



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: May 20, 2013
TO: Mayor and Councilmembers
FROM: Administration Division, Finance Department
SUBJECT: Proposed Two-Year Financial Plan For Fiscal Years 2014 And 2015

RECOMMENDATION:

That Council hear presentations from the Fire Department and the Police Department on its recommended budget as contained in the Proposed Two-Year Financial Plan for Fiscal Years 2014 and 2015.

DISCUSSION:

In connection with City Council's review of the Proposed Two-Year Financial Plan for Fiscal Years 2014 And 2015, ten public hearing dates have been scheduled during which City departments will present their respective budgets and City Council make final decisions prior to adoption. All ten meetings have been publicly noticed and are special budget work sessions scheduled separately from the regularly scheduled City Council meetings held on Tuesdays. At the work sessions, members of the public are encouraged to attend and will have the opportunity to make comment and provide feedback on any aspect of the Proposed Plan.

At the special budget work sessions and public hearings held to date, Council heard presentations from General Fund administrative departments, Community Development, including the Redevelopment Agency, Library, Public Works, Airport, Waterfront, Finance's Solid Waste division, and Parks and Recreation.

At today's budget work session, scheduled from 2:00 p.m. to 5:00 p.m., Council will hear budget presentations from the Fire Department and the Police Department.

The next scheduled budget work session is scheduled on Wednesday, May 22, 2013 from 9:00 a.m. to 12:00 p.m. when Council will continue the budget public hearing and its review of the Proposed Two-Year Financial Plan.

The Schedule of Council Budget Review Meetings and Public Hearings is included as an attachment to this report.

ATTACHMENT: Schedule of Council Budget Review Meetings and Public Hearings

SUBMITTED BY: Robert Samario, Finance Director

APPROVED BY: City Administrator's Office

CITY OF SANTA BARBARA
Two-Year Financial Plan for Fiscal Years 2014 and 2015

**Schedule of Council Budget Review Meetings
and Public Hearings**

MEETING	DATE	BUDGET AGENDA ITEM(S)
SPECIAL WORKSESSION AND PUBLIC HEARING #1	Wed., May 1, 2013 3:00 – 6:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ Open Budget Public Hearing ➤ <u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> - Finance - Community Promotions - Administrative Services - City Administrator's Office - Mayor & Council
SPECIAL WORKSESSION AND PUBLIC HEARING #2	Thurs., May 2, 2013 1:00 – 4:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ <u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> - Community Development / Successor Agency - Library
SPECIAL WORKSESSION AND PUBLIC HEARING #3	Mon., May 6, 2013 2:00 – 5:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ <u>Department Budget Presentation for:</u> <ul style="list-style-type: none"> - Public Works
SPECIAL WORKSESSION AND PUBLIC HEARING #4	Mon., May 13, 2013 2:00 – 5:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ <u>Department Budget Presentation for:</u> <ul style="list-style-type: none"> - City Attorney's Office - Airport - Waterfront - Solid Waste Fund (Finance)
SPECIAL WORKSESSION AND PUBLIC HEARING #5	Wed., May 15, 2013 9:30 am – 12:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ <u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> - Parks & Recreation (including Creeks and Golf Funds)
SPECIAL WORKSESSION AND PUBLIC HEARING #6	Mon, May 20, 2013 2:00 – 5:00 pm Council Chambers	<ul style="list-style-type: none"> ➤ <u>Department Budget Presentation for:</u> <ul style="list-style-type: none"> - Fire - Police

<p>SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING #7</p>	<p>Wed., May 22, 2013 9:00 am – 12:00 pm Council Chambers</p>	<p>➤ Department Budget Presentation for: - Other presentations (if needed) Hearing not needed</p>
<p>SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING #8</p>	<p>Mon., June 3, 2013 2:00 – 5:00 pm Council Chambers</p>	<p>➤ Finance Committee Budget Recommendations to Council ➤ Council Budget Deliberations</p>
<p>SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING #9</p>	<p>Wed., June 5, 2013 3:00 – 6:00 pm Council Chambers</p>	<p>➤ Continue Council Budget Deliberations (if needed)</p>
<p>SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING #10</p>	<p>Thurs., June 6, 2013 9:00 am – 12:00 pm Council Chambers</p>	<p>➤ Final Council Budget Deliberations ➤ Close Budget Public Hearing ➤ Final Council Budget Direction to Staff</p>
<p>REGULAR CITY COUNCIL MEETING</p>	<p>Tues., June 11, 2013 Afternoon session Council Chambers</p>	<p>➤ Prop. 218 Hearing on Proposed Increases to Water, Wastewater and Solid Waste Rates</p>
<p>REGULAR CITY COUNCIL MEETING</p>	<p>Tues, June 18, 2013 Afternoon session Council Chambers</p>	<p>➤ Budget Adoption</p>



FIRE DEPARTMENT

Recommended Budget for Fiscal Year 2014 & 2015



**City Council Presentation
May 20, 2013**

The background of the slide features a blue-tinted photograph of firefighters in full gear working at an emergency scene. A fire truck is visible on the left, and firefighters are seen in the center and right, some holding equipment. The scene is set outdoors with trees and a building in the background.

Presentation Outline

- ◆ **Fire Department Overview**
- ◆ **Budget Overview**
- ◆ **Prevention, Wildland, Emergency Svc**
- ◆ **Fire Operations & ARFF**
- ◆ **Chief's Comments**

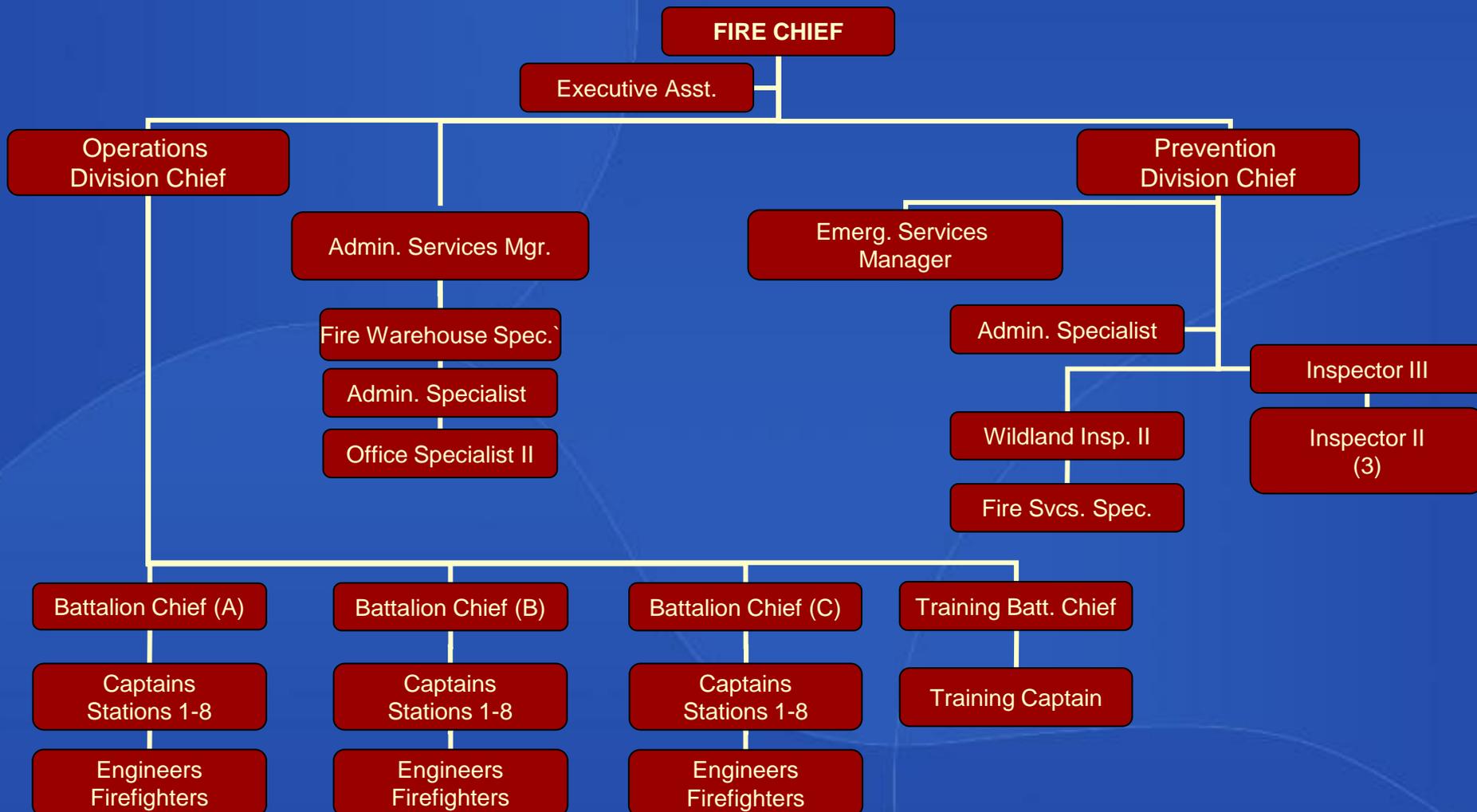


FIRE DEPARTMENT

Organization



Organizational Chart



105 Employees

◆ Staff

- 9 Managers
- 90 Fire Bargaining Unit
- 6 General Employees

◆ Programs

- Administration
- Operations
 - Airport Rescue Firefighting
- Prevention
 - Office of Emergency Services
 - Wildland



