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STRATEGIC PLAN 1985 - 2005

DEPUTY CHIEF OF POLICE JACQUE G. McCOY

SANTA BARBARA, CALIFORNIA POLICE DEPARTMENT

The strategic plan sets the stage for long-range planning efforts. This report was developed to look at the needs of law enforcement over the next twenty years in the City of Santa Barbara, California. It can be used as a guide for law enforcement agencies that wish to scan the future of their jurisdiction to determine the types and levels of police service that will be needed in the coming years. It is of direct value to those agencies looking to build new facilities, but it is also valuable in determining future training needs, budgetary considerations, strategic and contingency planning, and organizational development.

The techniques of futures research, forecasting, trend identification and group dynamics are used to look at the local community and its needs for law enforcement services.

SANTA BARBARA POLICE DEPARTMENT

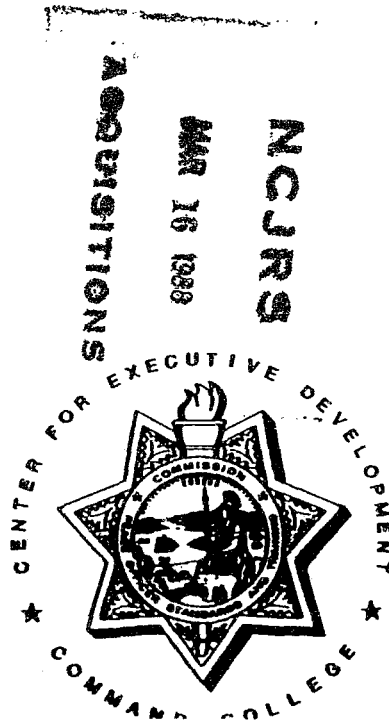
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Strategic Plan 1985 — 2005

Dedicated



to Serve



by Captain Jacque G. McCoy

109601

U.S. Department of Justice
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This Command College Independent Study Project is a **FUTURES** study on a particular emerging issue in law enforcement. Its purpose is **NOT** to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Studying the future differs from studying the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future -- creating it, constraining it, adapting to it. **A futures study points the way.**



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INTRODUCTION

CITY OF SANTA BARBARA

The Santa Barbara Police Department building is twenty-five years old. Since its construction the City and the Police Department have experienced considerable growth and change. One of the results of this expansion is that the Police Department has outgrown its facility. The building is crowded and some Police functions must be performed away from headquarters. The public is often inconvenienced. Services to the public are adversely affected. A significant impact on employee efficiency results as well. Santa Barbara needs an effective and efficient Police facility.



This report sets the stage for long range planning efforts. It proposes a strategic plan and an organizational scan of what the Santa Barbara Police Department may look like in the future. It will provide input into the needs assessment phase of designing an efficient Police building that will continue to be useful into the next century.

This report will explore the needs of the Santa Barbara Police Department for the next twenty years. To this end futures research, crime analysis forecasting, trend identification, and group dynamics were utilized. It projects our staffing requirements in five year increments through the year 2005. The report will have a direct and tangible value in assessing and designing an effective and efficient Police building.

Purpose

- * To introduce the architect that will design the building to the community that is Santa Barbara.
- * To identify the problems with the current Police facility that make a change necessary.
- * To identify and acknowledge a Santa Barbara Police Department mission statement.

- * To provide a general survey of the future environment to guide us in long range planning.
- * To provide focus for determining major planning strategies for local law enforcement.
- * To provide broader perspective for the design of a Police building than has been the rule in the past.

Scope

This report will highlight developments in the area of:

- * Population projections
- * Crime analysis
- * Crime projections
- * Staffing needs and strategies
- * Historical data
- * Primary developments on a national and local scale
- * Trends and issues likely to characterize the environment of the next two decades.

Methodology

In this report a number of methods have been used to attempt to gain insight into the future. There is of course no way to state with certainty what the future holds. Judgement is important because facts are not always available. In order to aid decision making, alternatives have been derived from the following methods:

- * Review of studies done on a national and local scale in the area of futures research, with emphasis on social, technological, economic, environmental and political concerns.
- * Review planning and developmental projects in the City of Santa Barbara
- * Contacting experts in appropriate fields of study
- * Analyzing crime data staffing needs, historical trends and other pertinent information
- * Utilize the group dynamics process, including a professionally facilitated workshop consisting of police managers, to identify possible future scenarios, alternatives, and strategies.

Summary

Santa Barbara and the Santa Barbara Police Department will change over the next twenty years. The City will continue to grow slowly in population, but will feel the impact of the sprawl of Los Angeles and other urban areas. Tourism and traffic will continue to be important issues in Santa Barbara's future. Technology, computerizations, and information systems will change existing methods and the people who work with them. Securing and retaining employees will present continuing challenges to the Police Department. Management will have to be flexible, and able to adapt to change. Increase in some services will be necessary, consolidation, regionalization, privatization, and use of volunteers are all alternatives to be explored.

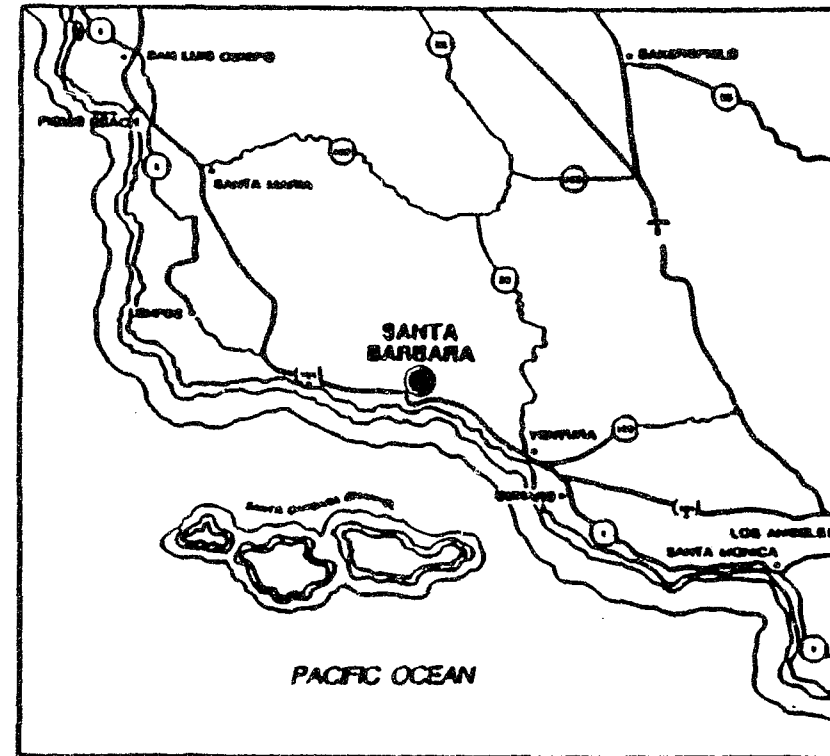
This report has considered many of these alternatives and others as well. It reflects a plan for staffing and organization structures of the Santa Barbara Police Department into the next century.

CITY OF SANTA BARBARA

The City is located in a coastal shelf running southerly from the Santa Ynez Mountains to the Pacific Ocean and has one of the most picturesque settings and moderate climates on the Pacific Coast. The City faces south on the Pacific Ocean and is approximately 98 miles north of Los Angeles on Highway 101, one of the West's major north-south coastal highways. The community contains approximately eighteen square miles within its City limits.

The City prides itself and its place in California history. It was first claimed for Spain in 1542 by Juan Cabrillo. Santa Barbara is a modern city in every respect, but has remainders of its early Spanish tradition. One example is the preservation of its characteristic Spanish street names. All structures built in Santa Barbara must be approved by the Architectural Board of Review for styling, quality and even the color combination used. This Board was established after the great earthquake of 1925, which destroyed approximately half of the City's buildings. Since that time, this Board has controlled the rebuilding of Santa Barbara into one of the most beautiful cities in the country.

The prevailing architecture is white-walled, red tile roofed Spanish Colonial, and most of the City's newest buildings are being designed to carry on this tradition. Lush greenery and many flowers flourish year round; even the freeway that skirts the City is tropically landscaped.



CITY OF SANTA BARBARA AREA MAP

Santa Barbara's desirable climate, convenient location, and excellent recreation and accomodation facilities have combined to make it one of California's more popular tourist and conference centers. During 1983, the Santa Barbara area booked 1,773 conferences with nearly 389,664 man-days (number of delegates times number of days stayed) which collectively spent approximately \$23,159,030 during their visits in and around the City.

Generally speaking, the cost of living may be compared to that in more prosperous suburbs of Los Angeles and other major cities.

The prognosis for future economic growth and stability in the City of Santa Barbara for the foreseeable future is bright. Location, climate, services, and recreational pursuits will uphold the continuing economic wellbeing of the City and surrounding unincorporated "fringes". The City of Santa Barbara is a full service City, with its own harbor and airport.

PERTINENT FACTS OF SANTA BARBARA AND ITS SURROUNDING AREA

Altitude: Sea level to 850 feet (major part of the City)

Area: 18.36 square miles (within City limits)

Population in City Limits: 1983 population - 76,234 (this represents a two percent increase over 1980 population)

County: County of Santa Barbara

Population in County: 320,362

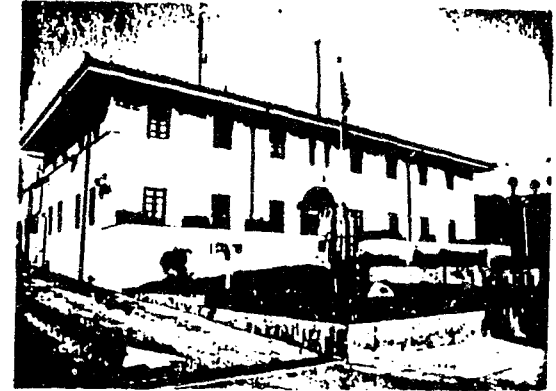
County Seat: City of Santa Barbara

Government: City - Mayor, 6 City Council Members, City Charter, City Administrator

Location: South Central Coast of California, facing south on Pacific Ocean, 98 miles northwest of Los Angeles; 337 miles south of San Francisco; 406 miles to Sacramento; 242 miles to Fresno; 62 miles to Vandenberg Air Force Base.

Climate: Santa Barbara is known for its year-round mild climate. Mean temperatures of 58-75 degrees, mild northwesterly winds, and moderate, average rainfall of 17 inches is conducive to the year-round recreational atmosphere of this central coastal city.

