

# **PACIFICA POLICE DEPARTMENT ANNUAL REPORT**

**1977**

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ACQUISITIONS



**CITY OF PACIFICA  
1957 - 1977**

**MEL NELSON  
CHIEF OF POLICE**

46287



1977

ANNUAL REPORT

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The cover, designed by Sergeant Richard Hillman, depicts the report theme, "1977 TWENTY YEAR ANNIVERSARY". The uniform shoulder patch is the symbol of the City of Pacifica's Police Department. The patch was designed by Officer Richard Jacobsen in 1962.

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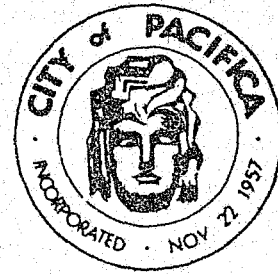
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CITY HALL • 170 SANTA MARIA AVENUE • PACIFICA, CALIFORNIA 94044



355-4151

*Scenic Pacifica*

CITY MANAGER  
Donald G. Weidner

March 13, 1978

**MAYOR**

Sidney Lorvan

**MAYOR PRO TEM**

Mark Savage

**COUNCIL**

Stanley M. Farber

Janice Fulford

Nick Gust

Donald G. Weidner  
City Manager

Dear Mr. Weidner:

We are presenting you our 1977 Annual Report. Copies will be made available to the City Council, Community organizations, and citizens.

The content is the result of employee and intern research. Our theme this year is the City's 20th Anniversary and includes background on the City by Historian Dima Savage.

Our per capita policing costs and Part I crimes is still way below National and Western States averages while our Part I crime closure rate is 3% higher in comparison. However, our Part I crimes are up 2.8% and Part II, 11.6%, while our closure rate decreased by 4%. The reported crime increases should be impacted by the City Council funding a six officer Crime Prevention Unit to reduce burglary 5%, vandalism 8% and larceny 2%. Hopefully, with a projected 14% decrease in personnel turnover, our Part I closure rate should increase to 26%.

Our objectives were generally attained or surpassed with exception of those mentioned above. The majority of our crime problems are still youth related - mainly because of our city having more youth per capita than any other city in the county. As grammar schools are impacted by lessening enrollment, so should the crime rate within the next three to five years. However, this may be offset by metro-flush as we experience an influx from metropolitan areas as they become more effective in policing.

We hope to have an increase in effectiveness next year and will work towards that end by closer attainment of our objectives.

Respectfully submitted,

Mel Nelson, Chief of Police

MRN:nof

## RUM RUNNERS VS. PROHIBES:

### THE COASTSIDE DURING THE WILD 20'S

BY: City Historian Dima Savage

Before the incorporation of Pacifica in 1957, and the later establishment of a municipal police department in 1959, this area of the coastside of San Mateo County was the scene of battles between law enforcement agencies, "Prohibes" as Prohibition Agents were called and, San Mateo County Sheriff's Department and a criminal element.

"COUNTY COAST TO BE PATROLLED BY RIFLEMEN" - "AUTO MOUNTED WITH ONE-POUND CANNONS TO PATROL COAST SEEKING RUM BOATS"

These headlines illustrate graphically just how big the business of rum running was in Pacifica during those first lawless days of Prohibition. Although the Eighteenth Amendment made the sale of liquor illegal in the United States in 1919, a scant year later a "tide of alcohol rolled over the countryside". The speakeasy, the bootlegger, and the rum-runner became common place in Pacifica and therefore the target of Prohibition agents and the Sheriff's deputies of the County as the beach towns of Salada Beach (Sharp Park) and Rockaway, Mori's and Pedro Point, as well as many of the coves and hidden beaches of the area became staging areas for the transfer of contraband liquor. The liquor flooded in from Canada and Mexico by ship, landed on the beaches of Pacifica by small boat or barge and was transferred to waiting trucks for transfer to either local warehouses or directly up and down the Peninsula, mainly to San Francisco.

In early 1923 Federal agents made what was to be, one of many raids in Pacifica. The Castle (known then by the name of Chateau La Fayette), Rockaway Beach Hotel, the Hermitage in Pedro Valley, as well as the Sanchez Adobe, the Brighton Beach Inn and the infamous Mori's Roadhouse were objects of raids throughout the early years of Prohibition. In this raid in 1923 an exceptionally large cache of liquor was discovered at Jack Mori's. This headline appeared, "GREAT LIQUOR STOCK SEIZED BY UNITED STATES AGENTS", when 24,000 cases of Scotch landed at Salada Beach valued at nearly two million dollars. A year later, again at Jack Mori's Roadhouse, \$50,000 worth of whiskey and wine were confiscated.