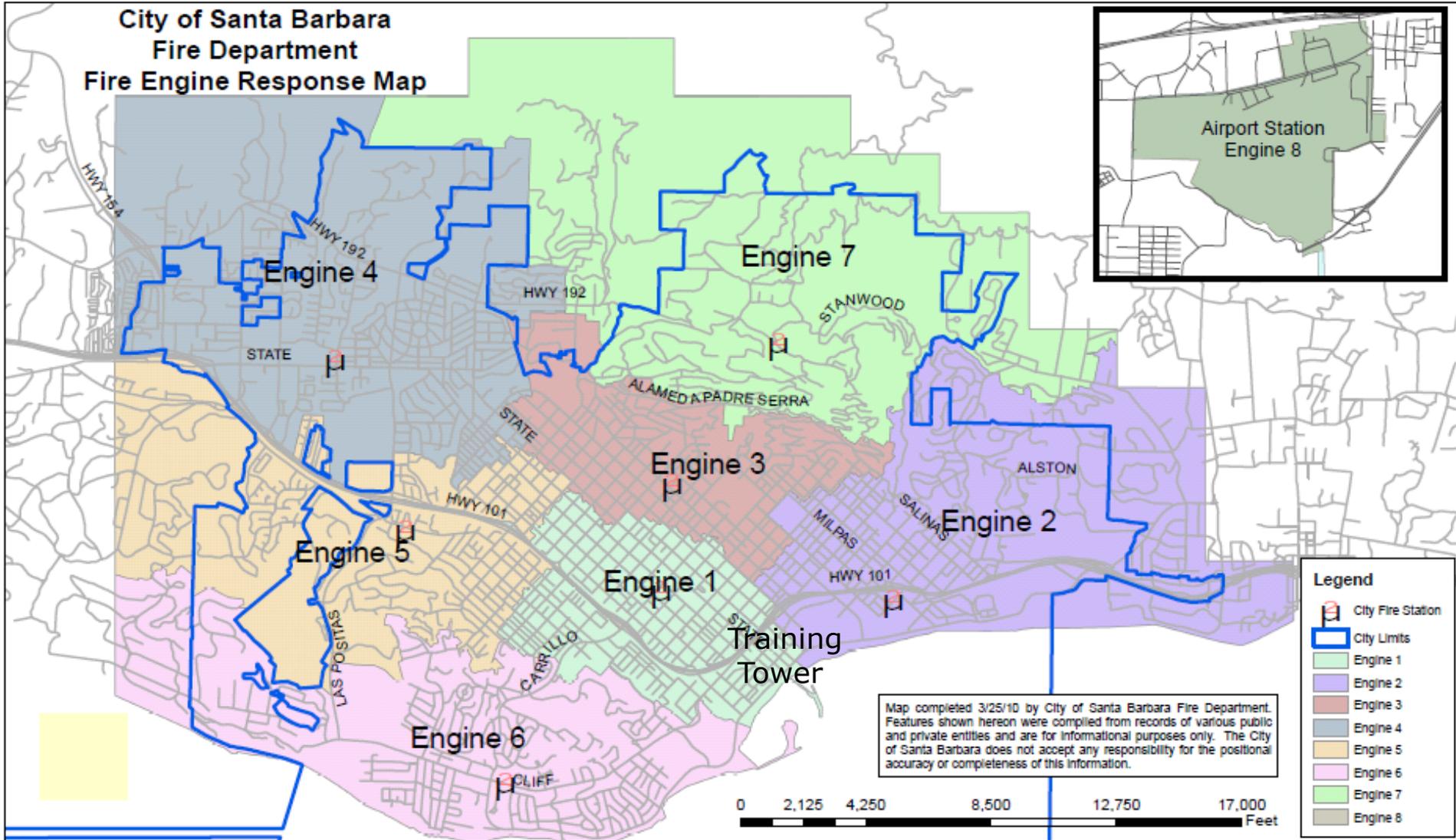


Minimum Staffing

◆ 29 “Assigned” Positions 24/ 7/ 365:

■ 1 Battalion Chief =	1
■ 3 person engine crew x 7 stations =	21
■ 3 person ARFF crew x 1 station =	3
■ 4 person Squad/Truck/Rescue crew x 1 =	<u>4</u>
Total	29

Engine Response Districts





FIRE DEPARTMENT

Budget Overview

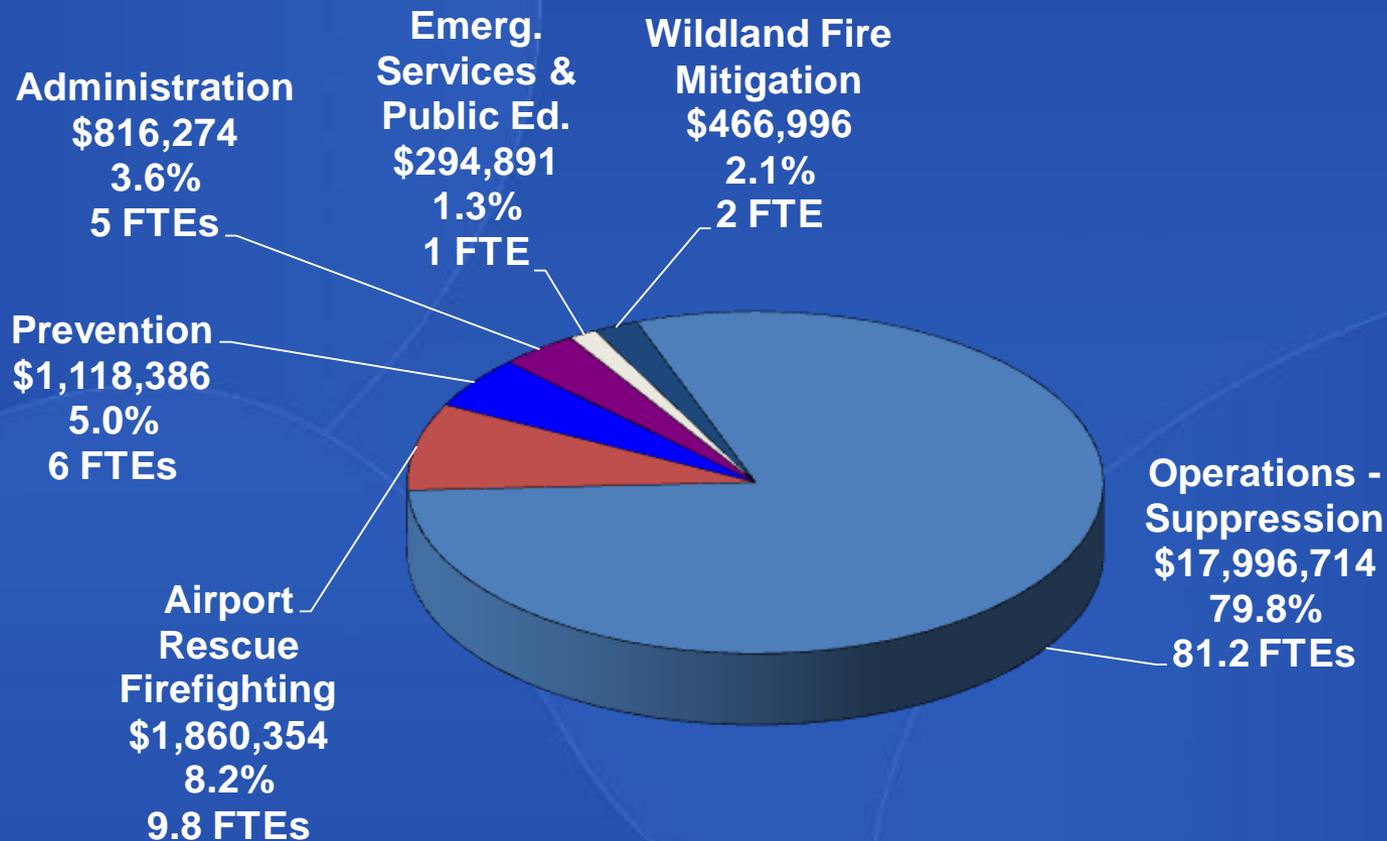


Summary of Total Budget by Fund

General Fund	\$22,281,011
Wildland Fire Suppression	\$272,604
FY 2014 TOTAL	\$22,553,615

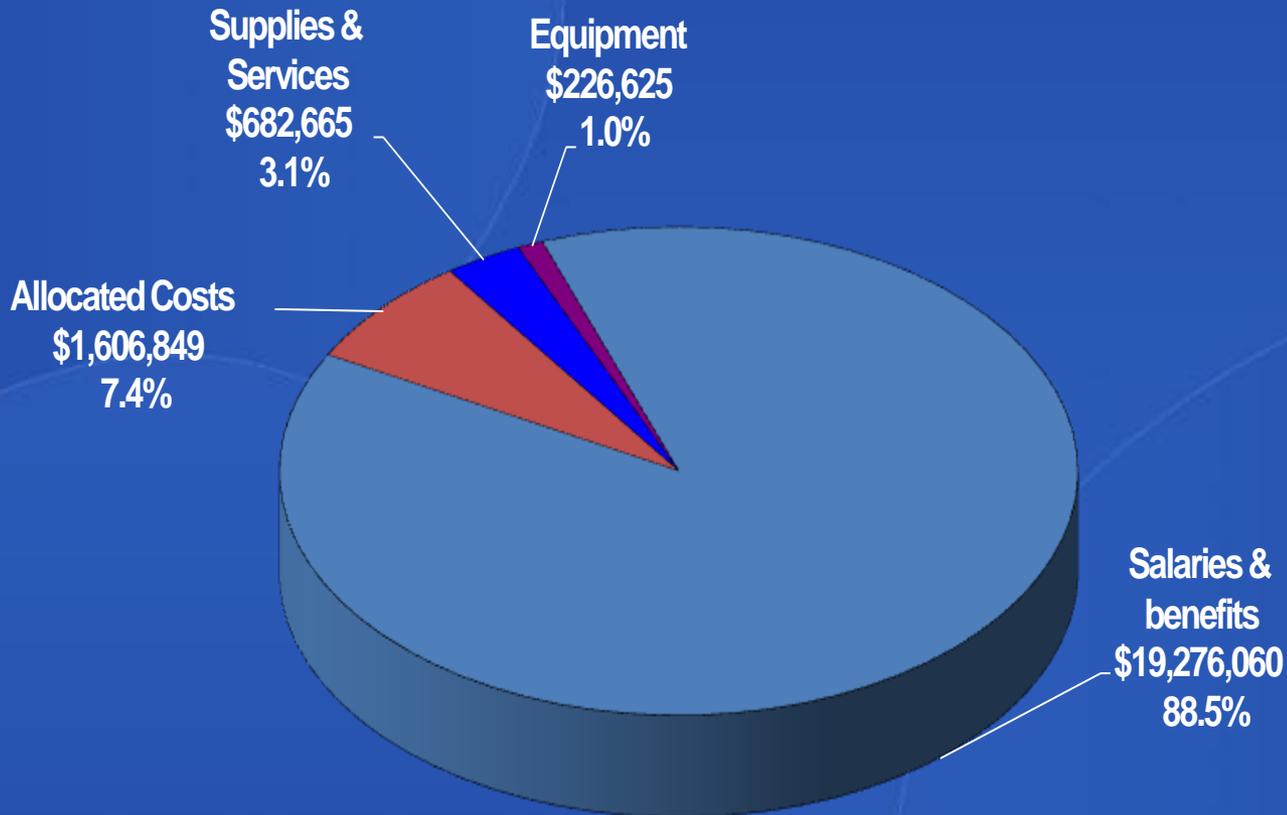
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Appropriations by Program



