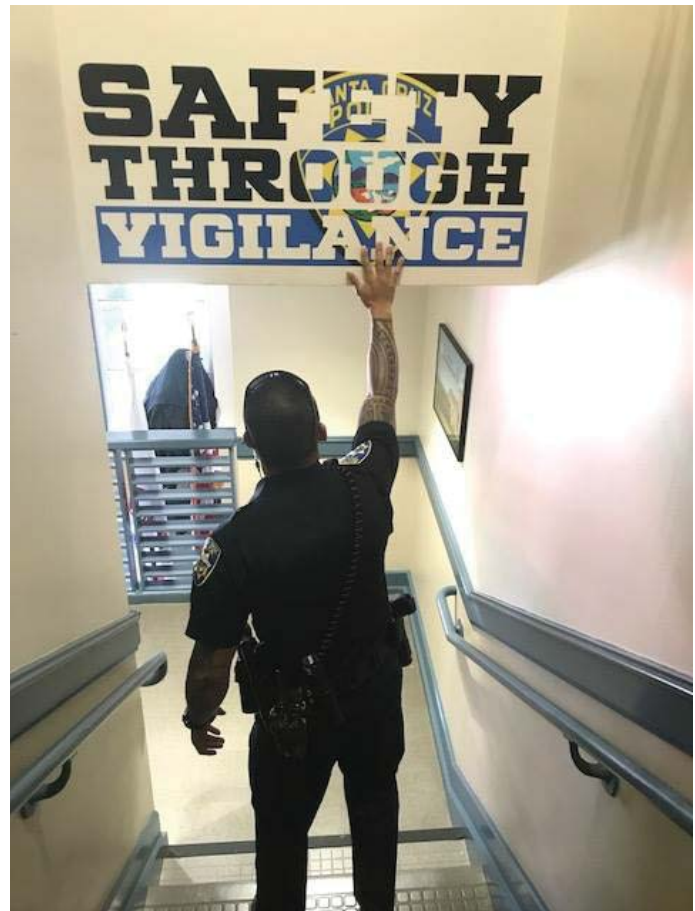
- The department developed an organizational leadership plan and strategy. This plan was developed after an in-depth process of gathering input and data from community groups and all levels of employees within the department. The management team held five community meetings, held a retreat for the supervisors and line-staff, and then spent two days organizing and developing a mission statement, department values, and a department motto. The management retreat finalized the leadership plan by developing and implementing a robust Community Oriented Policing direction, with the addition of five Neighborhood Policing Teams.
- The Neighborhood Policing teams were developed by taking all available officers assigned to auxiliary duties and assigning them patrol and problem-solving duties in five new neighborhood beats. The geographical neighborhood beats were designed based upon statistical data, community input, and anticipated work load.
- The Police Department's Recruitment Team continued to explore new avenues to find and hire viable candidates. The Recruitment Team attended 12 recruitment events which included visits to local community colleges, faith-based organizations, sporting events, and recruitment conferences. Advertisements for hiring were placed in local periodicals, websites, and on two Metro buses. The most successful recruitment tools have been website- based, from the City's website and Indeed.com. Personal referrals were the second most successful tool.



- All non-sworn positions remained filled for the majority of the year. The department successfully hired one CSO, an Administrative Assistant II, and the Principal Analyst position. Two CSO positions became vacant during the mid-year due to the fact that one left the profession, and another became a Police Officer Trainee with the department.

Community Safety & Well-Being: Develop and maintain ongoing coordination, partnerships, and programs to focus on proactive prevention and analysis, lowering the occurrence of crime, early intervention, supervision for at-risk populations, and effective rehabilitation to minimize recidivism.

- The department continued to seek innovative ways in which to increase intervention and prevention programs with local schools. The department continued to support the BASTA program and worked closely with the County Office of Education in hiring a youth intervention and prevention specialist. In addition, the department completed its first entire school year PRIDE program at both middle schools. Twenty-four youth were served at Branciforte and Mission Hill Middle Schools and were provided with a mentor for the entire school year.