The Santa Barbara Police Building was built in 1960 and first occupied on December 8th of that year. At that time the Department consisted of 81 sworn officers and 16 non-sworn personnel. Since then the City and the Department have changed dramatically. Both have grown and evolved. There are currently 132 sworn officers and 69 non-sworn personnel. As a result of this growth, the Santa Barbara Police Department has outgrown its building. The building is crowded, and some Police functions now occur away from the headquarters. There is a critical shortage of desk space and inadequate parking is a constant problem. Some services to the public are affected, as well as a significant impact on employee efficiency. Some of the problems we now face are:



1. Fragmented Services

- * Animal Control office is located at Sola Street
- * Street Crimes Task Force office is located on State Street
- * Evidence and bicycles are stored at Sola Street
- * Supplies and equipment are stored throughout the City (i.e. command van at City yards, crime prevention materials at MacKenzie Park)

2. Poor service to public

- * Fingerprinting and photographing in hallway.
- * Very little public parking
- * Lack of privacy, when discussing sensitive cases

- * Poor lighting, heating and air conditioning
- * Inadequate public facilities (restrooms, telephone, waiting areas, meeting rooms)
- * Noise volume excessive

3. Associated Problems

- * Difficult supervision
- * Loss of synergistic effect
- * Time consuming (travel time)
- * Inconvenient to public
- * Thefts of property (bicycles, evidence)
- * Co-ordination difficulty
- * Poor employee morale
- * Costly to maintain an old building

FACTORS IMPACTING THE PROBLEM

TECHNOLOGY

- * Computers - There are currently seven computers in the building. When the building was first built there were none. Each requires valuable space and a controlled environment (air conditioning, electrical, special flooring).

- * 911 System - The building houses the Communications Center for the City which provides Police, Fire and Ambulance services.
- * A dual computer message switching system provides computer communications for all Law Enforcement Agencies in Santa Barbara County and San Luis Obispo County.

Civil liability has required extensive training and coordination responsibilities for law enforcement.

- * Special Equipment, holding cells, video studios and special weapons and equipment are all important considerations.
- * Pistol Range - Special deflection barriers, air handling and safety features are required.

ECONOMIC

- * The high and rising cost of energy
- * Maintenance is costly and disrupts services
- * City owned property increases in equity and value, as does private property
- * It is estimated that every month of delay causes the cost of a new building to increase by $\frac{1}{2}\%$.

ENVIRONMENTAL

- * Parking and people space needs replace green areas
- * Energy demands of an inefficient building

- * Poor lighting (natural and artificial) cost in terms of energy and lost employee morale

DEMOGRAPHIC

- * Increased population
- * Increased demand for service
- * Increased numbers of Police personnel
- * Added services and responsibilities
- * Increased traffic and parking problems

NEW RESPONSIBILITIES

All of these are new units since the building was built:

Office of Emergency Services - Now housed in Police Building, prior to 1979 it was located at City Hall.

Animal Control - Assumed by Police (once a separate department with their own building).

Community Relations - Increased awareness and responsibility in community relations involvement. (Neighborhood Watch, educational programs, crime resistance, public education).

Crime Analysis - Greater number and sophistication of criminals requires scientific analysis by police.

School Resources Officers - Providing short and long range crime prevention programs for the youth of Santa Barbara.

Planning and Research - Staff services for planning and research needs.

K-9 Program - The Canine Program was implemented in 1984 to augment patrol services for Officer safety and productivity.

Drinking Driving Team - Specialized equipment and vehicles for testing and chemical evaluation.

Dedicated



to Serve

MISSION STATEMENT

A major part of a strategic plan involves establishing and communicating a mission statement. A properly articulated mission statement involves values, goals, and provides a focus for organizational effort. A mission statement defines the business an organization is in, and how they intend to perform that business. A motto is a core value of the organization.

The motto "Dedicated to Serve" states the essential purpose of the Santa Barbara Police Department. The Department protects the right of all persons within its jurisdiction to be free from criminal attack, to be secure in their possessions, and to live in peace. The Department best serves the people of Santa Barbara by performing its law enforcement function in an efficient and professional manner, and it is to these people that the Department is ultimately responsible.

Primary Objective

The Santa Barbara Police Department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of Police authority and the constitutional rights of all persons. It is not the role of the Department to legislate, to render legal judgements, or to punish.

Functional Objective

The functional objectives of the Santa Barbara Police Department are:

- * Prevention of Crime
 - Voluntary Compliance
 - Community Relations
 - Employee Concern
- * Deterrence of Crime
 - Deployment
 - Immediate Apprehension
- * Apprehension of Offenders
 - Identification
 - Arrest
 - Obtaining Evidence
 - Co-operation in Prosecution
- * Recovery and Return of Property
 - Lost or Stolen
 - Identify Owner
 - Prompt Return

- * Movement of Traffic
 - Safe and Expeditious
 - Enforce Traffic Laws
 - Awareness
 - Care for Injured
 - Investigate Causes
- * Regulation of Non-Criminal Actions
 - Maintenance of Peace
 - Control of Alcoholism
 - Handling Mentally Disabled
 - Diversion and Referral of Non-Criminal Anti-Social Behavior
- * Community Service
 - Assistance and Advice
 - Saving lives, Aiding the Injured
 - Locating Lost Persons
 - Keeping the Peace

FUTURE OF LAW ENFORCEMENT/NATIONAL TRENDS

To plan today for an effective organization tomorrow requires studying factors which are subject to constant change. The further into the future we attempt to look, the less available factual data becomes. We can, however, look at trends that are now emerging and try to assess how important they are in shaping the future. We can use the information we have, such as City planning guidelines and demographic trends to help forecast the future organization needs. In 1982 the National Conference of Christians and Jews (NCCF), the Claremont Graduate School, and the California Commission on Peace Officers Standards and Training (POST) sponsored a National Criminal Justice Institute on the Future. As a result of this Institute, a nation-wide survey was conducted which solicited the opinions of over 2,000 practitioners from every aspect of the Criminal Justice System. The subjects of economy, budgets, technology, demographic shifts, changing community values, productivity and community relations were among the concerns on the horizon.



As a result of this study the following nation-wide trends were identified:

Demographic

- * Major population shifts will occur nationally. Many people will move from the Northeast to the South and Southwest sunbelt areas.
- * Major changes in family structures, life styles, and household composition.
- * Hispanic and Asian immigration will continue at a high rate in most major population centers, especially in those areas that already have high concentrations of these groups.

- * Increased unemployment among the immigrants, the poor, and youth.
- * Youth gang violence and inter-minority race conflicts.
- * Greater numbers of senior citizens will be victims of criminal activity.
- * In 1990 it is projected that ages 15 to 24 will decline by 16%, while 25 to 34 will grow by a similar amount. Ages 35 to 44 will increase 45% and over 65 will expand by 20%.

Technology

- * More computer technology is available than is currently being used.
- * Hardware costs will reduce but software, programming, and salary costs will continue to rise.
- * Systems throughout the criminal justice area are not interfaced. There are back logs and redundant recording of data.
- * Some hardware does not interface
- * There will be more "computer crimes". Some criminals will use technology to commit crime.
- * Major changes in communication systems will occur.
- * "Paperless" Police Department
- * Weapons and detection systems will continue to develop.
- * A continued need for trained and educated personnel.

Community Values

- * The role of community involvement in the criminal justice system will increase.
- * Criminal Justice managers will become more active in the political process as it involves the role of their agencies.
- * Greater demands for victim influence in case disposition and parole release policy.
- * Diversity of the society rather than a "melting pot".
- * The rise of single-issue groups
- * Increased individual rights stresses
- * Conflicts among separate groups and lack of consensus about community values.
- * Increased criminal justice mediation over disputes regarding community values.

Budgeting

- * Increased public demand to have input into criminal justice planning and budget preparation.
- * Increased political lobbying at State and Local level by special interest groups.
- * Continued demands for increased service
- * Mandated services will continue to increase
- * Civil lawsuits will continue to make major impacts on budgets.

- * Smaller agencies without proper financial backing will begin to fall behind in research, planning, and technology.
- * Increased need for innovation, productivity, educated and energetic leadership.
- * On-going public educational effort
- * Demands for increased employee productivity
- * Demands for increased accountability
- * More policy and rules orientated with a loss of flexibility and discretion.

Social Issues

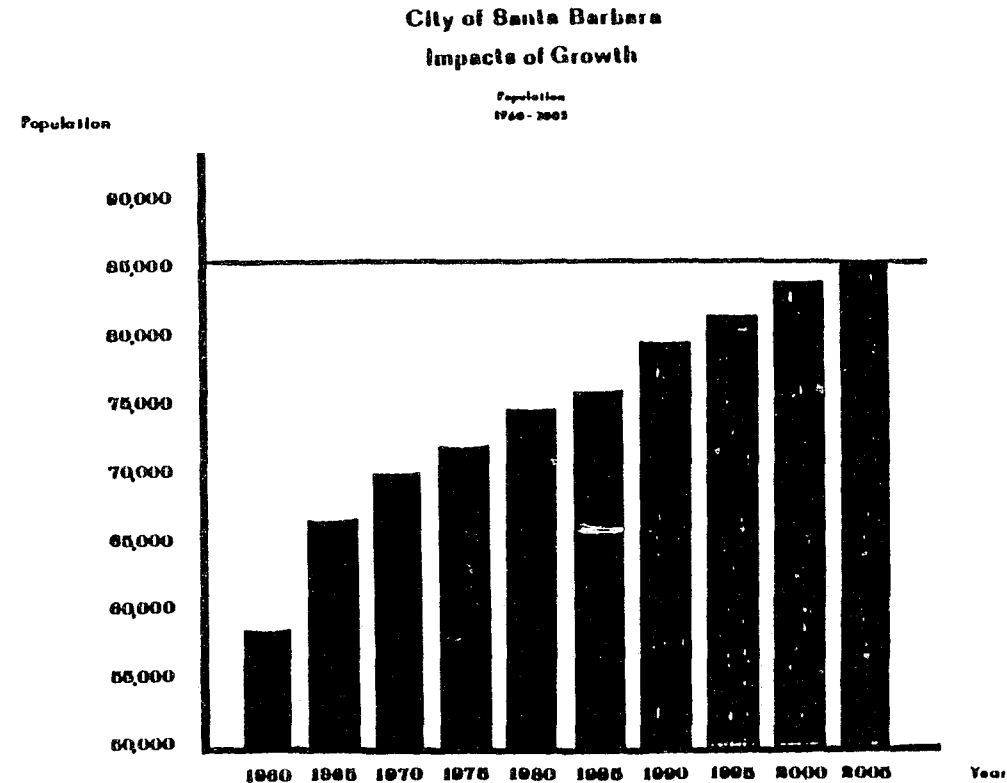
- * Increased public fear of crime, especially "street crime".
- * Policing will be expected to respond to the problems of an increasingly disorganized society.
- * Law enforcement must deal with growing numbers of the mentally ill
- * Increased numbers of runaway juveniles, abused and neglected children and unemployed youth who are surplus labor in a high tech society.
- * Increased use of private security
- * Policing will have to be carried out in a society with a growing passion for social order.
- * Adversity between minority youth and the Police will escalate.
- * "Get tough" policy about crime

POPULATION PROJECTION

In order to assess the public safety needs for the City of Santa Barbara, we must first have an idea of the potential population of the future. The 1983 City of Santa Barbara Planning Activity Report provides us with an estimate of the growth potential and a theoretical build out date. The growth rate is estimated to be slow, approximately 0.6% if the recent trend continues. The theoretical build out date of the year 2000 would have a population of 81,581, but not to exceed the quality of life holding capacity of 85,000. The following are excerpts from the 1983 Planning Activity report.