FY 2014 Appropriations— \$ 22,553,615

Appropriations by Major Object

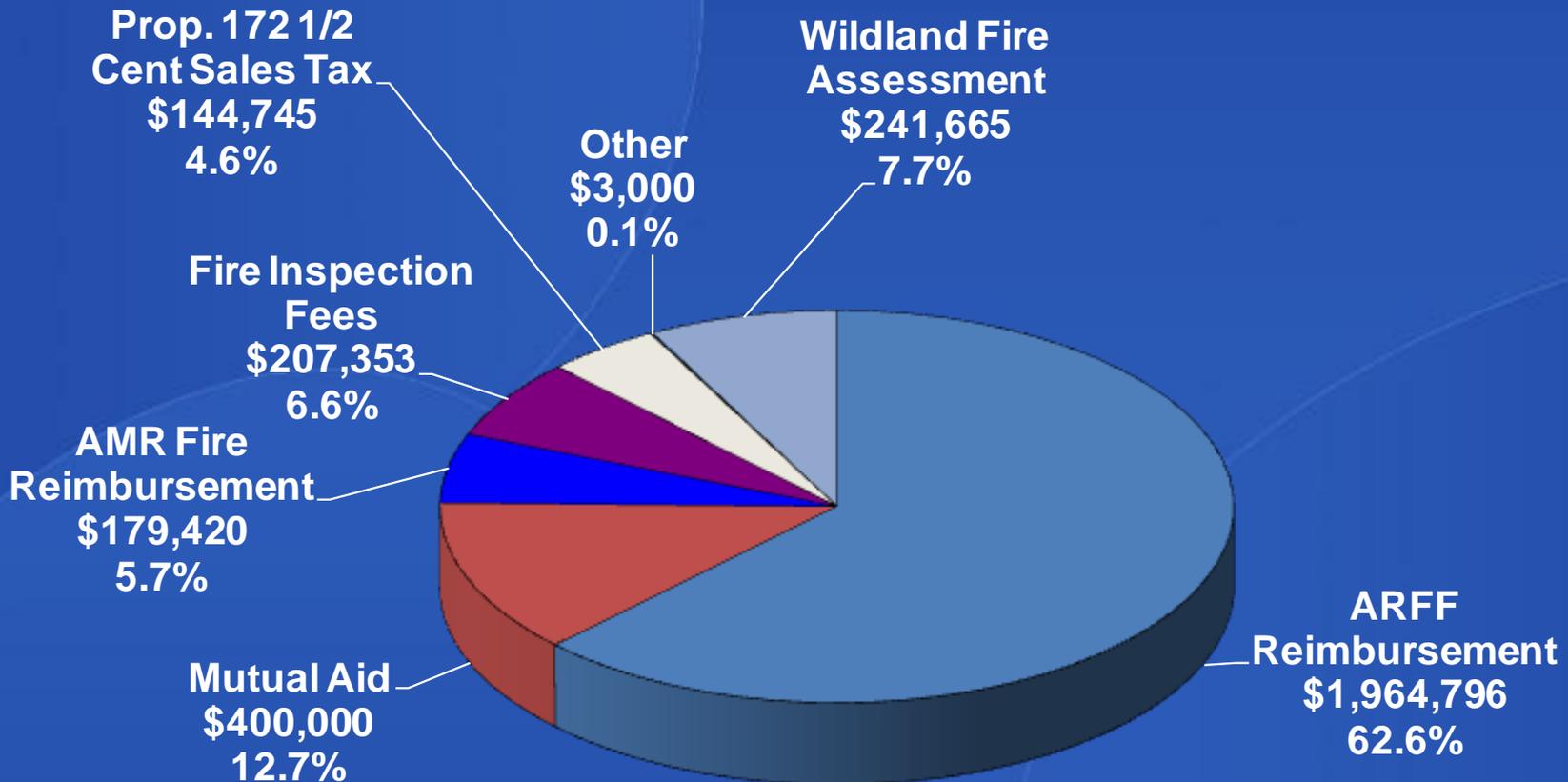


FY 2014 Appropriations— \$ 22,553,615

Appropriations – FY 2012 to 2014

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Projected	FY 2014 Recomm'd
Salaries and benefits	\$ 18,602,636	\$19,359,911	\$19,617,410	\$19,774,528
Supplies and services	1,013,997	923,541	942,015	855,043
Allocated costs	1,585,303	1,630,598	1,630,598	1,750,544
Equipment	144,004	227,825	227,825	173,500
Total	\$21,345,940	\$22,141,875	\$22,417,848	\$22,553,615

Revenues by Major Object FY 2014



FY 2014 Revenues – \$3,246,964

Revenues – FY 2012 to 2014

	<u>FY 2012 Actual</u>	<u>FY 2013 Adopted</u>	<u>FY 2013 Projected</u>	<u>FY 2014 Recomm'd</u>
Airport Reimbursement	\$1,720,914	\$1,838,401	\$1,838,401	\$1,964,796
Mutual Aid	245,716	400,000	679,315	400,000
American Medical Response	169,595	172,553	175,098	179,420
Fees and Service Charges	239,744	195,827	195,459	207,353
Prop 172 1/2 Cent Sales Tax	120,494	136,976	139,851	144,745
Wildland Fire Assessment	231,033	225,080	237,080	241,665
Grants	226,000	-	45,904	-
Other	55,316	5,000	4,000	3,000
Total Revenues	<u>\$3,097,748</u>	<u>\$3,058,762</u>	<u>\$3,400,033</u>	<u>\$3,246,964</u>



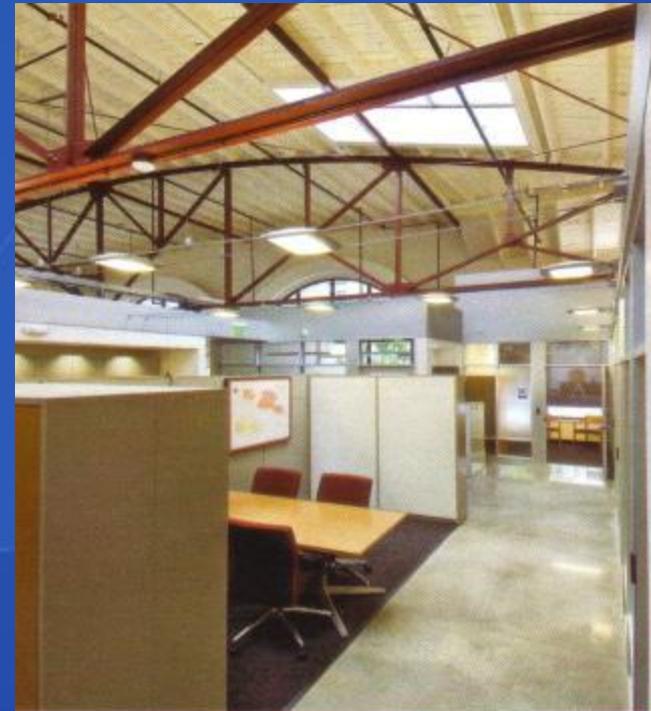
FIRE PREVENTION BUREAU

Wildland Emergency Services



FIRE PREVENTION BUREAU

- ◆ The Division of the Fire Department responsible for the application of the California Fire Code, Penal Code and other life safety codes and regulations
- ◆ Tasked with conducting more complex fire and life safety inspections of a variety of occupancies, including state mandated (Title 19)
- ◆ Code Adoption and ordinance
- ◆ Special Permits
 - ◆ Film
 - ◆ Festivals,
 - ◆ Fire Code Permits



FIRE PREVENTION BUREAU



- ◆ Active members of the Land Development Team
- ◆ Conduct plan review and inspect new construction

FIRE PREVENTION BUREAU



- ◆ Inspect Fire Protection Systems



- ◆ **Conduct Fire Investigations**

FIRE PREVENTION BUREAU

The background image shows a cluttered outdoor area. On the left is a white wooden building with a window. In the center, a blue door leans against a wooden wall. To the right, there's a structure with a blue corrugated metal roof. The ground is covered with various items: two brown trash bins, a wooden ladder, a stack of wooden planks, and other debris.

- ◆ Code Enforcement

Wildland

- ◆ Responsible for wildland urban interface planning, vegetation management, road clearance defensible space, chipping services and public education
- ◆ Includes High Fire Hazard areas throughout Santa Barbara, including the Wildland Fire Suppression Assessment District
- ◆ Community outreach and defensible space assistance
- ◆ Application and maintenance of the Wildland Fire Plan
- ◆ Adherence to CFC Chapter 49



Office of Emergency Services

- ◆ Conduct training in the Incident Command System, Standardized Emergency Management System and National Incident Management System for all City employees
- ◆ Manage the Emergency Operations Center (EOC) and conduct Quarterly workshops
- ◆ Provide CERT training
- ◆ Periodic practical and table top Drills

FIRE PREVENTION BUREAU

- ◆ Office of Emergency Services
- ◆ Public Education





FIRE DEPARTMENT

Fire Operations

Airport Rescue & Firefighting



P3 Measurable Objectives

◆ Provide Basic life Support (BLS) for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm.

YTD –92%

◆ Contain 90% of all structure fires to room of origin.

YTD – 100%

◆ Conduct Engine Company level fire and safety inspections on 95% of scheduled businesses and residential occupancies annually.

YTD – 105%

P3 Measurable Objectives (cont.)

- ◆ Provide 1,000 staff hours of public education annually.

**YTD –
898 hours**





P3 Project Objectives

- ◆ Ensure newly created Water Rescue Team is fully integrated into Fire Operations and Emergency Response Plans by creating SOP's and coordinating with Harbor Patrol

Objective
Achieved
2/28/13

- ◆ Conduct Fire Academy for recruit firefighters needed to achieve full staffing

Start date:
4/15/13
Graduation:
5/30/13

P3 Measurable Objectives - ARFF

◆ Respond to 100% of emergencies on AOA within 3 minutes.

YTD – 100%

◆ Complete 95% assigned building and fuel handling inspections annually.

YTD – 100%

P3 Measurable Objectives

– New for FY14

- ◆ Conduct engine company level public education demonstrations for Hands Only CPR instruction.

**Annual
Target – 8**



P3 Measurable Objectives

– New for FY14 (cont.)

- ◆ Conduct feasibility analysis to enhance Graphic Information System (GIS) capability of Mobile Data computers. Include the exploration of tablet and WIFI-hub capabilities.