This lucrative trade attracted not only the attention of law enforcement agents, however, often rival gangs also waited on the shore. The rivalry resulted in hijacking of transport trucks and often wild shoot-outs between rival gangs on the beaches and roads of Pacifica. Grace Danmann, widow of the owner/operator of Danmann's Hayloft on Pedro Point remembered those days: "There'd be one fellow down at the beach with a gun all the time. He was the lookout against hijackers who would hold up the trucks and steal all the liquor from the rum-runners".

Pacifica's involvement in the illicit liquor trade was in no way unique. The lack of respect and obedience toward the new law was nationwide. The Prohibition era has puzzled historians. The Eighteenth Amendment passed into law with no real opposition and an almost total lack of debate - a year later it was the "law to defy" and a great many who had been law abiding citizens entered into the illicit traffic of liquor blithely. Mrs. Danmann says: "The fellows from around here would go out there in skiffs and bring the liquor in. They used to pay the boys fifteen or twenty dollars a night, and that was considered very good money in those days". Perhaps the "good money" was a factor in the wholesale disregard of the law. Some have suggested that laws which attempt to control what is regarded as "personal moral choice" created the climate of lawlessness. The extremely low salaries of the Prohibition agents compared to the astronomical profits possible to the contraband dealers helped also to create this situation. Only after the repeal of Prohibition in 1934 did the coastside return to it's quiet, and law enforcement could again cope with its necessary duties, and Bill Regan as Deputy Sheriff of San Mateo County, became once again "the only law west of Skyline".



POLICE OFFICERS CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, MY FUNDAMENTAL DUTY IS TO SERVE MANKIND; TO SAFEGUARD LIVES AND PROPERTY; TO PROTECT THE INNOCENT AGAINST DECEPTION, THE WEAK AGAINST OPPRESSION OR INTIMIDATION, AND THE PEACEFUL AGAINST VIOLENCE OR DISORDER; AND TO RESPECT THE CONSTITUTIONAL RIGHT OF ALL MEN TO LIBERTY, EQUALITY AND JUSTICE.

I WILL KEEP MY PRIVATE LIFE UNSULLIED AS AN EXAMPLE TO ALL; MAINTAIN COURAGEOUS CALM IN THE FACE OF DANGER, SCORN, OR RIDICULE; DEVELOP SELF-RESTRAINT; AND BE CONSTANTLY MINDFUL OF THE WELFARE OF OTHERS. HONEST IN THOUGHT AND DEED IN BOTH MY PERSONAL AND OFFICIAL LIFE, I WILL BE EXEMPLARY IN OBEYING THE LAWS OF THE LAND AND THE REGULATIONS OF MY DEPARTMENT. WHATEVER I SEE OR HEAR OF A CONFIDENTIAL NATURE OR THAT IS CONFIDED TO ME IN MY OFFICIAL CAPACITY WILL BE KEPT EVER SECRET UNLESS REVELATION IS NECESSARY IN THE PERFORMANCE OF MY DUTY.

I WILL NEVER ACT OFFICIOUSLY OR PERMIT PERSONAL FEELING, PREJUDICES, ANIMOSITIES OR FRIENDSHIPS TO INFLUENCE MY DECISIONS. WITH NO COMPROMISE FOR CRIME AND WITH RELENTLESS PROSECUTION OF CRIMINALS, I WILL ENFORCE THE LAW COURTEOUSLY AND APPROPRIATELY WITHOUT FEAR OR FAVOR, MALICE OR ILL WILL, NEVER EMPLOYING UNNECESSARY FORCE OR VIOLENCE AND NEVER ACCEPTING GRATUITIES.

I RECOGNIZE THE BADGE OF MY OFFICE AS A SYMBOL OF PUBLIC FAITH, AND I ACCEPT IT AS A PUBLIC TRUST TO BE HELD SO LONG AS I AM TRUE TO THE ETHICS OF THE POLICE SERVICE. I WILL CONSTANTLY STRIVE TO ACHIEVE THESE OBJECTIVES AND IDEALS, DEDICATING MYSELF BEFORE GOD TO MY CHOSEN PROFESSION . . . LAW ENFORCEMENT.