- The department was able to obtain council approval for funds for Body Worn Cameras. The department entered into contract with Axon and purchased body cameras for both sworn and non-sworn staff. As of April, all police officers and Community Service Officers were assigned body cameras and fully trained on their use.

Community Safety & Well-Being: Foster a community of safe, attractive, and well-maintained neighborhoods and business districts through the resolution of property crimes and nuisance issues.

- The department expanded the mental health liaison program and now has two mental health workers, working directly with patrol officers. This allows for seven day per week coverage and allows for the mental health workers to have more access to clients who are in mental health crisis. The department also completed additional de-escalation training for all sworn and non-sworn staff. This was a priority for the Chief of Police and was completed shortly after his coming to the department.
- The department completed a staffing study, which audited the majority of the department. This led to a complete review of the staffing resources assigned to each neighborhood and analyzed the workloads of both sworn and non-sworn employees. This also led to the restructuring of the city into five new neighborhood districts. A Lieutenant, Sergeant, two officers, and a CSO were assigned to each neighborhood in an effort to better address property crimes and nuisance issues. The department also developed new scheduling models in order to provide more staffing to handle calls for service, while also engaging in problem-oriented and problem-solving policing.

Engaged & Informed Community: Encourage civic engagement and participation in the achievement of our goals.

- The department worked in partnership with law enforcement agencies countywide, and SC Regional 9-1-1, in search of a new Records Management System. This multi-jurisdictional group has entered into RFP for the new system. There are nine RMS-related companies that are in process with the RFP.
- The department continues to look for new ways to analyze crime data and share information both internally and externally. The department has temporarily assigned a Community Service Officer to assist with crime analyst related work. This has led to a change in how the department completes the monthly activity reports and Unified Crime Reporting (UCR) data that are posted publicly.

Housing: Cultivating broader community engagement to address housing issues impacting the community.

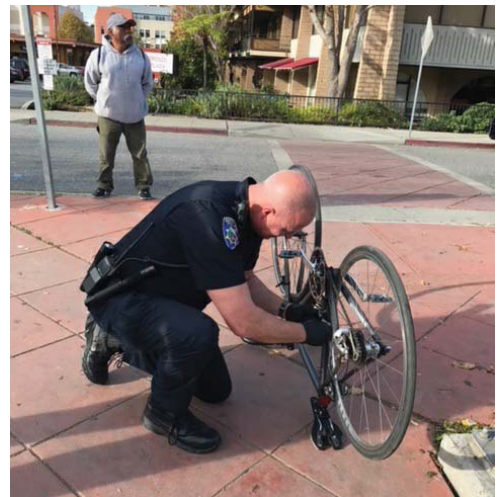
- The Police Department participated in the City Hall to You community meeting in November that focused on the future of housing in Santa Cruz. The Police Department hosted an interactive map where residents could provide input and feedback regarding issues that were affecting their neighborhoods.
- The department dedicated a police officer to function as a community services liaison, whose primary role is to work with community groups and assist them in identifying problem properties that impact neighborhoods. Part of this role is to identify land owners who are not being responsible in the nuisance-related problems associated with their properties.
- Police Department Managers continued to review development plans at the request of the Planning Department. These reviews focused on public safety impacts that proposed developments can have on a neighborhood. Preventative measures and development requirements are put in place so that proposed developments do not negatively impact residential housing that is within the immediate vicinity of the proposed development.

Public Safety and Well-Being - Homelessness: The department has had a substantial role in addressing the nuanced challenges in dealing with the approximate 1,200 unsheltered homeless individuals within the city. The department has established collaborative relationships with community partners such as other local governments, the faith community, business groups, legislative representatives, and residents, and is working toward addressing the challenges faced with this societal problem.

- The unsheltered homeless frequently camp in parks and open spaces. The department and city staff recognized a significant need for both short and long term housing solutions. The department assisted the City Manager's office and other city departments in creating a temporary homeless camp. In order to facilitate this, officers engaged in outreach efforts to identify homeless individuals who were most vulnerable and in critical need of shelter. Officers directed homeless to the city sponsored camp and also

provided vouchers for those who needed and accepted immediate shelter. This model has increased access to services for those willing to participate in the process.