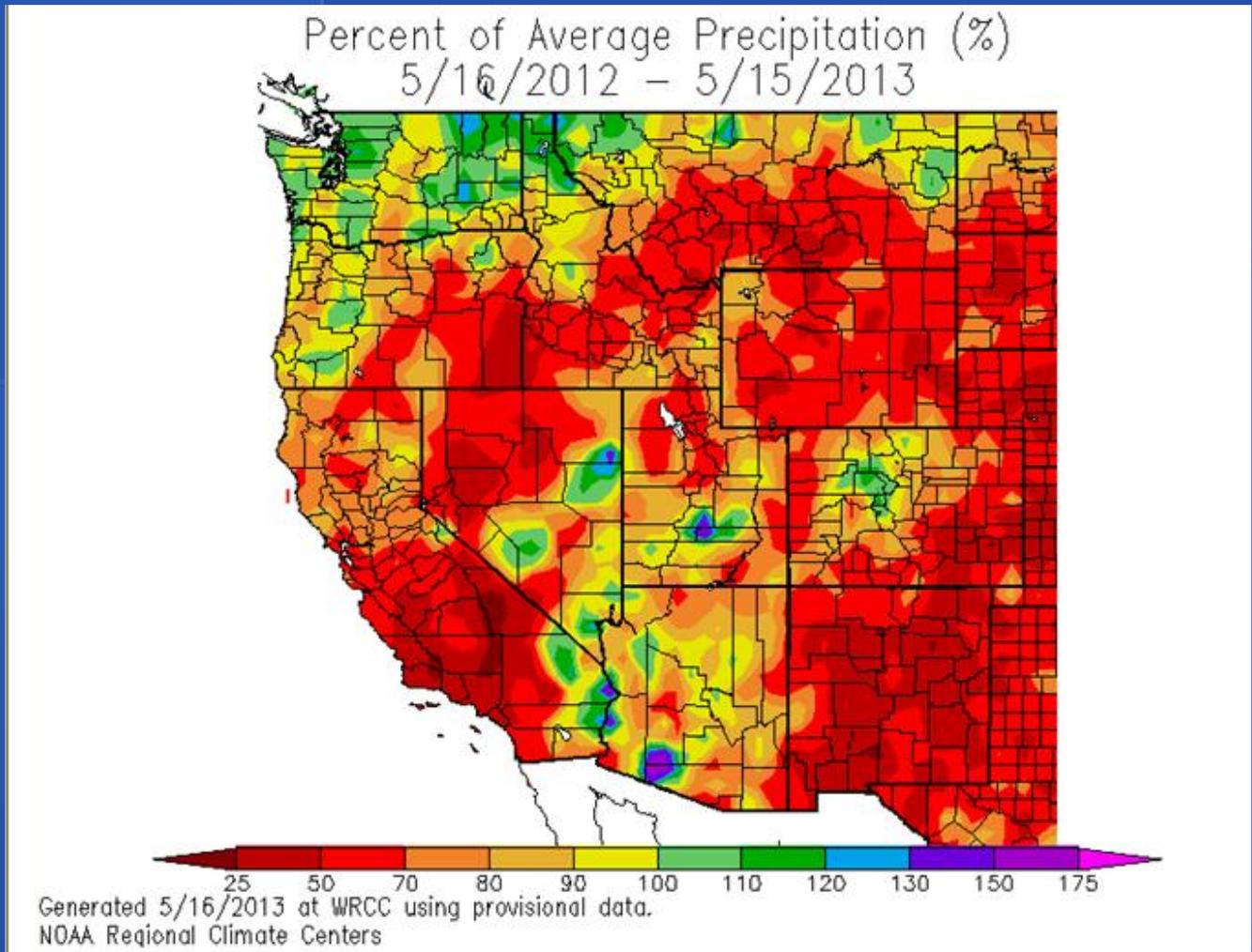
By 12/31/13

- ◆ Evaluate and overhaul of the promotional process for the ranks of Engineer and Captain, including the acting certification processes.

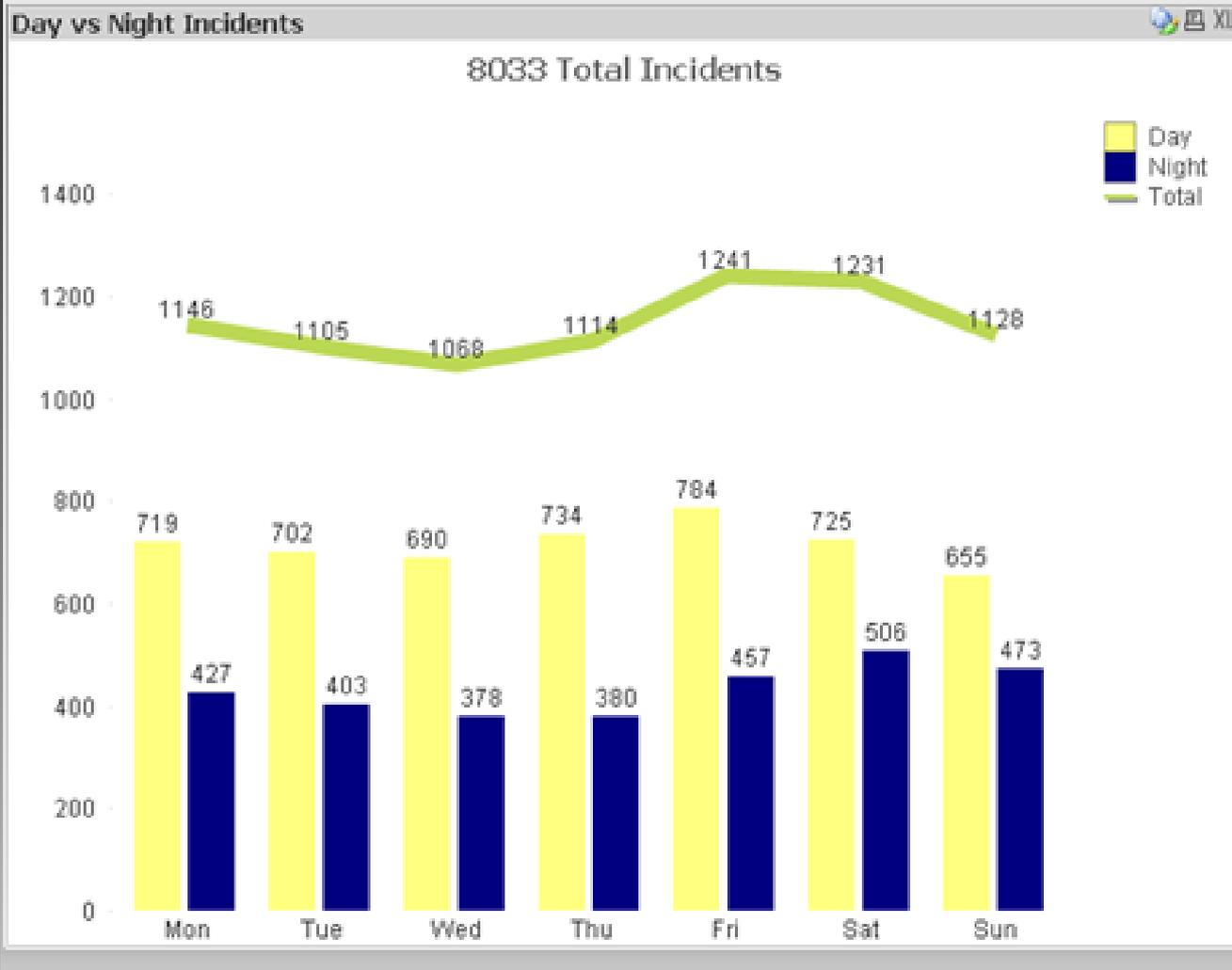
By 12/31/13

Fire Season 2013 Outlook

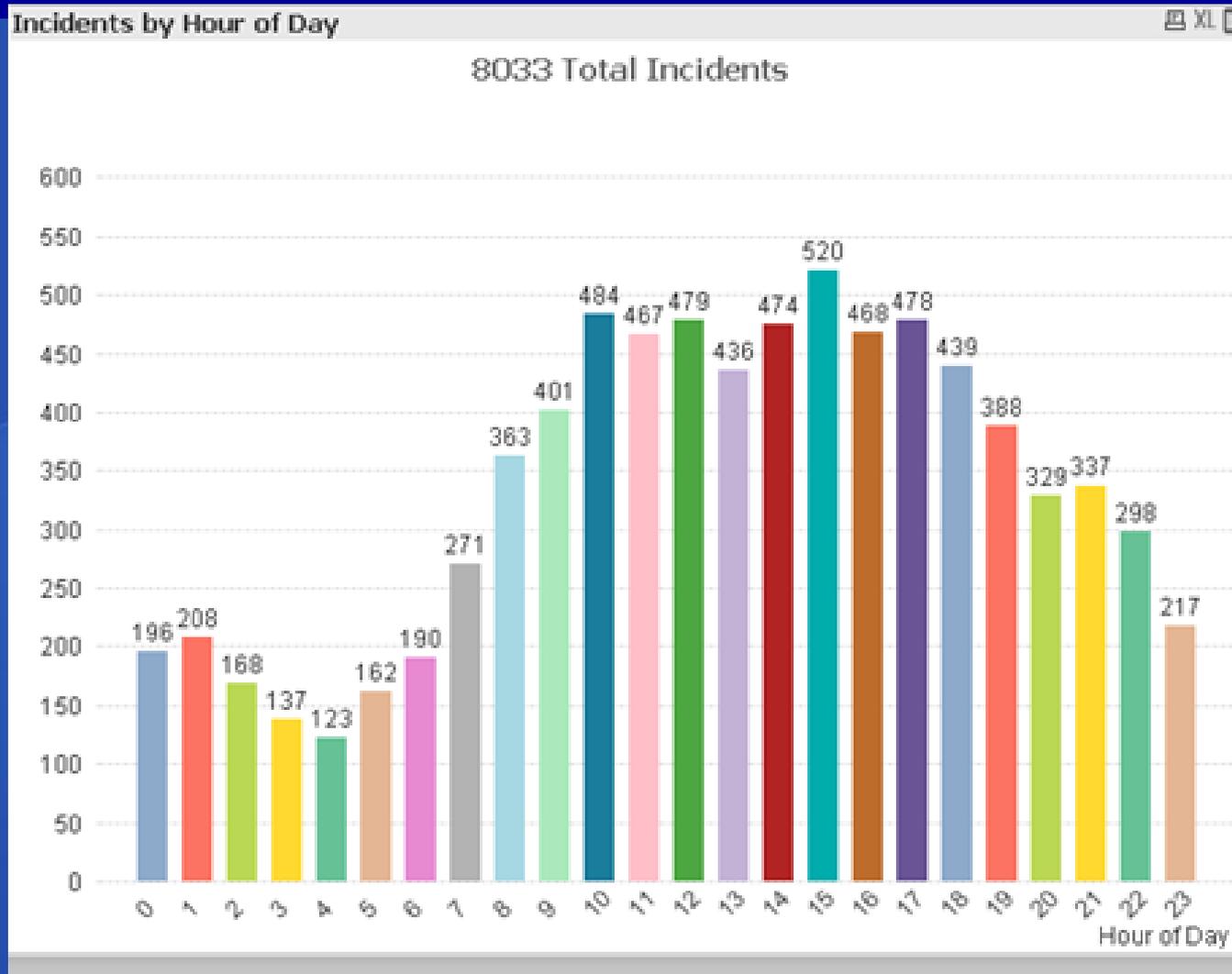
- ◆ Drought Conditions
- ◆ Staff Levels Fire Service Wide
- ◆ Increased local agency activity statewide