Population Trends

The City's historical population growth is shown on the attached graph. The rate of growth has slowed considerably since 1970. The graph also shows the percent of population growth since 1980. There has been 0.6% rate of annual growth since 1980, consistent with the rate of growth over the previous decade. The estimated population growth from 1980 through 1982 was 1,496 people. In 1983 building permits were issued for 182 new dwelling units. At the same time there were 27 housing demolitions for a net increase of 125 units. Assuming 2.22 persons per household (1980 U.S. Census figure), those dwelling units result in a population increase of 277 people in 1983. The 1980



census counted 74,414 people; adding the 924 people from 1980/81, the 572 people from 1982 and 277 people from 1983, the City's population is approximately 76,187.

Theoretical Build Out and Density Reserve

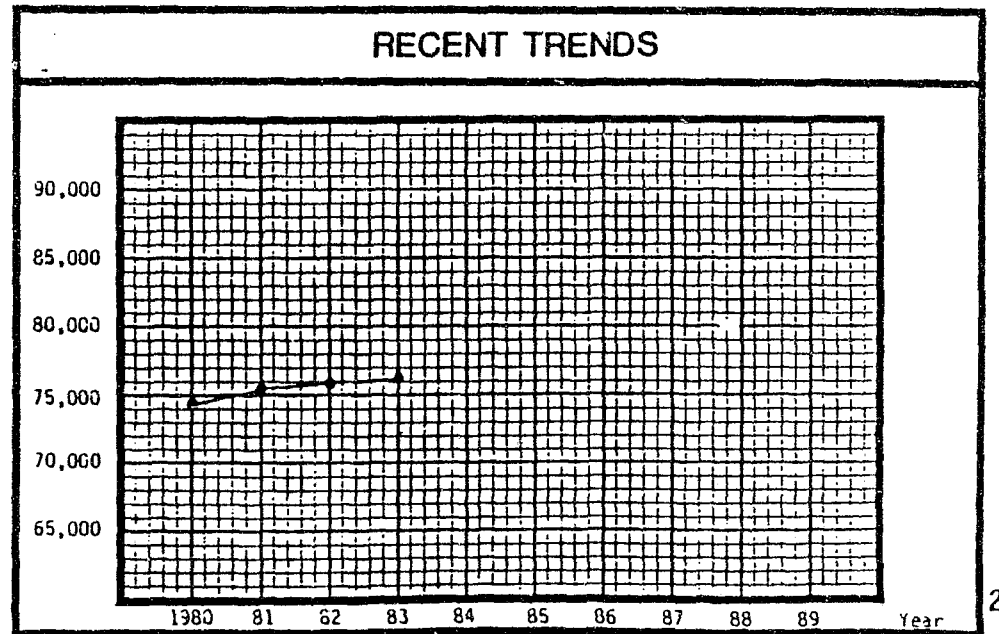
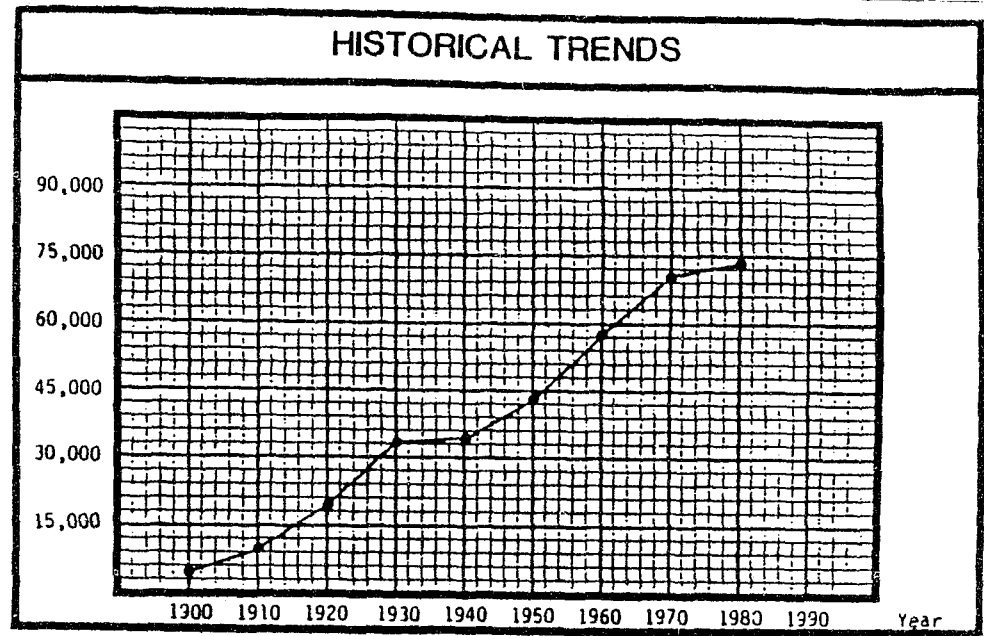
Using figures for ultimate build out (population and number of dwelling units) projects the 1983 revised "density reserve". The density reserve represents total dwelling units and population which could be accommodated without violating the City's theoretical holding capacity of 85,000 people in terms of water service capability, traffic and "quality of life". The density reserve figure is dynamic in that changing population patterns (e.g. population per household), increases or decreases in residential units in commercial zones and/or market conditions reflect on the density and type of development in the City. By carefully monitoring actual development density vs. existing projects, on a parcel by parcel basis, the density reserve figure can be projected fairly accurately.

Area Planning Council "Forecast '82"

The Santa Barbara County-Cities Area Planning Council Forecast '82 provides 20 year forecasts of population, employment, housing and land use for use in long range comprehensive planning. Based on the vacant land area and availability of water, the Forecast allocates population increases to each of the County's jurisdictions. According to the Study, the City of Santa Barbara's population would increase 2,700 from 1980 to 1985. The long range forecast projects a 5,900 increase in population to the year 2000. For the years 1980 through 1983, the City has estimated a population increase of 1,790.

CITY OF SANTA BARBARA

POPULATION



CRIME PROJECTIONS

Crime patterns and problems will undoubtedly change before the year 2005. Historically, crime rates have risen or fallen, sometimes at dramatic rates. Many factors affect these rates; economic conditions, birthrates, politics, and social values to name a few. Using the available data we were able to obtain a historical projection of crime in Santa Barbara. By using data from as far back as 1960, we projected the Part #1 crimes in five year increments. (Part #1 crimes are those crimes reported to the Federal Bureau of Investigation on a nation-wide scale and include; Murder, Rape, Robbery, Assault with a Deadly Weapon, Burglary, Grand Theft and Grand Theft Automobile.)

From the past history we project that, if the trend continues, there would occur 6,387 Part #1 crimes in Santa Barbara in the year 2005. Exhibit #1 projects the Part #1 crimes per 1,000 population and the Part #1 crimes per Officer through the year 2005. This projection reveals that even though we may maintain the same staffing level (1.7 Officers per 1,000 population) there will be a rise in the number of Part #1 crimes per Officer, or an increase in the Officer's workload.

The Santa Barbara Police Department believes in maximizing the available resources. We will continue to maximize prior to asking for an increase in the budget.

Long range crime prevention programs are actively being utilized and we pursue a policy of being pro-active in our approach to dealing with crime. However, in the future we may have to increase this Officer-to population rate to maintain service levels.*

Crime is a social problem and Santa Barbara will continue to be affected by the following factors:

- * Density and size of the community population and the metropolitan area of which it is part.
- * Composition of the population including commuters, seasonal, and other transient types.
- * Climate, including seasonal weather conditions
- * Educational, recreational, and religious characteristics
- * Effective strength of the Police force
- * Attitude of the public toward law and enforcement problems
- * Policies of the prosecuting officials of the court

Santa Barbara will continue to change as the forces that mold it exert their influences.

- * Uniform crime reports show that the rate of Officer to population nationwide is approximately 2.1 Officer per 1,000 population. In Santa Barbara the rate is 1.7 to 1,000.