- In order to better understand the unsheltered population within the city limits, the department conducted a survey of the homeless population that police officers were coming into contact with. Roughly 250 homeless individuals participated in the survey. The survey was designed to further identify why people have become homeless, where they were born and raised, what access they have to services, and identify how many are impacted by substance abuse or mental health issues.
- The department has continued to work with the Veteran's Resource Center (VRC), in order to prevent homeless veterans from remaining unsheltered and without services. Police officers have made referrals and even transported homeless veterans to the Resource Center when they have been willing. Members from the VRC have also participated in ride-alongs with officers, to allow them direct access to veterans in need.
- The Chief of Police has attended and presented at many forums regarding homelessness and the impact it has on cities throughout the state. Continued involvement in the community discussions and legislative advocacy is needed to find solutions and reduce the impacts this issue has on the community.



Public Safety & Well-Being -

Nuisance Crime Reduction:

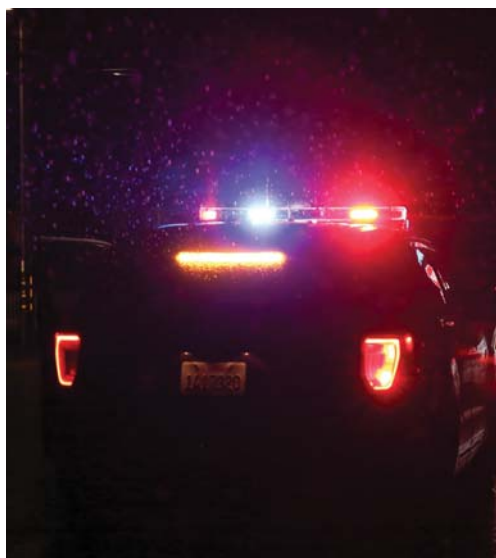
Nuisance crime issues have been an expressed concern of the community. The department has remained committed to addressing these crimes and has moved forward with strategic policing models that address specific crimes and nuisance problems within individual neighborhoods.

- The department recognizes that individual neighborhoods have individual crime concerns. In order to better address these concerns and meet the needs of different community groups, the department hosted ten community meetings where feedback and input regarding neighborhood concerns was elicited. This input was analyzed with crime data, and new geographical patrol areas were created and placed under the management of a Lieutenant. Each Lieutenant was provided with patrol resources and a supervisor, whose sole focus has been to address the crimes in each neighborhood. Nuisance crimes were identified as a top priority in each neighborhood district.
- Crimes can be tracked both by place and by the person/s who commit the crime. The department has identified the top crime locations in each of the five neighborhood districts. Officers have worked with businesses and other city departments at making distinct changes, both in environmental design, as well as business practices, to reduce the opportunity for crime. The department also started a "Constant Crook" campaign where chronic, repeat law violators, are identified, and focused efforts can be made to prevent the commission of new crimes while streamlining the prosecution of new cases. A monthly snapshot shows that of 22 offenders, 16 were arrested, and follow-up with the District Attorney's Office has led to more thorough prosecution.
- An in-depth study of the Park Ranger program identified the need to transfer a portion of the Park Ranger staff to the Police Department. This will help streamline enforcement objectives in the downtown, as well as in the parks and open spaces. Nine Park Rangers are scheduled to transfer over to the Police Department in FY 2019.
- Continued work and collaboration with other city departments has moved forward strategy discussions that have identified police modifications, policing models, and resource allocation to address the safety and nuisance issues in the downtown, and facilitate better use of public spaces.



Inclusive Community: An engaged and informed community are priority for the department. The department has expanded its outreach efforts, broadened its communication on social media, and redesigned its website for further transparency and information sharing. Direct, face-to-face communication is an essential part of growing public trust, support, and involvement. The department has opened these avenues of communication and has increased its communication to all community stakeholders.