## SERVICE

### I AM HERE TO HELP YOU\*

I am the "visible agent" of the City of Pacifica who enters your home when you need me and who drives through the streets watching over your family while you sleep. I am your representative of local government who will respond to your call for help 24 hours a day, regardless of the danger. Within minutes, I may go from helping your child across the street, to controlling a violent person under the influence of drugs.

I must try to understand myself and others, so that I can make consistently valid and timely decisions which may have grave consequences on the lives of others. Yet, I must be constantly on guard not to let my personal prejudices affect these decisions.

As a police officer, I must work with little direct supervision and be a "self-starter", able to use my initiative to further a multitude of major and minor investigations. I must constantly weigh and evaluate a mountain of facts and data, and attempt to make a valid decision in a few pressure-filled moments with all the wisdom of Solomon.

I must learn to grow in an essentially negative environment where it seems the public I serve sometimes sees only my mistakes and shortcomings. Sometimes I have only too little patience with my family after a long day of showing great patience and restraint in the performance of my duty. I sometimes become confused when the rights of suspects take precedence over the rights of their victims. I learn to live with criticism and to improve from my mistakes.

I am a human being with all the strengths and weaknesses of other human beings. I am an American citizen, a taxpayer, a husband or wife, a parent, a product of the American school system, a church member, and the "neighbor next door".

Despite my disrupted family life, my unusual hours and working conditions and the numerous frustrations, I am happy being part of the law enforcement profession.

All my activities are directed towards one goal -- that of making Pacifica a better and safer community for all of us.

\* An Unknown Author

PACIFICA POLICE DEPARTMENT  
Organization Chart 1977

CITY COUNCIL

CITY MANAGER

CHIEF

\* Career Development - Rotating positions.  
+ Optional intern position is a voluntary student work experience in which a university or high school student is placed in a Police work experience program.

FIELD OPERATIONS  
DIVISION

CAPTAIN\*

TRAFFIC  
4 OFFICERS\*

TRAFFIC  
ENFORCEMENT

TRAFFIC  
INVEST.

SCH SAFETY  
PATROL

ADULT XING  
GUARDS

CRIME PREV.  
AND PATROL

INTERNS +

PATROL  
6 SERGEANTS \*  
20+ OFFICERS \*  
6 FIELD TRAINING  
OFFICERS

CRIME PREV.,  
INV. AND PATROL

30 POLICE RES

SPCA

COMMUNITY  
RELATIONS

COURT LIAISON\*

EXPLORERS

INTERNS +

SPECIAL CRIME  
PREVENTION UNIT\*

SERVICES  
DIVISION

CAPTAIN\*

COMMUNICATIONS  
4 DISP./1 SUPVR.

CLERICAL STAFF  
3.5 PERSONS

PLANNING & BUDGET  
DEVELOPMENT

PERSONNEL AND  
TRAINING

RECORDS, PROPERTY  
PURCHASING

SCIENTIFIC INVEST.  
1 TECHNICIAN

STATISTICAL  
RESEARCH

INTERNS +

CRIMINAL INVESTI-  
GATION DIVISION

CAPTAIN\*

CRIMINAL INVEST.  
3 SERGEANTS \*  
1 OFFICER \*

JUVENILE DETAIL

CRIMES AGAINST  
PERSONS

PROPERTY CRIMES

INTELLIGENCE &  
VICE CRIMES

INTERNS +



## INTRODUCTION

The 1977 Annual Report is based on the calendar year to coincide with Federal and State statistical reporting. The depicted budget, with philosophies, goals and objectives, evaluates effectiveness and efficiency and is based on Fiscal Year 76/77, therefore, statistical figures of budget and calendar year are not the same. A recap of the 77/78 budget is also displayed. Subsequent sections reflect calendar years service and productivity. The following tables reflect comparisons of Pacifica with national and western states averages in police service costs, number of personnel, serious crime, and clearance rates.