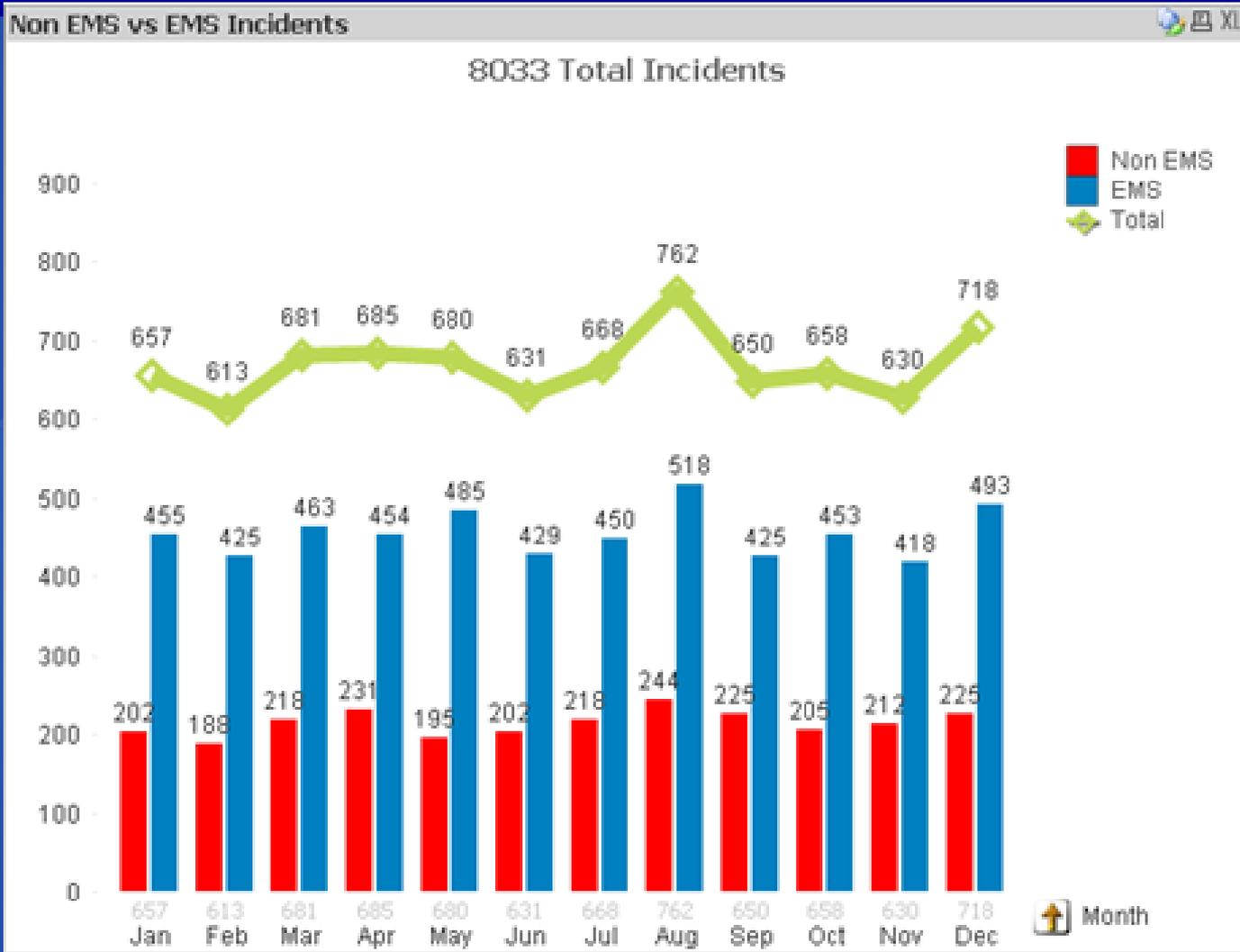
FireHouse Analytics



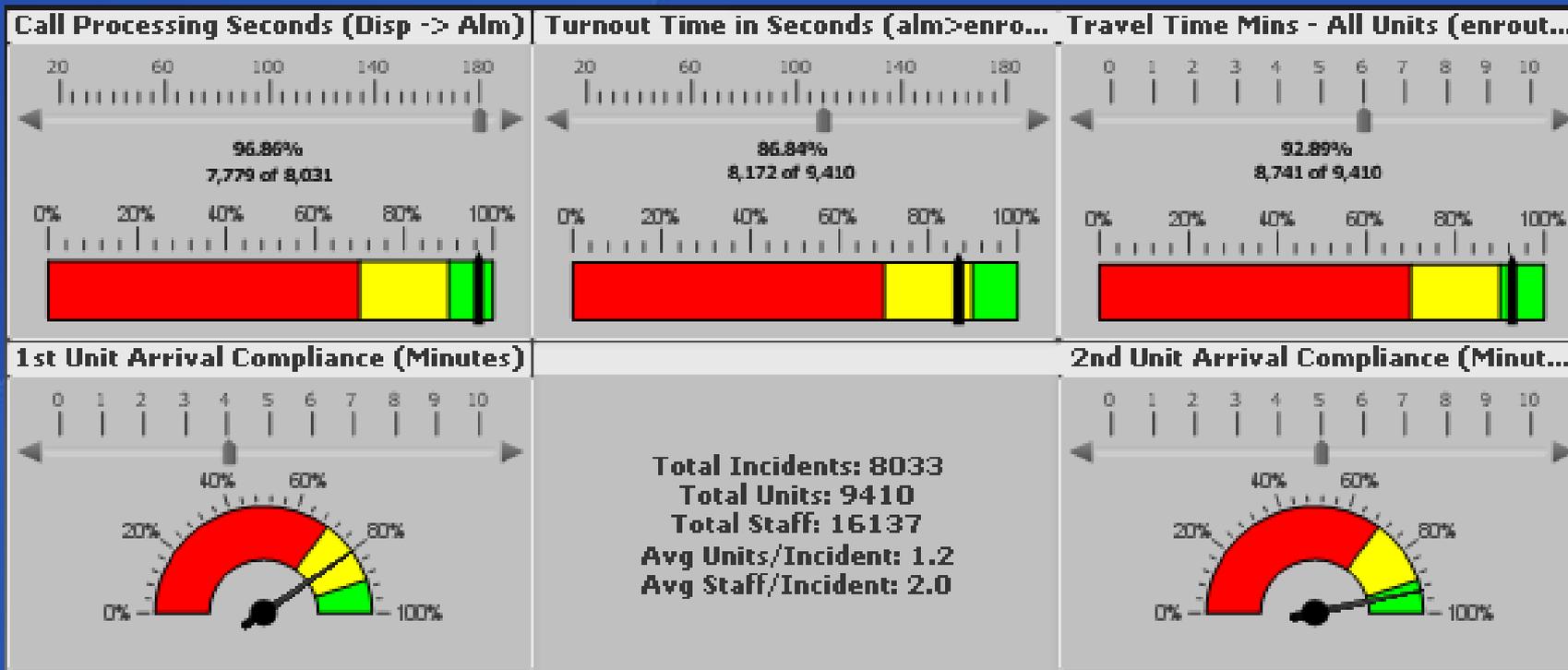
FireHouse Analytics



FireHouse Analytics



FireHouse Analytics



Transitions and Accomplishments



Transition

2009 -2013:

- ◆ 20% of Department retired.
- ◆ 80% turnover in Administration
- ◆ New Chief
- ◆ New Operations Division Chief
- ◆ 4 New Battalion Chiefs



Transition (cont.)

- ◆ 15 new Captains
- ◆ 14 new Engineers
- ◆ 1 new Inspector
- ◆ 1 new Fire Services Specialist



Transition (cont.)

- ◆ 19 new firefighters
 - 2 Lateral recruitments replacing 600 years of experience
- ◆ Next academy 2015
 - Open recruitment



Training

- ◆ Significant impacts of academy on Training
- ◆ Over 4,000 hours for 8 week academy
- ◆ Over 50% of department involved



Training (cont.)

2012

- ◆ Battalion Chief examination
- ◆ Captains Exam
- ◆ Engineers exam
- ◆ Recruit academy
- ◆ In addition to 20,000 hours of mandatory training



Assistance to Firefighter Grant

- ◆ FEMA grant program
- ◆ Cooperative agreement with Montecito FPD, Carpinteria and SBFD.
- ◆ SB portion is \$345,000
- ◆ We will be responsible for 20% matching (\$86,000) -
Total \$431,000
- ◆ Purchase of 91 radios and charging systems
- ◆ Enhanced CAD paging system

Apparatus Replacement

- ◆ In cooperation with Public Works
- ◆ Purchased 2 new engines
- ◆ Type III Wildland
- ◆ Type 1 Fire Engine



Challenges Ahead

Partnering with Airport on a Aircraft Rescue and Firefighting (ARFF) study for the future of the Airport

- ◆ Staffing
- ◆ Equipment
- ◆ Needs of the Airport
- ◆ Financial impacts



Training Tower

- ◆ Facility opened 1980
- ◆ Tower constructed 1983
- ◆ Regional Training Center
- ◆ Interior damage due to heavy fire use



Challenges Ahead

- ◆ Funding for large equipment purchases
- ◆ Capital Improvement Program
 - Breathing apparatus
\$462, 000
- ◆ Exploring Fire capital equipment fund for future purchases



Challenges Ahead

- ◆ Station 7
- ◆ Original construction 1950
- ◆ Basic configuration has not changed
- ◆ Explore possibility of combined station with US Forest Service



FIRE DEPARTMENT

Unfunded Service Enhancements

- **Upgrade Digital Microwave links - \$72,000**
 - ◆ Provides enhanced, reliable communications capability to eight fire stations
 - ◆ Licensed radio links solves saturation and interference problems
 - ◆ Aids low response-time goal
- **Confined Space Communication System - \$24,232**
 - ◆ Replaces outdated and in-operable equipment
 - ◆ 50% Increased rescue length from 200 feet to 300 feet
 - ◆ Secures compliance with industry standard (NIOSH)

Summary





Santa Barbara Police Department



Recommended Budget for Fiscal Years 2014 & 2015
City Council Presentation
May 20, 2013

A photograph of police officers at a scene. One officer in the foreground has 'POLICE' on their vest. A sign in the background reads 'ROAD CLOSED'.