- Increased, open-door communication has been a priority for the Chief of Police and the Management team. The Chief of Police has hosted weekly open office hours to meet with any member of the community. Each Lieutenant has met with a variety of neighborhood groups in both large and small community settings in order to hear and discuss the needs and concerns of individual residents.
- Each neighborhood group has a direct line of communication with their respective Lieutenant and Neighborhood Policing Team. Email, telecommunication, and social media groups have been formed so that neighborhoods can communicate and receive information directly from the Police Department related to their area of the city.



- The Police Department's website was restructured for more ease of use and increased communication. The website allows for greater communication with further ease of use regarding crime stats, department resources, and the addition of a Transparency Portal. This portal addresses issues of police oversight, policy, and community oriented policing efforts.
- The department has expanded its volunteer program to foster more community involvement and assist in managing the

workload within the department. Volunteers are involved in key functions of the Chief's Advisory Committee, Citizen's Police Academies, Teen Public Safety Academies, victim advocacy, and data gathering and analysis. The department will continue to expand its volunteer program over the next fiscal year.

- The department worked hand in hand with the NAACP and organized the first March for MLK within the City. The March was attended by thousands and concluded with addresses from key stakeholders from the United Way, Santa Cruz Warriors, County Office of Education, Barrios Unidos, local politicians, and leaders within the community.
- Immigration enforcement has been a continued concern within our community. The department engaged in community outreach regarding our continued commitment to not partner with any agency for the purposes of immigration enforcement. Increased outreach was also completed to provide information regarding the UVISA's and the protections offered to immigrants who are victims and witnesses to crimes.

In addition, the department continued their ongoing partnerships with the following groups:

- Sobering Center Project
- Homeless Services Center
- United Way and Salvation Army
- The Veterans Resource Center
- County Mental Health and County Health
- Quarterly collaboration meetings with Mercy Housing, Beach Flats Community Center, Boys and Girls Club, and the City of Santa Cruz Parks and Recreation Department
- The Santa Cruz County Office of Education and Santa Cruz City School District
- The Bob Lee Community Partnership, Accountability, Connection, and Treatment (PACT)
- Engaged in community dialogue about building trust and public safety at various meetings and events with groups such as NAACP, ACLU, and Nueva Vista Community Resources



FY 2019 Goals

Public Safety & Well-Being - Homelessness: Continued focus on solutions and collaborative efforts to address issues related to the unsheltered homeless population.

- The department will continue to work collaboratively with County Mental Health, County Health, and other city and county officials to find housing solutions and access to treatment for the homeless.
- Continue to work with city and county government agencies to find a long term shelter solution which is more expansive and permanent than the temporary camp established in FY 2018. The focus shall remain on shelter and access to services.
- Strategic abatement of nuisance campsites throughout the public parks and open spaces in order to reduce environmental impacts, blight, and unsanitary conditions.
- Continue to expand public awareness about legislative issues surrounding enforcement and abatement of homeless encampments.
- Conduct further advocacy and input to legislative bodies to seek more expansive solutions to homelessness, addiction, substance abuse, and mental health.

Public Safety & Well-Being - Nuisance Crime Reduction: Develop strategies and approaches to mitigate neighborhood and park safety impacts involving low level crimes that have high impacts to the community.

- The department will continue to expand its neighborhood policing model. All available personnel will be assigned to work on identified problems and crimes in all neighborhoods through various policing strategies such as problem oriented policing, hotspot policing, and predictive policing, with a focus on crime reduction and prevention.
- Community education will be expanded regarding preventative measures that can reduce crimes of opportunity. With 80% of crimes being crimes of opportunity, the reduction of these opportunities can significantly lower the types and number of occurrences of certain crimes.