CRIME STATISTICS

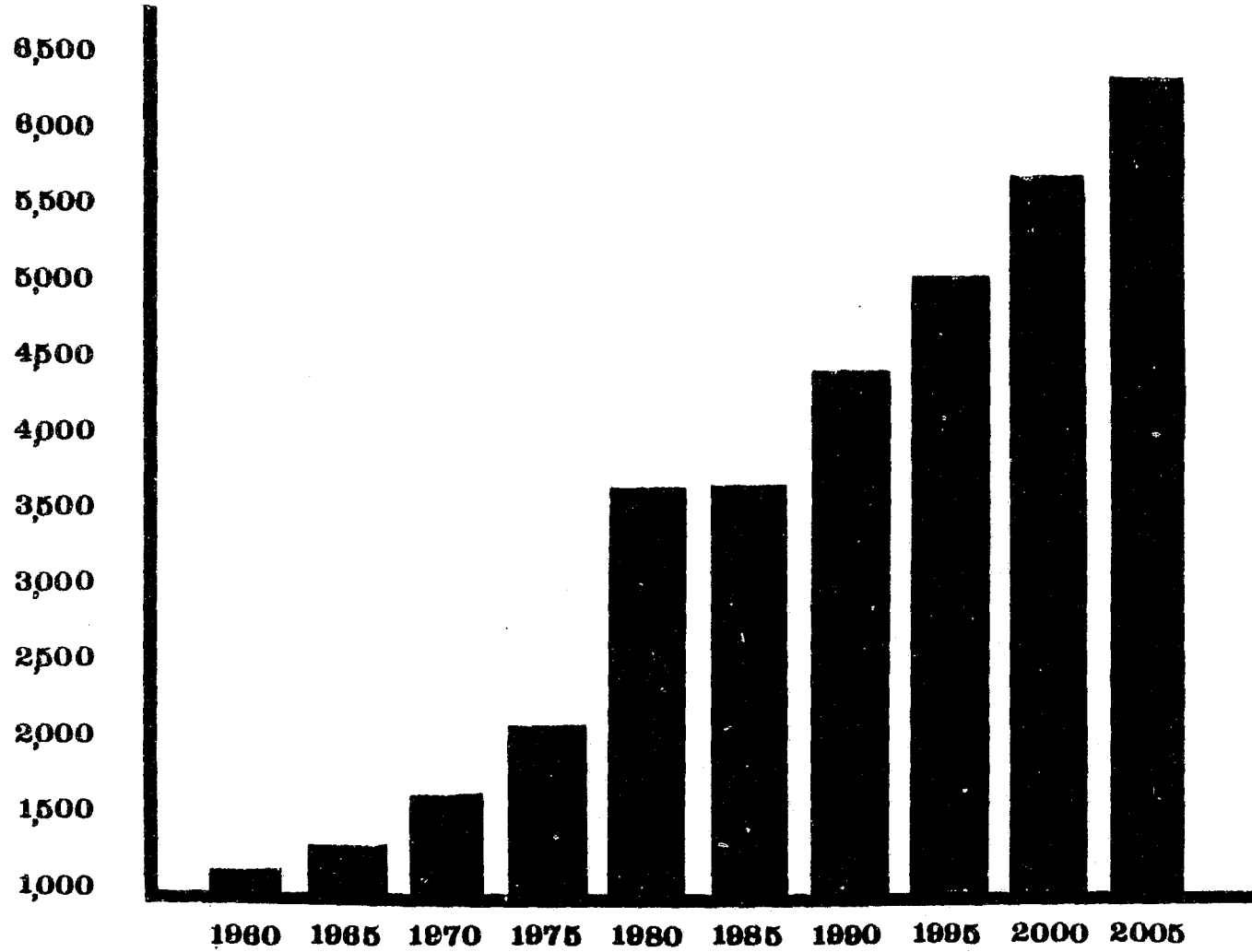
	# PART I CRIMES PER 1,000 POPULATION	# OFFICERS PER 1,000 POPULATION	# PART I CRIMES PER OFFICER
1960	19.3	1.4	14.0
1965	19.6	1.5	13.1
1970	23.8	1.71	14.0
1975	29.5	1.68	17.6
1980	50.5	1.67	30.3
1985	49.1	1.69	29.0
1990	55.9	1.75	32.0
1995	62.3	1.74	35.7
2000	68.3	1.74	39.2
2005	73.9	1.74	43.1

City of Santa Barbara

Impacts of Growth

Reported Crime
1960 - 2005

Part 1 Crimes



LEVEL OF POLICE SERVICE



POLICE

Each community determines the level and quality of service it provides. Police agencies provide services that others have never provided or have stopped providing. Economic concerns, community values and the nature of the community all have an effect on the level of service. In the City of Santa Barbara there is a high expectation of service. Santa Barbara is a city that believes in the quality of life, and the Police Department continues to provide many services that other agencies have eliminated.

As of October 31, 1983, there was an average of 2 fulltime law enforcement officer for every 1,000 inhabitants in the United States. Representing a population of 22 million, 11,820 city, county and state agencies reported employing 449,370 Officers. Including full-time civilian employees the total law enforcement employee force was 585,950 for a rate of 2.6 employees per 1,000 population.

Rates based solely on sworn law enforcement personnel showed the national average for all cities was 2.1 Officers per 1,000 inhabitants.

Civilians represented 20% of all law enforcement personnel in cities nationwide during 1983.

In Santa Barbara we currently have 132 sworn law enforcement personnel. A 1985 population of 76,674 represents a ratio of 1.7 Officers per 1,000 inhabitants.

We are authorized 69 non-sworn personnel. This ratio is .92 civilian employees per 1,000 inhabitants.

In Santa Barbara we have a sworn ratio less than the national average. We believe this has occurred because the Santa Barbara Police Department is ahead of the nation

as a whole in using non-sworn employees in place of sworn Officers.

We have used civilian employees in non-critical areas because of the higher cost of sworn personnel.

In the future we will want to continue to provide a high level of service. We may want to increase this service ratio. One reason for the change might be a result of an increase in the tourist population and encroachment of surrounding urban areas. A higher level of service may be desirable to provide an atmosphere of security to encourage tourism and business.

Police vehicles are a major equipment need and a concern for future facility planning. The following exhibit shows the changes in population projected through 2005. It also projects the personnel staffing and vehicle needs.

The information on nationwide statistics was taken from: Crime in the United States/Uniform Crime Reports, U.S. Department of Justice, Washington D.C., September 9, 1984.

Y OF SANTA BARBARA
 IMPACTS OF GROWTH
 1960-2005

	POPULATION (@ .6%/yr.-1980)	PART 1 CRIMES (1963)	SWORN PERSONNEL (1.7/100 pop.) (1.9/1000 pop.1990)	CIVILIAN PERSONNEL .9/1000 total pop (1.0/1000 pop. 1990)	VEHICLES .50 Ofc./Veh. An Cont./VCS
1960	58,768	1,134	81	16	--
1966	66,656	1,313	100	20	--
1970	70,215	1,678	120	29	--
1975	72,238	2,131	121	35	--
1980	74,414	3,760	124	59	--
1985	76,674	3,765	132	69	71
1990	79,008	4,420	150**	83*	82***
1995	81,408	5,075	163	85	89
2000	83,879	5,730	168	88	92
2005	85,000	6,385	170	89	93

** Transfer of Personnel

* Combined Communication Master Plan

*** Harbor Patrol - 1

Airport Patrol/Sup. = 1
 Airport Patrol/Ofc. = 7
 Harbor Patrol/Sup. = 1
 Harbor Patrol/Ofc. = 9

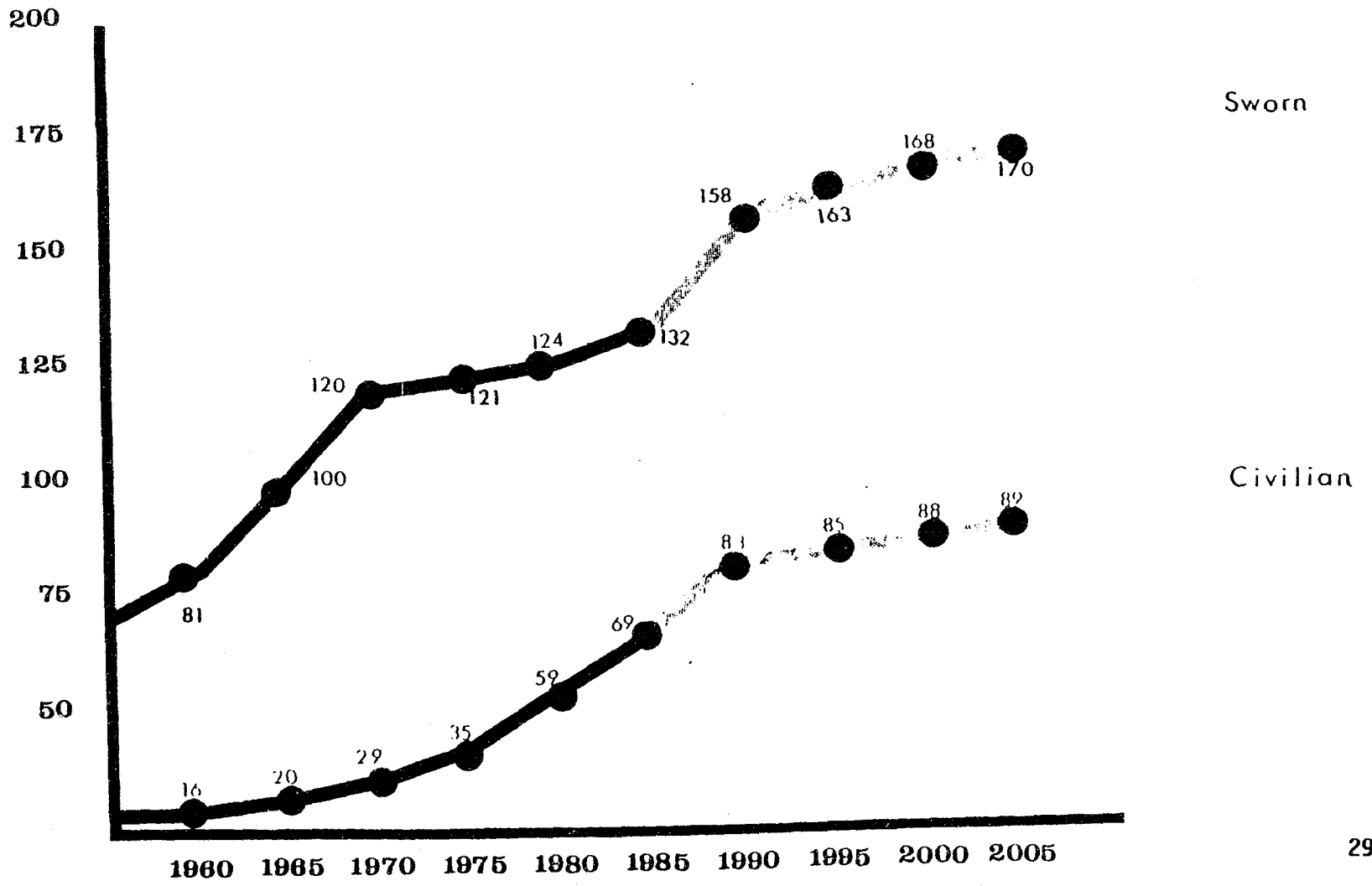
9 PSAI
 2 PSAII
 11

Airport - 2
 VCS 5
 8

City of Santa Barbara Impacts of Growth

1960-2005

Personnel



WHAT'S AHEAD FOR SANTA BARBARA

To this point in the needs assessment we have used traditional methods of projecting our future needs. We have used historical data such as population forecasts, staffing ratios, and crime analysis. All of this information is valuable and provides important input. Usually this is the extent of data to which forecasting personnel needs are based. However, in this needs assessment we go one step further, and add the element of futures research. Futures research involves identifying past and emerging issues, forecasting key trends, describing alternative futures, and designing strategic law enforcement policies.