POLICE DEPARTMENT Presentation Outline

- ◆ Department Overview
- ◆ Expenditures and Revenues
- ◆ Police Staffing Paradigm
- ◆ P-3 and Divisional Highlights

A photograph showing police officers in tactical gear at a road closure. One officer is in the foreground with a "POLICE" patch on his vest. A "ROAD CLOSED" sign is visible. Other officers and a police vehicle are in the background.

POLICE DEPARTMENT

Total Staffing

- ◆ 208 Total Permanent Staff
 - 13 Managers
 - 195 Employees and Supervisors
 - 15-20 Hourly Employees (30,535 hrs.)

Organizational Chart

Santa Barbara Police Department
TABLE OF ORGANIZATION

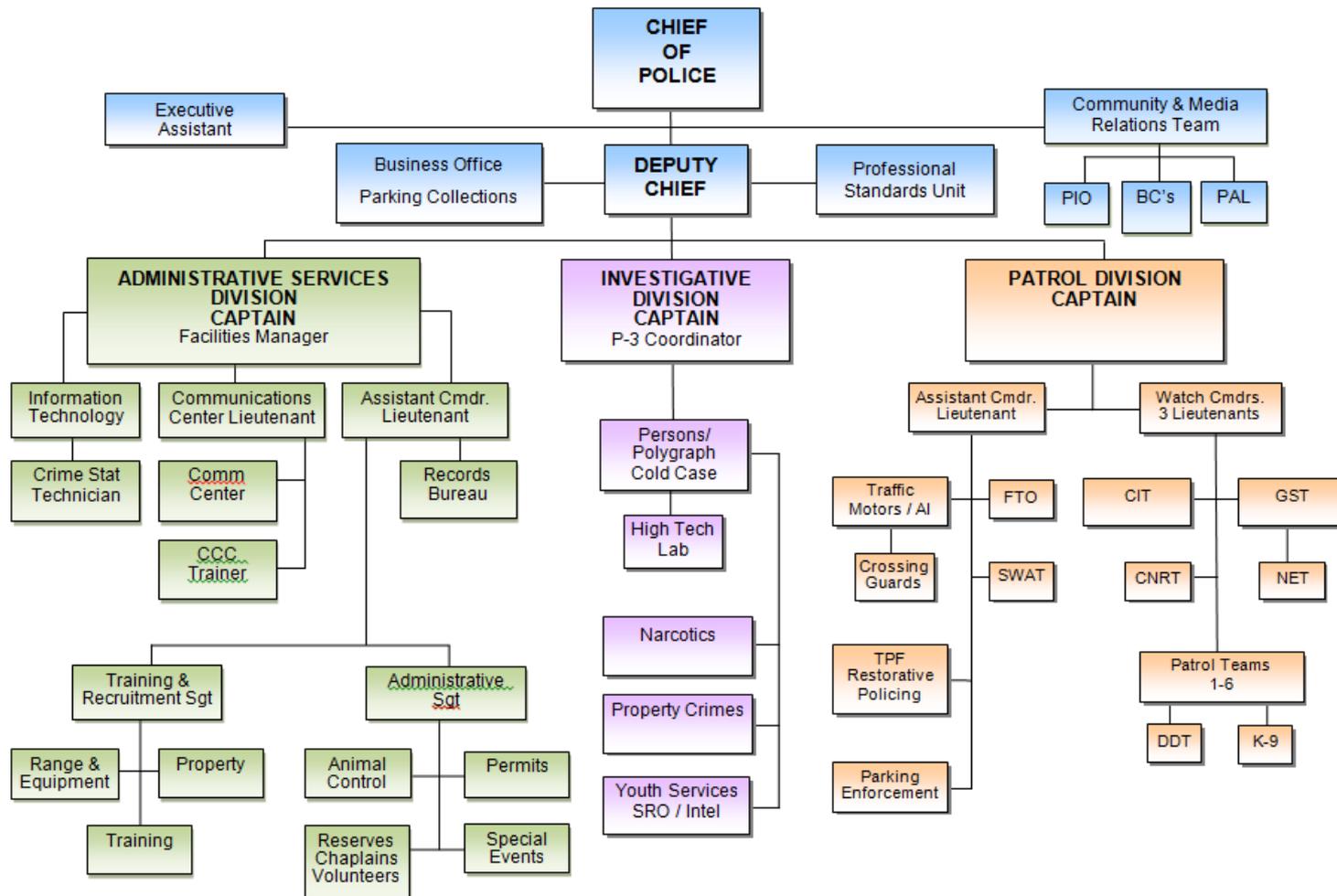


Table of Organization
5-8-12

Response Times P-1

10

Calls For Service

April 2013 COMPSTAT

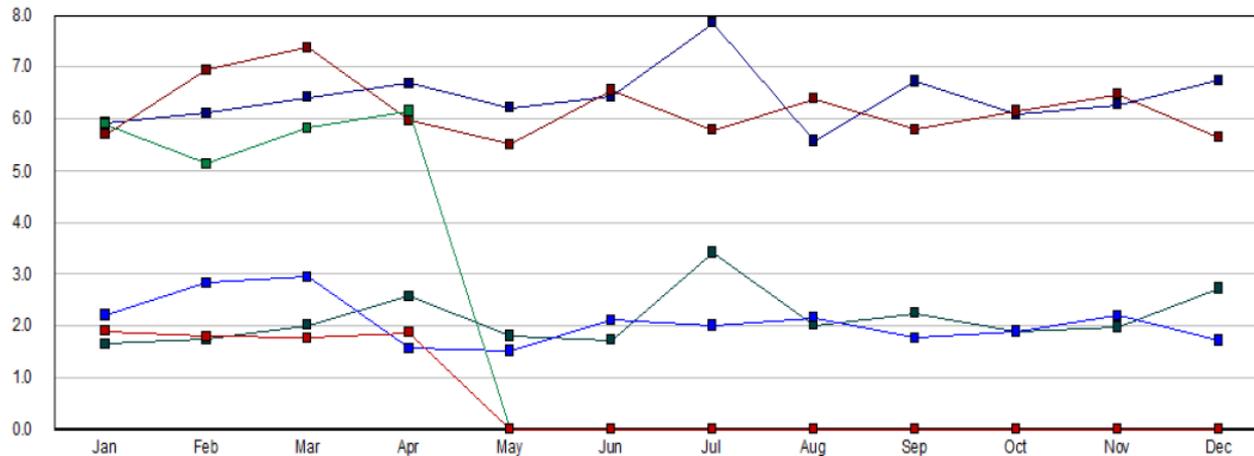
Priority 1

In-Progress (May result in Injury or Death)

Legend

- 2011.Avg Total Minutes
- 2011.Avg Queue Minutes
- 2012.Avg Total Minutes
- 2012.Avg Queue Minutes
- 2013.Avg Total Minutes
- 2013.Avg Queue Minutes

Average Minutes



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011 Avg Total Minutes	5.9	6.1	6.4	6.7	6.2	6.4	7.9	5.6	6.7	6.1	6.3	6.7
2011 Avg Queue Minutes	1.7	1.7	2.0	2.6	1.8	1.7	3.4	2.0	2.2	1.9	2.0	2.7
2012 Avg Total Minutes	5.7	6.9	7.4	6.0	5.5	6.6	5.8	6.4	5.8	6.1	6.5	5.6
2012 Avg Queue Minutes	2.2	2.8	2.9	1.6	1.5	2.1	2.0	2.2	1.8	1.9	2.2	1.7
2013 Avg Total Minutes	5.9	5.1	5.8	6.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2013 Avg Queue Minutes	1.9	1.8	1.8	1.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

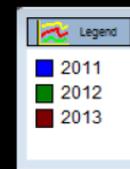
POLICE DEPARTMENT

Part One Crime Trends

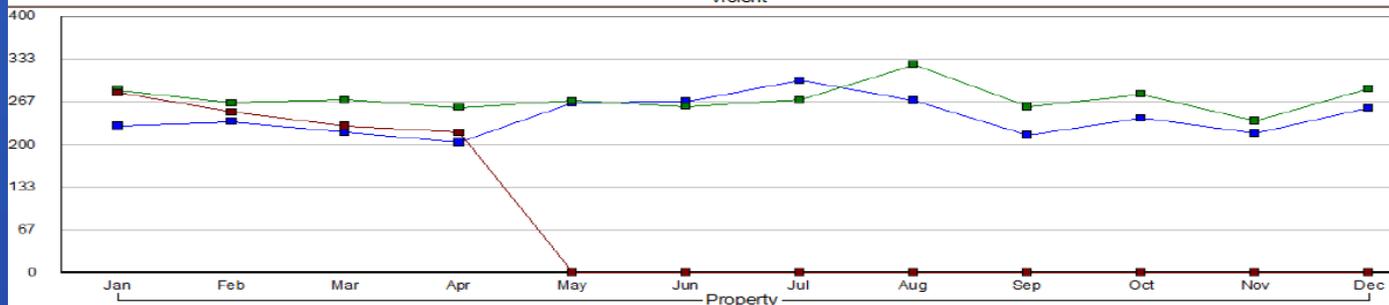
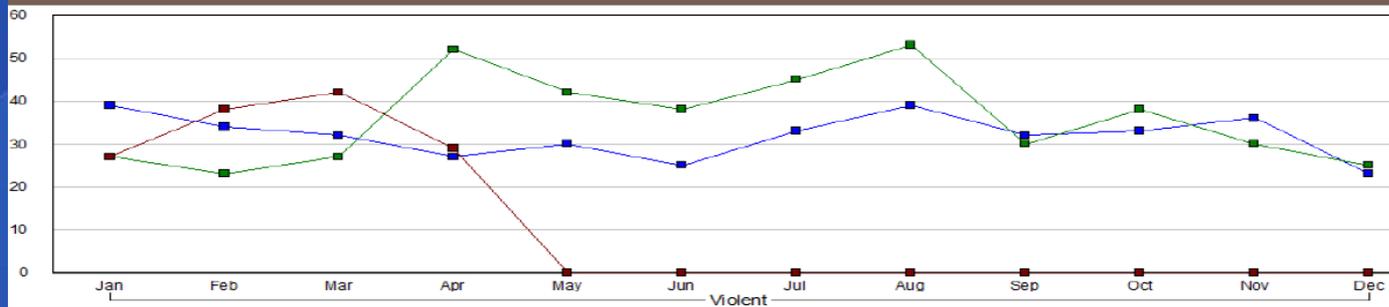
14

Part I Offenses
2011 - 2013

April 2013 COMPSTAT



	Violent													Property												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2011	39	34	32	27	30	25	33	39	32	33	36	23	383	228	235	218	203	264	266	299	268	214	240	217	256	2908
2012	27	23	27	52	42	38	45	53	30	38	30	25	430	284	264	269	257	267	259	269	324	258	278	236	286	3251
2013	27	38	42	29	0	0	0	0	0	0	0	0	136	280	250	228	218	0	0	0	0	0	0	0	0	976