- Continued expansion of data driven enforcement efforts. Through the addition of a Crime Analyst, the department will more effectively develop strategies to combat specific crimes occurring in specific areas.
- Continued reduction of the crimes identified as having the biggest impact in all neighborhood districts within the city: theft, nuisance crimes, drugs, traffic, and illegal camping.
- Expand volunteer program to conduct neighborhood patrols, parking enforcement, and vehicle abatement tagging.
- Incorporate nine Park Rangers into the department and successfully deploy them downtown, in the parks, and throughout the five neighborhood districts.
- To effectively combat crime problems, the department needs to maintain healthy staffing levels. The hiring of sworn police officers continues to be one of the primary goals of the department. The department was successful in hiring 11 officers in FY 2018; however, it lost 8 due to retirements and resignations. Filling all vacancies will continue to remain a priority.
- Expand the department's wellness and mentoring program to further develop and expand the tools and skills necessary for officers to effectively complete core functions of policing and development for future promotion and leadership.



Inclusive Community: An engaged and informed community are priority for the department.

- Community members will have continued and streamlined communication with the Lieutenants and Supervisors assigned to the Neighborhood Policing Teams in their areas.
- The 10 community meetings held in FY 2018 identified the concerns of the neighborhoods and then introduced the districts to their Neighborhood Policing Teams. Future meetings will identify crime reduction strategies that have been implemented and share the results of these efforts.

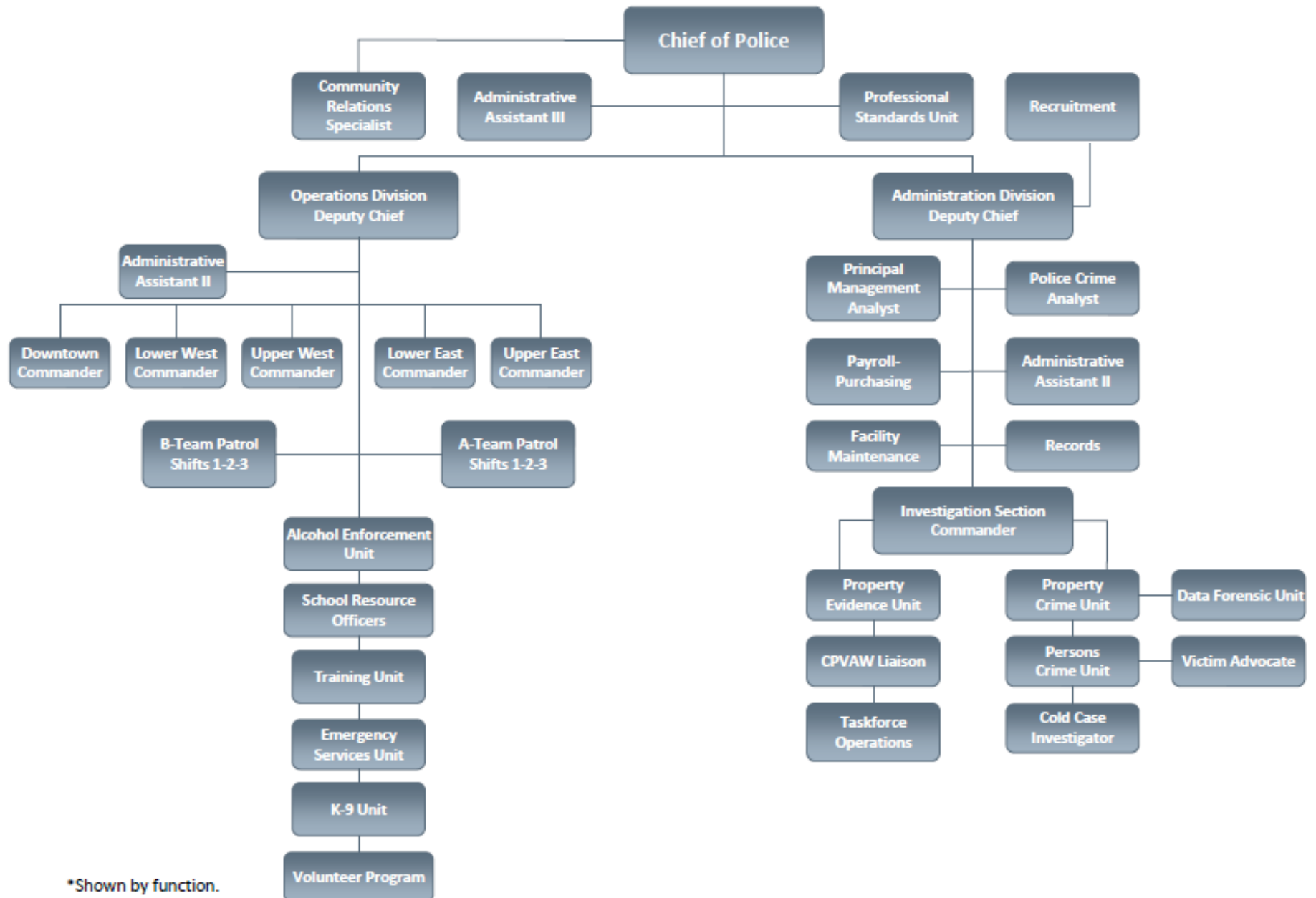
- Continued community education trainings will be held to address public safety, crime prevention methods, and social media safety for parents and children.
- Expanded use of social media for Neighborhood Policing teams to increase communication with individual neighborhood groups.
- Continued partnerships with community groups to address fears and concerns regarding immigration enforcement.
- Continued partnerships with community groups to organize and host events such as the March for MLK.
- Expansion of volunteer program to assist with community outreach efforts such as the Citizen Police Academies, PRIDE, and other community events.
- Engage more of the community with recruitment efforts by identifying viable local candidates for vacant police jobs.
- Complete the update of the department's policy manual with input and oversight from the Chief's Advisory Committee. The updated policy will be posted publically upon completion for further transparency.