On February 22, 1985 the entire police management staff met in a full-day workshop. The workshop was presented away from the police building and unwanted distraction. It was facilitated by Dr. Rebecca Wurzbarger experienced in the field of futures research. The workshop used the following futures analysis process:

Step 1: Analyze Past Emerging Issues

Step 2: Identify Current Emerging Issues

Step 3: Identify Future Emerging Issues

Step 4: Analyze Priority Emerging Issues

- Structure Issues
- Forecast key trends
- Identify events that could alter forecasts
- Analyze possible inter-relations among changes

- Describe alternative futures
- Design strategic law enforcement policies

The workshop involved brainstorming, leader lead discussion, and small group exercises. At the end of this workshop, and in follow-up meetings, we developed three alternative future scenarios for the future of Santa Barbara. We identified the scenarios as likely, most likely and least likely. The most likely scenario is the scenario that is described in some detail. It is upon this scenario that most of our strategic planning is based. This workshop was extremely important to the needs assessment process. It provided the necessary judgement, relevance and creativity that traditional straight line forecasting methods cannot do. It brought the police staff together to use their individual thoughts and ideas, to make a holistic picture of what law enforcement in Santa Barbara will be doing in the future.

A Note About Scenarios

Scenarios prepared for planning purposes are not crystal ball predictions of things to come; they are images of the way things could materialize. In essence, planning scenarios are collections of assumptions about the future based on expectations about the way certain key trends will behave in light of certain major developments.

Planning scenarios are constructed from analysis of past and present data, as well as speculation about future developments in five separate areas:

- * Social
 - including values, lifestyles and demographic characteristics
- * Technological
 - including scientific and technological developments influencing the way people live, work and interact with themselves and their environment.

- * Economic - including macro and micro level "getting, spending and trading" behavior
- * Environmental - including the environment, natural, and human resources
- * Political - including policy-making, regulatory and legislative behavior, as well as public opinion and response

A final note about scenarios: Since they are forecasts, they change. From year-to-year new influences arise and old ones decline. For this reason the assumptions underlying a given scenario must be continually monitored and updated at the outset of each planning cycle.

FUTURE SCENARIO

The City of Santa Barbara is unique. It is nestled between the mountains and the sea with a mild climate. The architecture reflects a Spanish heritage, with white adobe style buildings and red tile roofs. It is beautiful and it is a place that has always attracted the tourist. Tourism is a major revenue source and is encouraged by local business. The City government annually sponsors advertising campaigns aimed at attracting the tourist. In the 1985-86 proposed City budget "bed tax" is expected to exceed 2.6 million dollars. As a revenue source it is exceeded only by sales tax, utility users tax and property tax. A high percentage of the sales tax revenue can also be attributed to the tourist.

The City is restricted in its growth by geographic boundries of mountain and ocean. There are fresh water limits, and quality of life issues. As a result of these limitations property values are extremely high, restricting who and how many may live here.

Traffic in Santa Barbara increasingly becomes more congested as a result of old overused roadways and the sprawl of Los Angeles. The geographic setting of the City naturally restricts the passage of vehicles through our area to a relatively narrow corridor.

With these implications in mind this is the "most likely" future scenario for the City: Tourism will continue to increase through the guidance of a moderate growth profile. All growth must meet the community quality of life desires. Downtown business revitalization will keep shopping in Santa Barbara a reality. Many of the businesses will direct their efforts toward meeting the needs of the tourist, such as motels, hotels, restaurants, recreation, and souvenirs. Being a beach city much of Santa Barbara's recreation will be directed around the water or ocean activities. Traffic will continue to increase because of increased populations and difficulty in engineering suitable systems for the area.

The population will consist of many wealthy retired people, and the average age will follow the national aging trend. Commuting to less expensive areas will be a fact of life for many middle and lower income people who will be unable to afford the high rents and property costs. This will affect selection and retention problems for Santa Barbara employers. Service employees that live here will live in high density, low income areas probably supported or supplemented by government.

Policing in the city will be accomplished by service oriented Officers. Fear of crime will be kept to a minimum to encourage business, and quality of life demands. Services will be consolidated, regionalized and civilianized. The harbor and airport will be beats patrolled by sworn Police Officers. Training will be extensive and there will be specialization in many areas. Community awareness and responsiveness will be key issues for management to address. Information systems will assist in the handling of enormous amounts of data, and increasing mandated legal requirement.

A legal staff will advise Police personnel and represent the Department in legal actions. Many of the Police Officers who work here will not live here. The average Police Officer will commute to his/her job and leave the city again when his/her tour of duty is over.

The Police facility will reflect the changing needs of the community. On the outside it will reflect the style of architecture that Santa Barbara is famous for. There will be liberal amounts of green areas to provide the extra quality that Santa Barbarians demand. Parking will be provided for the public that needs to conduct their business and also the employee who must commute. A heliport will provide an emergency landing area for regionalized Police and emergency aircraft. Inside the building it will accommodate the new technology of information systems, and tie the city in with nationwide systems. Interview areas will be of adequate size and will help respect victims and suspects privacy and rights. Work areas will be grouped to encourage synergism and efficiency of effort. The Communications Center will be protected from damage from natural disaster or terrorist attack, but will have inside protected windows providing natural lighting and desirable working conditions.

The building will house Fire Administration so that managers and investigators have access to each other and to information systems that provide support to both public safety and service agencies.

In summary, the City of Santa Barbara will have changed from 1985. The Police Department and other services will have adapted to meet community needs. The Public Safety Building will meet those community needs both because of planning and because it was designed with the future in mind.

THE FUTURE: THREE ALTERNATE SCENARIOS FOR SANTA BARBARA

Likely Scenario # 1 Slow Change	Most Likely Scenario # 2 Moderate Growth	Least Likely Scenario # 3 Accelerated Growth
Little growth (no convention/shopping centers)	Moderate growth (a few quality convention centers/business/shopping districts revitalized)	Aggressive growth (many convention centers/big retail facilities in shopping areas)
Less \$ for services (no sales tax revenues)	Cost of services supported by tax base	Huge tourist population
Continued traffic problems (freeway creates new problems)	Traffic problems continue/many tourists	Desired tax base (sales tax/bed tax)
Trend towards population to be: Retired, student, tourist, or service employee.	Trend toward population to be: Wealthy, student, tourist, or service employee	Traffic problems (tourists/shopping)
Most City employees live away from City (staffing and retention difficult)	Many City employees live away from City (staffing and retention difficult)	No low income housing (pushed out for money making development)
Growing unrest in demand for equality in low income families (immigrants)	Airport and Harbor grow as tourism increases	Residents limited to the wealthy, tourists/and service employees
City residents are increasingly from wealthy background/very few middle class	City services reflect need to encourage tourism (consolidation of Police services)	City employees commute/no community ties
High density/low income housing	Public confidence and quality of life maintained	Harbor/Airport grow to support tourism/Police Services consolidated
<u>Summary:</u> Things remain about the same, slow steady growth, some loss of tax base as shopping and business move to outlying areas	Moderate increase in off shore oil production in Santa Barbara Channel/increases in oil workers/airport traffic/helicopters	Vice Crimes
	<u>Summary:</u> Moderate growth maintaining Santa Barbara quality of life, and progressive enough to maintain tax base to support services.	Oil production in Channel and on-shore processing facilities greatly increased. Many construction workers/support services and Airport traffic. Truck traffic on 101 Hwy. carrying hazardous materials from oil fields increased
		<u>Summary:</u> Aggressive growth, Santa Barbara becomes another large city with problems. Quality of life diminished.

SELECTED KEY IMPLICATIONS

These are some of the key implications for the Santa Barbara Police Department identified from major trends. They are in summary form and related to the City of Santa Barbara.

SOCIAL

Aging population may call for services directed to: The disabled, shut-ins, and crimes of bunco to elderly. Less juvenile services.

Growth of minority population call for: Cultural awareness, bi-lingual capability.

Change of family structures may call for: Fewer children - More leisure time - Singles activities.

Civil rights may include: Additional training/litigation/affirmative action planning.

Mobility of population: Disruption of "home town" commitments/staffing and retention/homeless populations.

Women in work force may include: Special benefits/child care/flex hours.

New values: Life styles/singles/entertainment/do-it-yourself attitude.

POLITICAL

Litigation may mean: More legal staff and costs

Police in-house legal advisor and staff

Community involvement at all levels

Larger Police advisory role

Importance of Police to identify and respond to community needs.

TECHNOLOGICAL

High tech accelerates change: involves constant training. Upgrade of equipment.

Communication/information system requires: Management planning/community relations/interaction with media and community groups/provides new opportunities for training/and efficient crime prevention.

Requires: Specialization/education/training/recruitment/and selection problems. Civilianization/privatization/contracting of services.

Agency delivery services and systems can be affected by both technology and work environment.

May free time for volunteer services by professionals as well as increasing effectiveness of systems.

May create new crimes (computer hacks) white collar crime/bunco.

ENVIRONMENTAL

Decrease in natural resources imposes growth restriction/energy awareness.

Maintaining the quality of life and the special flavor of Santa Barbara, maybe a trade off for revenue to support services.

Toxic spills may involve: Commitment to legal interventions/training/planning/contingency plans.

Oil production and spills involve legal involvement/contingency planning.

Population incroachment equals: Traffic problems/calls for service/"Big city problems"/Density/Co-ordination with other cities and jurisdictions.

ECONOMIC

Less dollars means: Finding alternative means of funding services.

Pay for service volunteers

New revenue sources

More efficiency

Contracting

Civilianization/regionalization/privatization

High property cost may involve City subsidized housing for critical occupations.