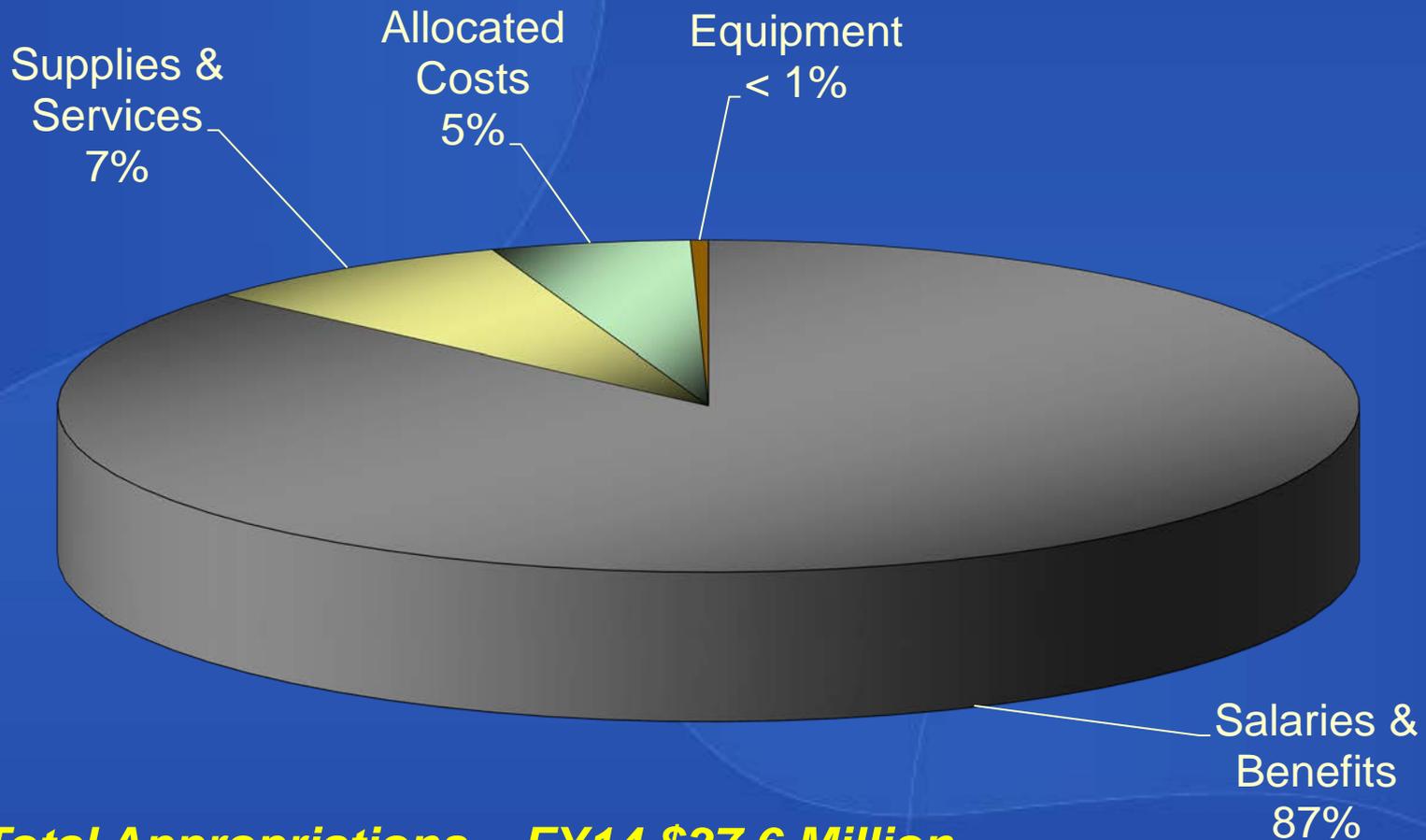


POLICE DEPARTMENT

General Fund Overview

POLICE DEPARTMENT

Appropriations by Major Object



Total Appropriations – FY14 \$37.6 Million
Total Appropriations – FY15 \$38.1 Million

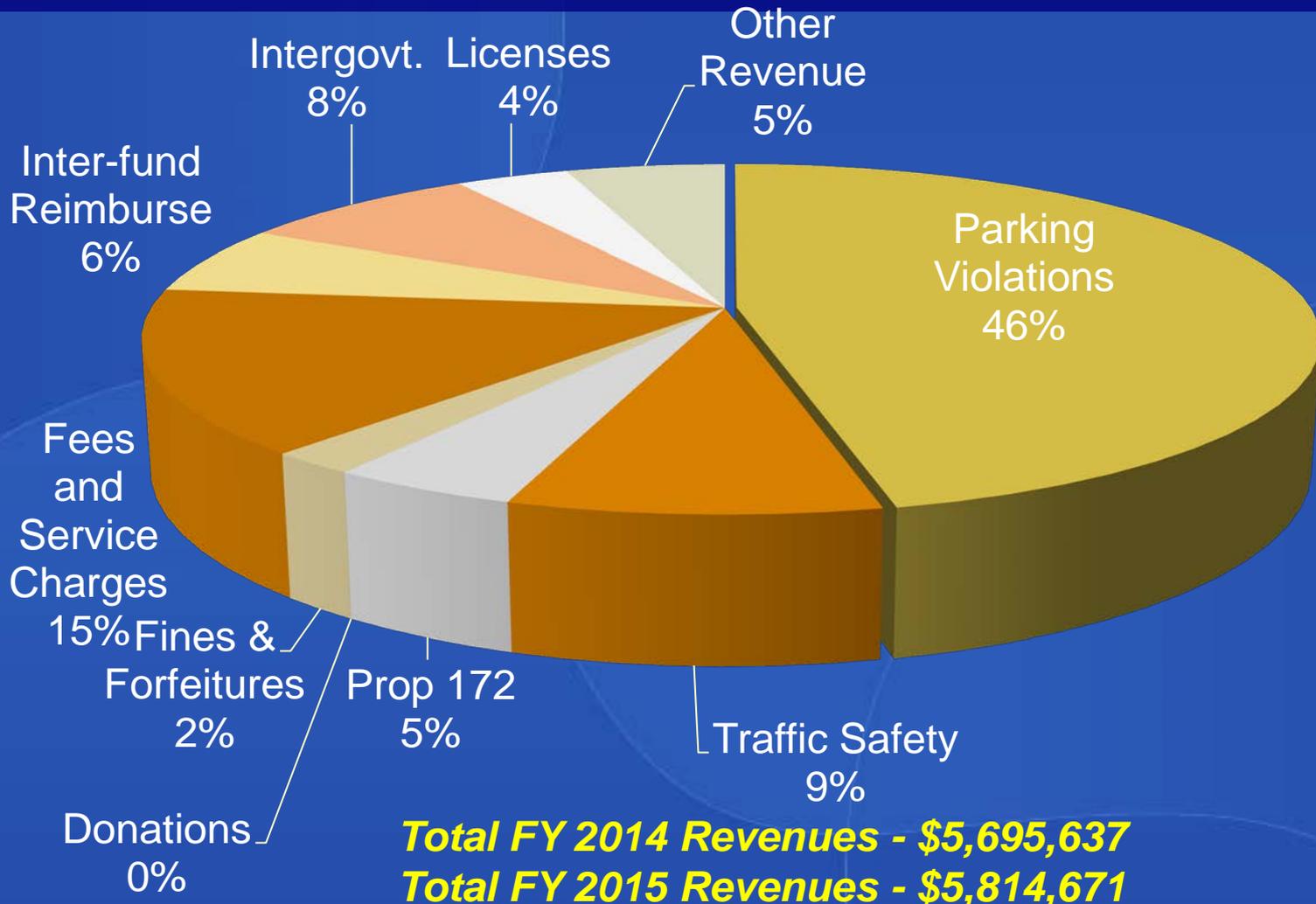
POLICE DEPARTMENT

Appropriations FY 2012 - 2015

	<u>FY 2012 Actual</u>	<u>FY 2013 Amended</u>	<u>FY 2013 Projected</u>	<u>FY 2014 Proposed</u>	<u>% Change</u>	<u>FY 2015 Proposed</u>	<u>% Change</u>
Sal. & Benefits	\$30,566,004	\$ 31,946,700	\$ 31,327,313	\$ 32,534,090	3.9%	\$ 32,991,268	1.4%
Supplies/Services	2,439,808	2,789,623	2,808,683	2,994,131	6.6%	3,040,244	1.5%
Allocated Costs	1,724,472	1,755,462	1,755,462	1,859,841	5.9%	1,876,700	0.9%
Special Projects	87,813	257,048	54,500	46,608	-14.5%	19,312	-58.6%
Equipment	127,517	373,663	135,474	167,257	23.5%	183,798	9.9%
Transfer Out	-	132,000	132,000	-		-	
Total	\$34,945,614	\$ 37,254,496	\$ 36,213,432	\$ 37,601,927	3.8%	\$ 38,111,322	1.4%

POLICE DEPARTMENT

Revenues by Major Object



POLICE DEPARTMENT

Revenues – FY 2012 - 2015

	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Proposed	% Change	FY 2015 Proposed	% Change
Parking Violations	\$ 2,275,308	\$ 2,382,621	\$ 2,552,129	\$ 2,628,967	3.0%	\$ 2,696,237	2.6%
Traffic Safety	433,735	506,204	506,204	506,204	0.0%	506,204	0.0%
Prop 172	207,828	236,255	241,690	250,149	3.5%	258,904	3.5%
Donations	29,620	30,500	11,150	1,000	-91.0%	1,000	0.0%
Fines & Forfeitures	100,062	162,352	119,000	120,000	0.8%	120,000	0.0%
Fees and Service Charges	792,316	838,899	850,395	863,547	1.5%	880,507	2.0%
Inter-fund Reimbursements	509,368	302,854	302,854	346,453	14.4%	357,949	3.3%
Interest Income	163	-	200	-	-100.0%	-	
Intergovernmental	906,469	1,085,914	692,042	468,057	-32.4%	470,125	0.4%
Licenses	212,039	199,988	197,882	210,000	6.1%	217,200	3.4%
Other Revenue	253,113	291,514	323,557	301,260	-6.9%	306,545	1.8%
General Fund Subsidy	29,185,227	30,746,511	30,247,147	31,906,290	5.5%	32,296,651	1.2%
Total Revenue	\$ 34,905,248	\$ 36,783,612	\$ 36,044,250	\$ 37,601,927	4.3%	\$ 38,111,322	1.4%

A background image showing several police officers in tactical gear, including helmets and vests with "POLICE" written on them. They are positioned around a white vehicle, possibly a patrol car or a small truck, in an outdoor setting. The image is overlaid with a blue gradient.