### COMPARISON OF 1976 POLICE PER-CAPITA EXPENDITURES (1)

National Average.....	\$57.17
Western States Average.....	55.73
Pacifica, 1976 (1,415,848 ÷ 39,000).....	36.30
Pacifica, 1977 (1,662,572 ÷ 39,500).....	42.09

### 1976 COMPARISON OF NUMBER OF POLICE PERSONNEL (2)

	<u>Personnel Per 1,000 Population</u>		
	<u>Sworn</u>	<u>Civilian</u>	<u>Total</u>
National Average.....	2.1	0.5	2.6
Western States Average.....	1.8	0.5	2.3
Pacifica 1976.....	.97	0.3	1.3
Pacifica 1977.....	1.1	0.3	1.4

### 1976 COMPARISON OF SERIOUS, PART I REPORTED CRIME RATE PER 100,000 POPULATION (2)

National Average.....	5266.4
Western States Average.....	6782.8
Pacifica, 1976 - 39,000 Population, revised.....	4247.0
Pacifica, 1977 - 39,500 Population.....	4313.7

### 1976 COMPARISON OF SERIOUS, PART I CRIME CLEARANCE (2)

National Average.....	21.0%
Western States Average.....	21.0%
Pacifica, 1976.....	28.3%
Pacifica, 1977.....	24.2%

Pacifica's per capita cost for police service is below that of national and western states averages - while operating with less personnel per 1,000 population and experiencing a lower reported serious crime rate with a higher clearance rate. Pacifica is mainly a residential area with little commercial and no industrial development. Obviously our citizens are receiving more effective police service at a lower cost compared with other cities.

1977 reflects a slight increase in Part I crimes (2.8%) and our clearance rate for those crimes decreased by 4.1%. Our personnel turnover of 28% has had an impact - using inexperienced employees and vacancies.

Caution should be used in comparing crime rates as variables will effect those rates: We only know of those crimes reported to police; commercial and industrial areas drawing commuter citizens; effectiveness of total justice system in an area; community attitudes; accuracy of statistical reporting; citizen confidence and trust in their police department. Unfortunately, when comparing police service to other cities, cold statistics are the only available, hard data measuring tools. Citizen surveys are the best methods of determining true crime rates, attitudes and trust and confidence. Three Pacifica surveys (1971, 1974, 1975) were extremely favorable in community attitudes about Pacifica police service.

To insure accuracy in our statistics, methodology is reviewed every year, involving employees reporting and gathering data. In 1975 we changed and revised some of our statistical reporting methods to more closely adhere to state and federal procedures.

- (1) 1977 Municipal Year Book, International City Manager's Assoc. (most recent available)
- (2) 1976 Uniform Crime Reports (most recent available)

# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>		<u>Fund</u>	<u>Account</u>
POLICE	RECAP		01	3000
CLASSIFICATION	1974-75 ACTUAL	1975-76 BUDGET	CITY MANAGER RECOMMENDS 1976-77	CITY COUNCIL ADOPTS
SALARIES, WAGES AND BENEFITS	916,029	1,084,037	1,139,913	1,153,067
MATERIALS, SUPPLIES AND SERVICES	144,144	200,917	261,135	261,601
CAPITAL OUTLAY	1,479	11,554	1,180	1,180
TOTAL	1,061,652	1,296,508	1,402,228	1,415,848

## PROGRAM INFORMATION

The following created by citizens and employees after a community survey in 1974:

PHILOSOPHY STATEMENT A: To pursue excellence in guarantying the equal protection of all life and property against violence, disorder or loss; to uphold the constitutional rights of all persons to liberty, equality and justice; to increase the public trust, confidence and support for the Pacifica Police Department.

GOAL A-1: To reduce the crime rate.

GOAL A-2: To establish and maintain effective coordination between all agencies involved in or with the criminal justice process.

GOAL A-3: To establish and maintain positive liaison between the community and police.

GOAL A-4: To provide necessary support to all police personnel in order to assist them in carrying out their objectives and fulfilling their duties.

PHILOSOPHY STATEMENT B: The preservation and maintenance of community health, safety and assistance.

GOAL B-1: To reduce vehicular accidents.

GOAL B-2: To determine and provide continuous police services to meet community and citizen needs.

GOAL B-3: To assist community planning in reducing safety and security hazards.

PHILOSOPHY STATEMENT C: Meeting the goals and needs of the department and its personnel through effective administration and responsible fiscal management.

GOAL C-1: To fully implement a formalized management-by-objectives/results system for the department.

GOAL C-2: To reduce personnel turnover.

GOAL C-3: To achieve maximum participation in decisions related to objectives and program development.

GOAL C-4: To provide an objective personnel evaluation process through employee participation.

GOAL C-5: To provide a program of career development for all department personnel.

GOAL C-6: To hold the organization accountable to the public.

GOAL C-7: To provide the maximum quality and quantity community service for the tax dollars expended.

PHILOSOPHY STATEMENT D: Utilize alternatives to the judicial process when practical and within the spirit of the law.