Cutback and prioritizing of services

MAJOR PLANNING ASSUMPTIONS

These are some of the major planning assumptions drawn from trends identified by the Santa Barbara Police Department Staff

SOCIAL

Older population
Growth of minority populations
Change in family structures
Concern for civil rights
Mobility of population
Transient populations increase
More women in work force
New values/life styles
"Question authority" disenchantment with institutional leadership

TECHNOLOGICAL

High tech advances accelerate change
Communication/information systems increase awareness of society
Continued growth in technology
Technological change will continue trend toward more professional and service workers
Information systems will continue to progress and effect the method of doing business

ENVIRONMENTAL

Decreases in natural resources - especially water
Santa Barbara has a special concern and awareness for environment
Santa Barbara quality of life ideals
Toxic chemicals and spills
Concerns over oil drilling in channel.
Dangers of oil spills
Population increases cause crowding i.e. Los Angeles
Vandenburg AFB Shuttle Program

ECONOMIC

Less dollars to finance City services
Transfer of responsibility from Federal Government to Local Government
High cost of property effects housing availability
Civil rights/affirmative action/litigation increase personnel costs
High energy costs

POLITICAL

More litigation
Special interest groups
More government regulation
Unstable world politics

WHAT FUNCTIONS WE WILL BE DOING IN SANTA BARBARA 2005

1. More Specialization

- Airport
- Harbor
- Aircraft
- Specialized Crime Investigations
 - a. Computer Crime
 - b. White Collar Crime
 - c. Task Force Approaches
 - d. High Technology Crime
- More Levels and Types of Compensation
- Legal Staff

2. Increased Training Functions to Deal With

- Social Issues
- Rapidly Changing Law
- Increased Civil Litigation
- Increased Technology
 - Computers
 - Word Processing
 - Communications
 - Surveillance
 - Techniques
 - Offensive and Defensive Equipment and Techniques

3. Enhanced Community Relations

- Crime Prevention
- Service vs. Enforcement Approaches
- Pro-Active
- High Exposure
- Dealing with Special Interest
- Actively Seek Public Input and Feedback

4. Greater Co-Ordination of Services

- Among City Services
 - a. Parks
 - b. Recreation
 - c. Public Works
 - d. Emergency Services
 - e. Fire
 - f. Administration
 - g. All Services
- Private Security
 - a. Increased Use of Private Security
 - b. Regulation and Information Sharing
- Legal Staff
 - a. City Attorney
 - b. District Attorney
 - c. Judges
 - d. Courts
 - e. Criminal Defense
 - f. Civil

5. Consolidated Services

- Airport
- Harbor
- Regionalization
- a. Law Enforcement Schools and Academies
- b. Training
- c. Recruiting
- d. Some Crime Fighting Activities

Law Enforcement Functions

7. Increase in Traffic Services

- Encroachment of L.A.
- Increased Tourism
- Growing California Population
- Geographic Constraints of Santa Barbara
- Fiesta City (parades, celebrations)
- High Cost of Streets and Roads

6. Increased use of Para-professional and Civilian Employees

- Specialization
- Cost Effectiveness
- Career Ladders
- Technology

8. Enlarged Recruiting Responsibilities

- Continuing High Cost of Living in Santa Barbara
- More Personnel in Response to Growth, Service Needs, Crime Projections, Trends
- More Specialized Needs
- Competition for Talent
- Retention Problems

SANTA BARBARA POLICE DEPARTMENT

1985

Population	76,674
Sworn Personnel	132
Civilian	69

1985

DEPARTMENT ORGANIZATION

<u>Chief's Staff</u>	<u>1985</u>
Chief of Police.....	1
Deputy Chief of Police.....	1
Business Manager.....	1
Police Sergeant.....	2
Police Officer.....	1
Senior Secretary.....	1
Police Records Manager.....	1
Police Records Supervisor.....	1
Police Data Communications Manager.....	1
Computer Programmer.....	1
Computer Operator.....	1
Data Entry Clerk.....	1
Senior Account Clerk.....	3
Senior Account Clerk.....	1
Legal Staff.....	0
Business Office Supervisor.....	1
Senior Police Records Clerk.....	3
Police Records Clerk.....	9
Receptionist/Switchboard Operator.....	1
TOTAL	<hr/> 31

* Indicates No Change

<u>Operations Division</u>	<u>1985</u>
Police Captain.....	1
Police Lieutenant.....	4
Police Sergeant.....	10
Police Officer.....	62
Senior Clerk.....	1
	<hr/>
TOTAL	78

<u>Combined Communications Center</u>	
Police Service Specialist II.....	1
Police Services Assistant II.....	4
Police Services Assistant I.....	12
	<hr/>
TOTAL	17

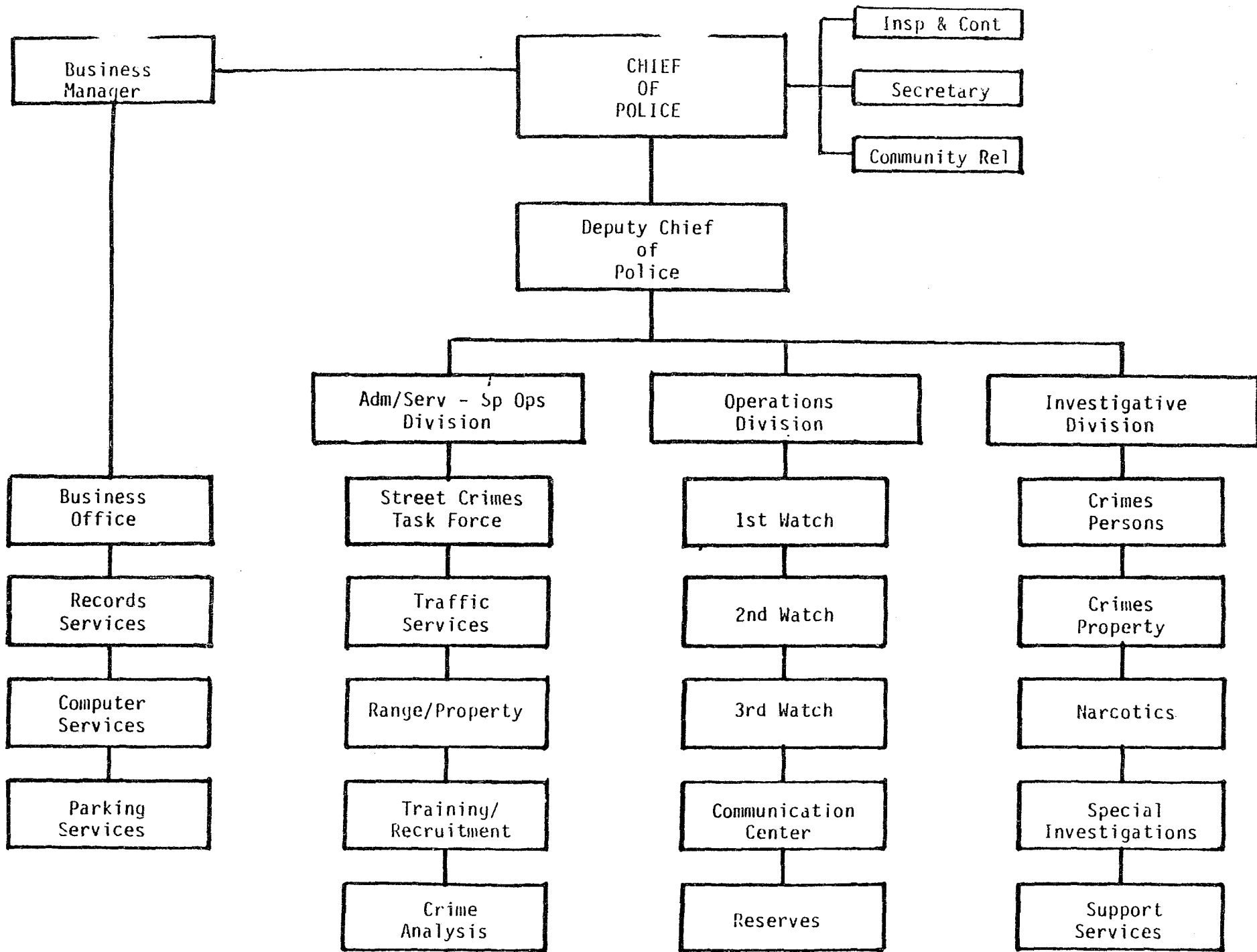
<u>Investigative Division</u>	
Police Captain.....	1
Police Lieutenant.....	1
Police Sergeant.....	4
Police Officer.....	20
Identification Technician.....	1
Secretary.....	1
Senior Clerk.....	2
	<hr/>
TOTAL	30

* Indicates No Change

<u>Administrative Services</u>	<u>1985</u>
Police Captain.....	1
Police Lieutenant.....	2
Police Sergeant.....	4
Police Officer.....	17
Police Services Specialist II.....	2
Police Services Specialist I.....	1
Vehicle Control Specialist.....	6
Senior Clerk.....	2
Vehicle Control Specialist (funded by TMP).....	5
Police Aide.....	1
 TOTAL	<hr/> 41

<u>Animal Control</u>	
Humane Officer.....	1
Animal Control Officer.....	3
 TOTAL	<hr/> 4

* Indicates No Change



SANTA BARBARA POLICE DEPARTMENT

JANUARY 1985

SANTA BARBARA POLICE DEPARTMENT

1990

Population	79,008
Sworn Personnel	150
Civilian	83

SANTA BARBARA POLICE DEPARTMENT

1990

Changes: The greatest change in the next twenty years is projected to take place by 1990. These changes are a result of population growth, increased tourism, and legislative changes made by the State.

Population: Projected to increase to 79,008 by 1990, an increase of 2334 from 1985.

Tourism: The Red Lion Inn and other projects along with the Downtown Revitalization Plan will increase tourism and retail sales.

Legislative Changes: Training requirements for Airport and Harbor Patrol Officers are changing. Revised regulations may require that Harbor and Airport Officers be selected under the same stringent criteria as regular Peace Officers. This may include psychological suitability testing and extensive background investigations. Training may be mandated and increased to 520 hours for the basic course. Their status may change from "limited function" Officers to "regular" Officers. These new selection and training requirements may bring demands for parity in salary and benefits with Police Department personnel. To avoid having three Police Departments operating in the City consolidation of services will take place. Airport and Harbor policing will be transferred to the Police Department along with the involved personnel.

Communications: By 1990 the staffing of the Combined Communications Center will be complete according to the C.C.C. Master Plan.