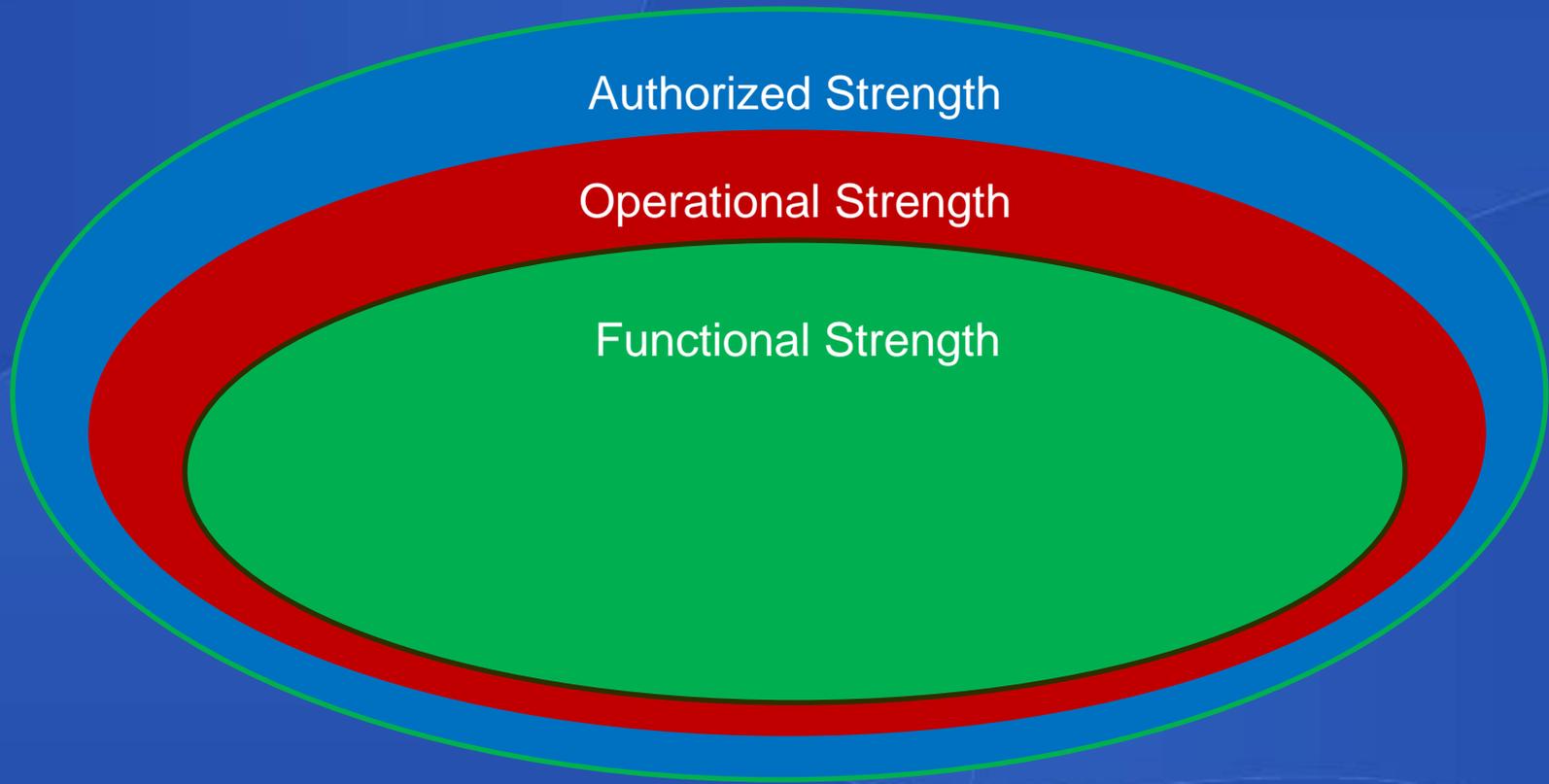
POLICE DEPARTMENT

Staffing Definitions

- ◆ Authorized Strength
 - Number of Police Officer positions fully funded and authorized by Adopted Budget
- ◆ Operational Strength
 - Actual number of Police Officers positions filled (hired)
- ◆ Functional Strength
 - Actual number of Police Officers able to report to duty (Operational Strength minus Injured Officers, Trainees in Police Academy, Special Assignment, Administrative Leave, etc.)
- ◆ Vacancy - Unfilled authorized position
- ◆ Over-hire - Hiring in excess of authorized strength

POLICE DEPARTMENT

Staffing Levels



POLICE DEPARTMENT

Staffing Levels

Today

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
Authorized Strength	140	137	141	141
Operational Strength	133	137	140	143
Functional Strength	121	125	131	132?

As of May 9th 2012

Fluctuates on a daily basis

5 Officer Trainees in Academy

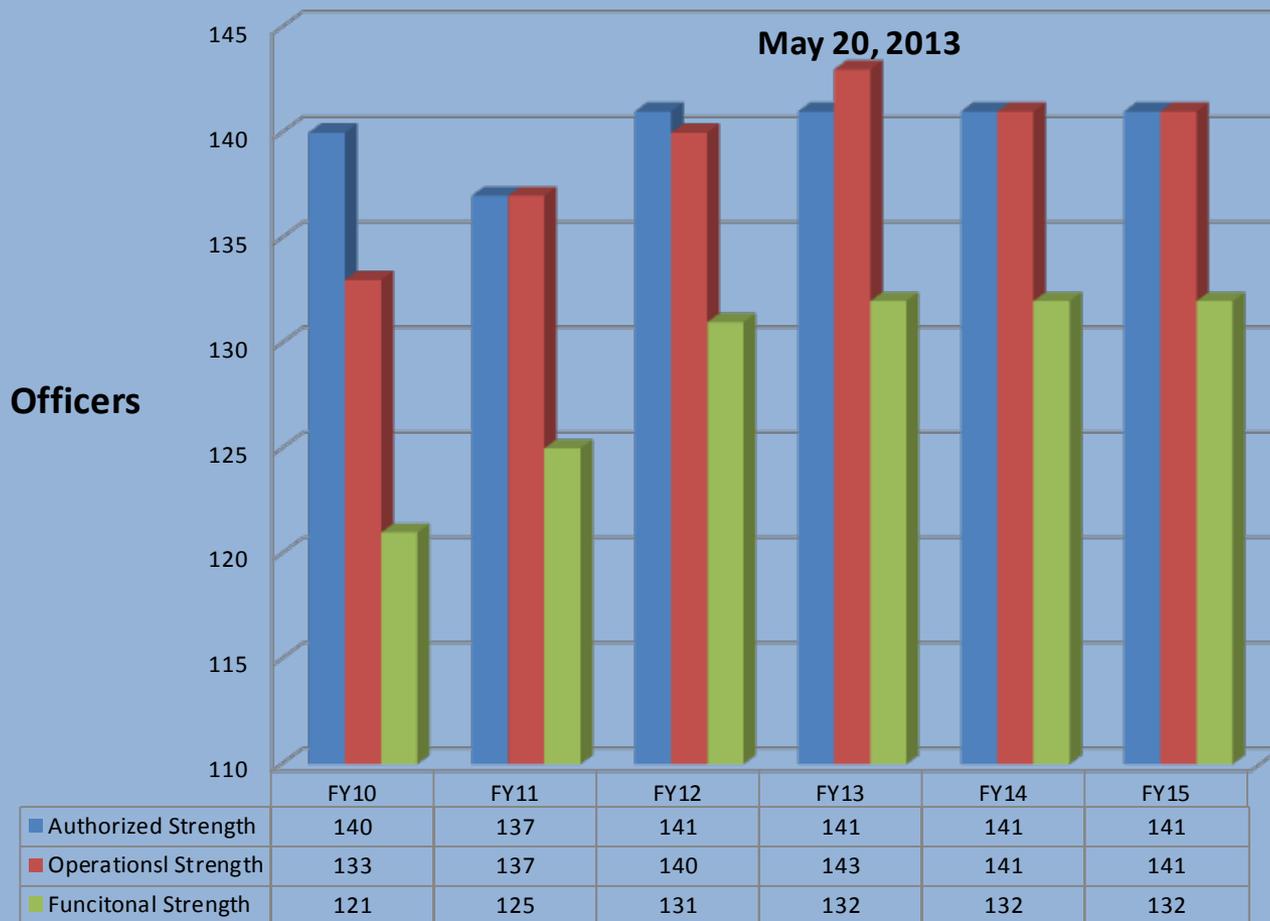
6 Injury/Military/Other

Total 11

POLICE DEPARTMENT

Staffing Levels

Officer Strength FY2010 - FY2015



A photograph of police officers in tactical gear at a scene, possibly a boat launch or a waterfront area. One officer in the foreground has "POLICE" on their vest. There are signs for "ROAD" and "STREET" visible. The background shows a body of water and some buildings.

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Staffing Paradigm

- ◆ Status Quo Staffing
 - Continue Use of Over Hiring, as needed
 - Operational Staffing must not significantly fall below Authorized Staffing (5% attrition)



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P-3 and Divisional Highlights

Patrol Division Highlights

- ◆ Criminal Impact Team (CIT)
 - (1) Sergeant and (4) Officers
 - Created from Patrol Team Strength
 - Since January 2013, CIT has made 74 felony arrests and 164 misdemeanor arrest
- ◆ K-9 Jake and Officer Payne
- ◆ SWAT “walk-throughs” assessment of schools

A background image showing police officers in uniform and tactical gear, some on motorcycles, in an outdoor setting. The text is overlaid in large, bold, yellow letters.

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P-3 and Divisional Highlights

Investigative Division

- ◆ Crimes Against Persons
 - Major Investigation Team (MIT)
- ◆ Crimes Against Property
 - Burglary Trends
- ◆ Youth Services Section
 - School Collaboration
- ◆ Narcotics
 - Drug Offense Trends



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P-3 and Divisional Highlights

Administrative Services Division

- ◆ In-Car video implementation
- ◆ 911 Center Relocation
- ◆ Recruitment & Hiring
- ◆ Security Gates

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Supplemental Funding Request

Police Officer Staffing

- ◆ (2) Police Officers
 - \$150,00 x 2 = \$300,000
 - Assigned to TPF
 - Motorized Foot Patrol addressing “quality of life issues” (street crime) in business districts

A collage of police-related images. On the left, a police officer in a uniform sits on a bench. In the center, a police officer on a motorcycle is visible. On the right, a police officer in tactical gear is seen from behind, with 'POLICE' written on their vest. The background shows a boat and other officers.

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QUESTIONS?