GOAL D-1: To utilize available resources as a judicial alternative for juvenile and adult offenders.

GOAL D-2: To encourage social service agencies to be more responsive to community needs.

# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>		<u>Fund</u>	<u>Account</u>	
POLICE	RECAP		01	3000	
CLASSIFICATION	FY 76-77	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
SALARIES, WAGES AND BENEFITS	1,153,067	239,643 (21%)	539,680 (46.8%)	790,336 (67%)	1,094,598 (95%)
MATERIALS, SUPPLIES AND SERVICES	261,601	9,201 (4%)	196,778 (75%)	247,053 (94%)	235,589 (90%)
CAPITAL OUTLAY	1,180	-0-	93 (8%)	93 (73%)	93 (94%)
TOTAL	1,415,848	248,844 (18%)	736,551 (52%)	1,037,482	1,330,280

## RECAP INFORMATION

FIRST QUARTER: First quarter objectives are generally on target with projections. There has been some salary savings due to vacancies which will be filled during the second quarter. The materials, supplies and services account appears relatively untouched, although the motor pool transfer of \$163,000 will be reflected in the next quarter. This will also be apparent in the divisional accounts in this report.

A statistical gathering error was discovered in under \$50 petty thefts and minor malicious mischief cases. Crime/incident statistics are adjusted to reflect a more accurate accounting and projection.

SECOND QUARTER: Budget projections running close to expectancy. Some expenses have been saved due to grant programs absorbing some prisoner costs.

THIRD QUARTER: Based on current evaluation and providing there are no unforeseen unusual occurrences, we presently project a minimum 3% budget surplus. During this quarter there has been a dramatic increase in some crime categories. We are also experiencing a manpower problem, due to on-the-job injuries, state mandated training, and unusual illnesses.

FOURTH QUARTER: 94% of projected expenditures were on target. \$53,000 of the unexpended funds were in personnel costs due to turnover, vacancies and over budgeting in fringe benefit costs. Objectives were generally on target except for the Part I, more serious crimes, which exceeded our projection by 15%, and Part II, minor crimes, by 5%. Correspondingly, adult and juvenile arrests exceeded projections by 19% and 23% respectively. Crime, arrests and called-for-services have increased with insignificant increases in average response times to those service calls.

# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>	<u>Fund</u>	<u>Account</u>		
POLICE	ADMINISTRATION	01	3010		
CLASSIFICATION	FY 76-77	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
SALARIES, WAGES AND BENEFITS	41,751	9,833 (24%)	20,090 (50%)	30,383 (73%)	41,054 (98.4%)
MATERIALS, SUPPLIES AND SERVICES	4,168	80 (2%)	3,932 (94%)	4,023 (97%)	4,141 (99.4%)
CAPITAL OUTLAY	-0-				
TOTAL	45,919	9,913 (22%)	24,841 (54%)	34,406 (75%)	45,195 (98.4%)

## PROGRAMS

Coordination of department divisions by: Directing, planning, control, review, staffing, organizing, budgeting and grants.

OBJECTIVE A-4.01: To identify and utilize all resources available internally and externally for accomplishment of department goals, objectives, programs and tasks.

### MEANS (Administration Coordination)

- \* Apply for, receive and maintain grant program monies when available and feasible.
- \* Maximum use of university, community college and high school interns for department research projects and programs, at no cost.
- \* Maximum use of private industry as business consultants at no cost.

FIRST QUARTER: The Consolidated Crime Prevention Unit ended August 31. As an off-shoot the four north county cities have applied for a crime analysis unit, through discretionary funding which requires no matching funds. The PRISM grant is in the hardware/software selection stages and bids will be out soon. The countywide communications grant is in the final planning stages. We are currently using one high school and one college intern. Management staff from local high school and a private university were used in our most recent sergeants promotional process.

SECOND QUARTER: The Consolidated Police Service project will end in January. The Crime Analysis Unit Grant application has been rejected, largely due to the fact that the criteria for such a grant includes far more than the four cities feel is necessary, which would increase costs considerably. We continue to use high school and college students for internship. We are currently recruiting reserve officers and a new category of volunteers for office assistance.

THIRD QUARTER: The Consolidated Service Project completed; final report has been distributed at S.M. County Chief's seminar 3/10/77. Priorities were established for future grant applications. In order of priority they are: 1) Study/pilot program for centralized/countywide warrant service unit; 2) A study on costs associated to court testimony; 3) Implementation of a Community Service Technician program; 4) Study on alternative funding services; 5) Develop a felony investigation unit; 6) Study on joint-cooperative services between departments; 7) Formulation on special undercover operation; 8) Establish an organized crime unit. We are currently using two high school and one college interns. Four new reserve officers are in training.