1990

DEPARTMENT ORGANIZATION

<u>Chief's Staff</u>	<u>1985</u>	<u>1990</u>
Chief of Police.....	1.....	*.....
Deputy Chief of Police.....	1.....	*.....
Business Manager.....	1.....	*.....
Police Sergeant.....	2.....	*.....
Police Officer.....	1.....	*.....
Senior Secretary.....	1.....	*.....
Police Records Manager.....	1.....	*.....
Police Records Supervisor.....	1.....	*.....
Police Data Communications Manager.....	1.....	*.....
Computer Programmer.....	1.....	*.....
Computer Operator.....	1.....	*.....
Data Entry Clerk.....	1.....	*.....
Senior Account Clerk.....	3.....	4.....
Senior Account Clerk.....	1.....	*.....
Legal Staff.....	0.....	0.....
Business Office Supervisor.....	1.....	*.....
Senior Police Records Clerk.....	3.....	4.....
Police Records Clerk.....	9.....	*.....
Receptionist/Switchboard Operator.....	1.....	*.....
TOTAL	31	33

* Indicates No Change

<u>Operations Division</u>	<u>1985</u>	<u>1990</u>
Police Captain.....	1.....	*.....
Police Lieutenant.....	4.....	*.....
Police Sergeant.....	10.....	13.....
Police Officer.....	62.....	82.....
Senior Clerk.....	1.....	2.....
TOTAL	78	102

<u>Combined Communications Center</u>		
Police Service Specialist II.....	1.....	*.....
Police Services Assistant II.....	4.....	6.....
Police Services Assistant I.....	12.....	21.....
TOTAL	17	

<u>Investigative Division</u>		
Police Captain.....	1.....	*.....
Police Lieutenant.....	1.....	*.....
Police Sergeant.....	4.....	*.....
Police Officer.....	20.....	21.....
Identification Technician.....	1.....	*.....
Secretary.....	1.....	*.....
Senior Clerk.....	2.....	*.....
TOTAL	30	31

* Indicates No Change

<u>Administrative Services</u>	<u>1985</u>	<u>1990</u>
Police Captain.....	1.....*	
Police Lieutenant.....	2.....*	
Police Sergeant.....	4.....*	
Police Officer.....	17.....	19
Police Services Specialist II.....	2.....*	
Police Services Specialist I.....	1.....*	
Vehicle Control Specialist.....	6.....*	
Senior Clerk.....	2.....*	
Vehicle Control Specialist (funded by TMP).....	5.....*	
Police Aide.....	1.....*	
	<hr/>	<hr/>
TOTAL	41	43

Animal Control

Humane Officer.....	1.....*	
Animal Control Officer.....	3.....*	
	<hr/>	<hr/>
TOTAL	4	4

* Indicates No Change

SANTA BARBARA POLICE DEPARTMENT

1995

Population	81,408
Sworn Personnel	163
Civilian	85

SANTA BARBARA POLICE DEPARTMENT

1995

Changes: Five sworn and two civilian personnel will meet the increased demand for services made by population growth.

Calls for service and traffic are areas that would receive additional support.

Additions to training and recruitment staff would deal with technology, rapidly changing law, and personnel recruitment, selection, and retention.

A legal staff advisor to the Chief would advise on legal issues, assist in training, and represent the Department in court actions.

1995

DEPARTMENT ORGANIZATION

<u>Chief's Staff</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>
Chief of Police.....	1.....	*.....	*.....
Deputy Chief of Police.....	1.....	*.....	*.....
Business Manager.....	1.....	*.....	*.....
Police Sergeant.....	2.....	*.....	*.....
Police Officer.....	1.....	*.....	*.....
Senior Secretary.....	1.....	*.....	*.....
Police Records Manager.....	1.....	*.....	*.....
Police Records Supervisor.....	1.....	*.....	*.....
Police Data Communications Manager.....	1.....	*.....	*.....
Computer Programmer.....	1.....	*.....	*.....
Computer Operator.....	1.....	*.....	*.....
Data Entry Clerk.....	1.....	*.....	*.....
Senior Account Clerk.....	3.....	4.....	*.....
Senior Account Clerk.....	1.....	*.....	2.....
Legal Staff.....	0.....	0.....	1.....
Business Office Supervisor.....	1.....	*.....	*.....
Senior Police Records Clerk.....	3.....	4.....	*.....
Police Records Clerk.....	9.....	*.....	*.....
Receptionist/Switchboard Operator.....	1.....	*.....	*.....
TOTAL	31	33	35

* Indicates No Change

<u>Operations Division</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>
Police Captain.....	1.....	*.....	*.....
Police Lieutenant.....	4.....	*.....	*.....
Police Sergeant.....	10.....	13.....	*.....
Police Officer.....	62.....	82.....	85.....
Senior Clerk.....	1.....	2.....	*.....
	<hr/>	<hr/>	<hr/>
TOTAL	78	102	105
<u>Combined Communications Center</u>			
Police Service Specialist II.....	1.....	*.....	*.....
Police Services Assistant II.....	4.....	6.....	*.....
Police Services Assistant I.....	12.....	21.....	*.....
	<hr/>	<hr/>	<hr/>
TOTAL	17	28	28
<u>Investigative Division</u>			
Police Captain.....	1.....	*.....	*.....
Police Lieutenant.....	1.....	*.....	*.....
Police Sergeant.....	4.....	*.....	*.....
Police Officer.....	20.....	21.....	22.....
Identification Technician.....	1.....	*.....	*.....
Secretary.....	1.....	*.....	*.....
Senior Clerk.....	2.....	*.....	3.....
	<hr/>	<hr/>	<hr/>
TOTAL	30	31	33

* Indicates No Change

<u>Administrative Services</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>
Police Captain.....	1.....	*.....	*.....
Police Lieutenant.....	2.....	*.....	*.....
Police Sergeant.....	4.....	*.....	*.....
Police Officer.....	17.....	19.....	20.....
Police Services Specialist II.....	2.....	*.....	*.....
Police Services Specialist I.....	1.....	*.....	*.....
Vehicle Control Specialist.....	6.....	*.....	*.....
Senior Clerk.....	2.....	*.....	*.....
Vehicle Control Specialist (funded by TMP).....	5.....	*.....	*.....
Police Aide.....	1.....	*.....	*.....
TOTAL	41	43	44

<u>Animal Control</u>			
Humane Officer.....	1.....	*.....	*.....
Animal Control Officer.....	3.....	*.....	*.....
TOTAL	4	4	4

* Indicates No Change

SANTA BARBARA POLICE DEPARTMENT

2000

Population	83,879
Sworn Personnel	168
Civilian	88

SANTA BARBARA POLICE DEPARTMENT

2000

Changes: Five sworn and three civilian personnel will meet the increased demand for services made by a slowly growing population.

Community relations and crime prevention would receive additional assistance to effectively deal with proactive techniques and devices constantly changing in the community.

Investigators would specialize in computer and white collar crime to catch hi-tech criminals.

2000

DEPARTMENT ORGANIZATION

<u>Chief's Staff</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>
Chief of Police.....	1.....	*.....	*.....	*.....
Deputy Chief of Police.....	1.....	*.....	*.....	*.....
Business Manager.....	1.....	*.....	*.....	*.....
Police Sergeant.....	2.....	*.....	*.....	*.....
Police Officer.....	1.....	*.....	*.....	2.....
Senior Secretary.....	1.....	*.....	*.....	*.....
Police Records Manager.....	1.....	*.....	*.....	*.....
Police Records Supervisor.....	1.....	*.....	*.....	*.....
Police Data Communications Manager.....	1.....	*.....	*.....	*.....
Computer Programmer.....	1.....	*.....	*.....	2.....
Computer Operator.....	1.....	*.....	*.....	*.....
Data Entry Clerk.....	1.....	*.....	*.....	*.....
Senior Account Clerk.....	3.....	4.....	*.....	*.....
Senior Account Clerk.....	1.....	*.....	2.....	*.....
Legal Staff.....	0.....	0.....	1.....	2.....
Business Office Supervisor.....	1.....	*.....	*.....	*.....
Senior Police Records Clerk.....	3.....	4.....	*.....	*.....
Police Records Clerk.....	9.....	*.....	*.....	*.....
Receptionist/Switchboard Operator.....	1.....	*.....	*.....	*.....
TOTAL	31	33	35	38

* Indicates No Change

<u>Operations Division</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>
Police Captain.....	1	*	*	*
Police Lieutenant.....	4	*	*	*
Police Sergeant.....	10	13	*	*
Police Officer.....	62	82	85	87
Senior Clerk.....	1	2	*	*
TOTAL	78	102	105	108
<u>Combined Communications Center</u>				
Police Service Specialist II.....	1	*	*	*
Police Services Assistant II.....	4	6	*	*
Police Services Assistant I.....	12	21	*	22
TOTAL	17	28	28	20
<u>Investigative Division</u>				
Police Captain.....	1	*	*	*
Police Lieutenant.....	1	*	*	*
Police Sergeant.....	4	*	*	*
Police Officer.....	20	21	22	23
Identification Technician.....	1	*	*	*
Secretary.....	1	*	*	*
Senior Clerk.....	2	*	3	*
TOTAL	30	31	33	34

* Indicates No Change

<u>Administrative Services</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>
Police Captain.....	1	*	*	*
Police Lieutenant.....	2	*	*	*
Police Sergeant.....	4	*	*	5
Police Officer.....	17	19	20	*
Police Services Specialist II.....	2	*	*	*
Police Services Specialist I.....	1	*	*	*
Vehicle Control Specialist.....	6	*	*	*
Senior Clerk.....	2	*	*	*
Vehicle Control Specialist (funded by TMP).....	5	*	*	*
Police Aide.....	1	*	*	*
 TOTAL	<hr/> 41	<hr/> 43	<hr/> 44	<hr/> 45

Animal Control

Humane Officer.....	1	*	*	*
Animal Control Officer.....	3	*	*	*
 TOTAL	<hr/> 4	<hr/> 4	<hr/> 4	<hr/> 4

* Indicates No Change

SANTA BARBARA POLICE DEPARTMENT

2005

Population	85,000
Sworn Personnel	170
Civilian	89

SANTA BARBARA POLICE DEPARTMENT

2005

Changes: Two sworn and one civilian personnel will meet the increased demand for services. The City is projected to reach City build out limits and maximum population by this time. Personnel staffing levels should become fixed with increases only for exceptional reasons.