DEPARTMENT SUMMARY

			Fiscal Year 2018				
			Fiscal Year* 2017 Actuals	Adopted Budget	Amended* Budget	Estimated Actual	Fiscal Year 2019 Adopted
EXPENDITURES BY CHARACTER:							
Personnel Services		20,548,949	22,139,113	22,114,113	20,475,417	23,422,015	
Services, Supplies, and Other Charges		4,872,674	5,712,798	5,634,507	5,628,104	5,414,243	
Capital Outlay		14,067	-	-	-	-	
Debt Service		91,539	-	-	-	-	
Total Expenditures		25,527,229	27,851,911	27,748,620	26,103,521	28,836,258	
EXPENDITURES BY ACTIVITY:							
Police Administration		2101 1,626,306	1,837,887	1,870,685	1,767,571	1,914,425	
Police Investigations		2102 3,763,739	4,069,420	3,945,420	3,381,396	3,727,606	
Police Patrol		2103 14,191,751	15,542,225	15,530,136	14,641,980	16,083,125	
Police Community Services		2104 1,523,521	1,717,196	1,717,196	1,631,104	1,478,699	
Police Park Services		2105 -	-	-	-	931,836	
Police Traffic		2106 1,229,501	1,300,954	1,300,954	1,316,644	1,532,855	
Police Records		2107 3,082,412	3,274,229	3,274,229	3,254,826	3,057,712	
Subtotal General Fund		25,417,229	27,741,911	27,638,620	25,993,521	28,726,258	
Police Patrol		2103 110,000	110,000	110,000	110,000	110,000	
Subtotal Other Funds		110,000	110,000	110,000	110,000	110,000	
Total Expenditures		25,527,229	27,851,911	27,748,620	26,103,521	28,836,258	
RESOURCES BY FUND							
General Fund		101 510,082	650,250	670,821	420,178	547,875	
Contributions and Donations - General		161 5,016	-	-	3,700	500	
Supplemental Law Enforcement Services		211 101,720	110,000	110,000	161,148	110,000	
Traffic Offender		212 14,819	16,500	16,500	19,142	14,000	
Police Asset Seizure		214 477	-	-	29,608	-	
Total Resources		632,114	776,750	797,321	633,776	672,375	
Net General Fund Cost		(24,907,147)	(27,091,661)	(26,967,799)	(25,573,343)	(28,178,383)	
		FY 2017			FY 2018	FY 2019	
TOTAL AUTHORIZED PERSONNEL:		124.00			127.00	136.00	

Santa Cruz Police Department



*Shown by function.