2005

DEPARTMENT ORGANIZATION

<u>Chief's Staff</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>
Chief of Police.....	1	*	*	*	*
Deputy Chief of Police.....	1	*	*	*	*
Business Manager.....	1	*	*	*	*
Police Sergeant.....	2	*	*	*	*
Police Officer.....	1	*	*	2	*
Senior Secretary.....	1	*	*	*	*
Police Records Manager.....	1	*	*	*	*
Police Records Supervisor.....	1	*	*	*	*
Police Data Communications Manager.....	1	*	*	*	*
Computer Programmer.....	1	*	*	2	*
Computer Operator.....	1	*	*	*	*
Data Entry Clerk.....	1	*	*	*	*
Senior Account Clerk.....	3	4	*	*	*
Senior Account Clerk.....	1	*	2	*	*
Legal Staff.....	0	0	1	2	*
Business Office Supervisor.....	1	*	*	*	*
Senior Police Records Clerk.....	3	4	*	*	*
Police Records Clerk.....	9	*	*	*	*
Receptionist/Switchboard Operator.....	1	*	*	*	*
TOTAL	31	33	35	38	38

* Indicates No Change

<u>Operations Division</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>
Police Captain.....	1.....	*.....	*.....	*.....	*.....
Police Lieutenant.....	4.....	*.....	*.....	*.....	*.....
Police Sergeant.....	10.....	13.....	*.....	*.....	*.....
Police Officer.....	62.....	82.....	85.....	87.....	88.....
Senior Clerk.....	1.....	2.....	*.....	*.....	*.....
TOTAL	78	102	105	107	108
<u>Combined Communications Center</u>					
Police Service Specialist II.....	1.....	*.....	*.....	*.....	*.....
Police Services Assistant II.....	4.....	6.....	*.....	*.....	*.....
Police Services Assistant I.....	12.....	21.....	*.....	22.....	*.....
TOTAL	17	28	28	29	29
<u>Investigative Division</u>					
Police Captain.....	1.....	*.....	*.....	*.....	*.....
Police Lieutenant.....	1.....	*.....	*.....	*.....	*.....
Police Sergeant.....	4.....	*.....	*.....	*.....	*.....
Police Officer.....	20.....	21.....	22.....	23.....	*.....
Identification Technician.....	1.....	*.....	*.....	*.....	*.....
Secretary.....	1.....	*.....	*.....	*.....	*.....
Senior Clerk.....	2.....	*.....	3.....	*.....	*.....
TOTAL	30	31	33	34	34

* Indicates No Change

<u>Administrative Services</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>
Police Captain.....	1	*	*	*	*
Police Lieutenant.....	2	*	*	*	*
Police Sergeant.....	4	*	*	5	*
Police Officer.....	17	19	20	*	21
Police Services Specialist II.....	2	*	*	*	*
Police Services Specialist I.....	1	*	*	*	*
Vehicle Control Specialist.....	6	*	*	*	*
Senior Clerk.....	2	*	*	*	*
Vehicle Control Specialist (funded by TMP).....	5	*	*	*	*
Police Aide.....	1	*	*	*	*
 TOTAL	 41	 43	 44	 45	 46

Animal Control

Humane Officer.....	1	*	*	*	*
Animal Control Officer.....	3	*	*	*	4
 TOTAL	 4	 4	 4	 4	 5

* Indicates No Change

POLICE FACILITY CONSIDERATIONS

A police building has many special considerations not found in buildings used for other purposes. Through a series of group workshops, questionnaires, and interviews, many special needs have been identified. This input is especially valuable as it has been provided by the working employee.

It gives us insight into some of the needs of these line employees. We have also considered the implications identified by futures research. We hope that these concepts will suggest innovations in architectural design.

GENERAL BUILDING SCHEME

Future trends indicate that crime and societal problems will continue. Community involvement will be a significant factor. The Police Department will be a focal point for many City services and community activity. The feeling created by the Police facility should make it an attractive, accessible, and conducive place to do business with the public.

FUNCTIONAL RELATIONSHIPS

Wherever possible, Officers and work areas should be grouped together when the units are performing similar tasks. This should be done to encourage the synergistic effect of group dynamics and avoid duplication of equipment and resources. Interrelated and supportive processes should be intergrated and organized along divisional lines.

SECURITY

Security will be as important in the future as it is now. Acts of terrorism have increased over the years and are projected to continue to occur. Security measures will be necessary both outside and inside the building. Different levels of security are required in different areas of the building.

Programable locking systems can provide flexible and unobtrusive security. Video monitoring and proper lighting can help to make parking lots safe, to monitor holding areas, and record important criminal interviews.

PARKING LOTS

Parking for Police vehicles and employees must be secure. Access to the area must be controlled and there must be at least two means of entry and exit. These should access two streets. The parking area must be well lighted, fenced, accessible, and monitored. This must be done for protection of the Police equipment and safety of the employees who must come and go during the hours of darkness. A citizens parking area should be provided near the front door. It should also be lighted and monitored for the safety of the citizen.

LOBBY

As we move into the future, more business will be conducted at the Police facility. The lobby must be spacious and functional. Public restrooms, drinking fountains, and public telephones should be provided. There should be a waiting area and a counter where reports can be filled out. The lobby is an excellent area to present Police and Fire programs and projects. Display cases and racks for pamphlets should be located here. A television camera might show video tapes of Police, Fire or City programs to waiting citizens. A large meeting room off of the lobby could provide a location for neighborhood watch meetings, Police and Fire Commission meetings, and a City-wide meeting room.

COMBINED COMMUNICATIONS CENTER

The Communications Center is the center of the public safety organization. It must operate 24 hours a day seven days a week. It must be protected so that it will be able to continue operations even during disasters. Emergency power must be provided, and it should be designed to operate on an expanded scale during times

of crisis. The Communications Center should be located close to the Watch Commander, and the Emergency Operating Center. The Center should be spacious, and have windows with natural lighting. A small kitchenette and restrooms should be built into the Center so that personnel can take breaks without leaving their work station. Security should be tight with limited access.

HAZARDOUS MATERIALS

The Police Department must store some hazardous materials. Tear gas, smoke bombs, and ammunition are a few. A small secure bunker should be built on the roof or in the parking lot to store these materials. In the event of a spill or explosion the building and personnel will not be effected.

LOCKER SPACE

Many employees live away from Santa Barbara. Some commute as far as 150 miles each work day. Because these employees cannot go home for a piece of equipment or a change of uniform these things must be stored in their lockers. We require that each Officer maintain several types of uniforms, guns, batons, bullet proof vests, helmets, and other equipment at the station. A large locker is needed by each employee to safely secure all of this equipment.

SHOWERS/RESTROOMS

The work that Police Officers are required to perform often requires that they become exposed to dirty and/or dangerous elements. They crawl through attics, arrest actively diseased persons, climb through Poison Oak, and become soiled with dangerous chemicals. Many of these Officers and employees are commuters whose home is miles away. A large shower/restroom area is needed to provide a place where they can clean themselves prior to going home, to court, or back to work.

TRAINING/EXERCISE ROOM

Training is a critical area of law enforcement. Liability can occur for failure to properly train personnel. A large exercise/training area is needed to properly train personnel. It should include an area large enough to have mats on the floor and train 20-25 persons at a time. This training will include proper use of force techniques, restraint, self defense, and conditioning. There should be exercise equipment and storage for training equipment. Use of the facility would be encouraged for employees to maintain physical conditioning and well being.

LODGING FACILITIES

As a result of the commuting problem a sleeping area is needed. Officers often must attend court after working a ten hour shift. Court may require an additional four to six hours or standby for the entire day. Several hours of commuting time, on top of this time, would be fatiguing and dangerous. A comfortable area where employees could relax or sleep is necessary. It would also enhance contingency planning for unusual incidents or disaster response.

HOLDING CELLS

Holding cells that can facilitate male and female, adult and juvenile, are needed. The holding areas should be accessible to the outside and to the line working units. They should provide for the necessities of life in a suitable manner. They should be able to be easily cleaned, out of public view, and easily supervised.

INTERVIEW ROOMS

These rooms must meet strict lighting and sound needs. They should create a non-threatening atmosphere to facilitate interviews with victims, witnesses, and suspects. They should have capability for both audio and visual recording. Restrooms should be easily accessible.

EXAMINATION ROOM

Special lighting and sound conditions are necessary for an examination room. Examinations for evidence of drug and alcohol are conducted and recorded.

EVIDENCE AND PROPERTY ROOM

Security within a security area is paramount. A large storage area, accessible to the outside and a loading dock. It also must be accessible to the public for the release of property. Rodent proof areas for the storage of narcotics. An area for preparing evidence, adjacent to report writing room.

SHOOTING RANGE

Firearms qualifications and training is important for civil liability. There is no area nearby where an outdoor range is feasible. An indoor range is called for, meeting all safety requirements.

HELIPORT

In the future, the metropolitan areas surrounding the City will continue to grow. There may be some form of a regionalized air patrol. The City of Santa Barbara will wish to have the capability of landing a helicopter. The Police Department as the center of emergency operations is the best location for it.

VEHICLE EVIDENCE STORAGE

On many occasions the Police Department seizes vehicles to be processed for evidence. In many cases the vehicle cannot be searched or processed until a search warrant can be obtained. An area is needed where several vehicles may be stored, secure, free from weather conditions, and where a chain of custody can be maintained.

CANINE HOLDING FACILITY

An area where the Police dogs are kept while the handlers are in court or other business where the animal cannot be taken. The area should be protected from the weather, and allow for storage of food and equipment.

CENTRAL SUPPLY

A central supply area where supplies are kept and issued. It should be adjacent to the Officer's briefing room and the Range/Armory.

BRIEFING ROOM

The daily briefing room should be large enough for forty persons. It should have many of the attributes of a good classroom. It should not be disturbed by noise, have audio/visual capability, chalk boards, and good accoustics.

CONFERENCE TRAINING ROOM

The Police Department has need for briefing as many as 100 persons at a time for some events. The room can also be used for training, seminars and some large meetings such as Police/Fire Commission Meetings. Regional training is more cost-effective than each individual department doing their own training. This large area is needed for training and some large briefings.

SPECIAL WEAPONS STORAGE

A storage area for the SWAT Team/Hostage Negotiation Bomb Technician, for their special equipment needs. The equipment must be maintained in a "ready" condition. It must be dry and secure.

COMPUTER/INFORMATION SYSTEMS

There should be a large area for computers and information processing systems. The area must allow for expansion and be built with the special needs of these systems in mind. There are special security needs, as well as electrical, flooring, and environmental conditions.

TRAINING AREA

Training is an important aspect of modern policing. An area that will assist in the production of valid and sound training programs is needed. A video studio and editing area, a library and study center, and office space are all needed.

PHOTO LAB AND CRIME LAB

An area for processing film and conducting minor testing of evidence is needed. It should be capable of expansion if needed.

POLYGRAPH ROOM

This instrument is used in criminal investigation and pre-employment background testing. Special sound lighting, and environmental conditions are necessary.

WATCH COMMANDER

The Watch Commander is the functional director of public safety services. The position operates 24 hours a day and is the first line of response to emergency situations. The Watch Commander's office should be capable of monitoring all emergency systems and personnel on duty. A glass walled work area should place him in the heart of vital operations. He is the commander and should be able to coordinate all Police activities from his work station. There should be an attached office where the Watch Commander can work quietly, or hold meetings with employees or the public.

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