FOURTH QUARTER: There are only two current grants at this time. The PRISM project is in the development of a joint powers agreement stage and a cost benefit study will be completed before future funds are committed.

The Communication Grant has just awarded bids to Motorola, and will continue to be on schedule.

The Capture Grant, although ended, will attempt to continue with private funds and cities will contribute the same amount as they did for matching funds (Pacifica - \$220.00).

OBJECTIVE C-1.01: To maintain a department Management by Objectives/Results program, fully operational by the end of 1977, to include a participatory style of organizational involvement.

MEANS (Administration Coordination)

- \* Develop basic task and process plans, (1973-74).
- \* Use community and organizational representatives to develop department philosophies and goals based on their survey of community needs, wants and tolerances. (1974)
- \* University seminar for staff and key employees for MBO/R education, POST financed. (1975)
- \* Integrate objectives into program budget.
- \* Develop objectives in MBO/R for all major department programs. (1975)
- \* Integrate goals and objectives into personnel ratings -- evaluation by objectives.
- \* Reflect measures of goal and objective attainments in department budget, and quarterly reports as well as personnel performance ratings by Evaluation by Objectives.

FIRST QUARTER: MBO/R is fully incorporated into budget, evaluations, quarterly reports. Chief's office has met with all divisions during this quarter for employee input into the MBO/R program.

SECOND QUARTER: Objectives and Goals re-evaluated and revised for F/Y 77/78 and incorporated in budget.

THIRD QUARTER: 77/78 Budget submitted with goals and objectives for the next fiscal year. 1976 Annual Report in print. Results of objectives will be reported for calendar year, 1976.

FOURTH QUARTER: Objectives evaluated for fiscal year 76/77 within this report. These objectives will not necessarily correlate with 1976 annual report as they cover two different time periods.

OBJECTIVE C-1.02: To delegate budgetary responsibility by Division to achieve reasonable fiscal controls and planning.

MEANS (Administration Coordination)

- \* Refer to Department Administrative Orders, 711.00 and 711.001.

FIRST QUARTER: On-going program. Efforts by divisions are stressing maximum efficiency at minimum costs.

SECOND QUARTER: Continual efforts are being made to reduce costs, some grant programs have assisted in keeping costs at minimums.

THIRD QUARTER: We estimate the PDF Grant will have saved some \$4,000 in cash expenditures. All divisional overtime hours are down over last year with the exception of the Patrol function (3042) which is only slightly up over last year.

FOURTH QUARTER: Expenditures for fiscal year 76/77 are reported overall on Page 2, Account # 3000. They are further broken down as follows:

3010 - Administration	3030 - Administrative Services Division
3020 - Criminal Investigation Division	3040 - Field Operations Division



OBJECTIVE C-2.01: To reduce personnel turnover by 33 1/3% per year. (F/Y 75/76 eight resignations.)

MEANS (All Divisions, Administration Coordination)

- \* Provide a Personnel Career Development plan to include the following: training, education, rotation of assignments; performance evaluation by objectives; counselling and career planning; current position specifications; position titles, and; merit promotional system. (Refer to Department Administrative Order, 731.005, draft #2).

FIRST QUARTER: Staffing remains constant during this quarter. Promotional exams completed and appointment of sergeant was made to fill vacancy created by retirement of Sgt. Raymond. Rotations of officers and sergeant (4) between CID and FOD completed.

SECOND QUARTER: All vacancies filled. One promotion of FTO due to vacancy related to FTO Sumisaki taking sergeants position with Marina Police Department.

THIRD QUARTER: Currently recruiting for Clerk position due to a resignation. Also testing for Evidence Technician position, due to retirement of Willard Farris in May. Dispatcher vacancy, due to resignation, filled with dispatcher from Foster City with four years experience. Rotation assignments changed in detectives, juvenile officer, court officer.

FOURTH QUARTER: 2 Officer resignations; 1 Secretary/Matron resignation (recruitment in progress). Divisional Commanders rotated positions effective 7/1/77. Overall goal of reducing personnel turnover by 33 1/3% was met. There were 5 resignations (plus one retirement). Turnover rate for F/Y 76/77 reduced by 37.5%.

OBJECTIVE C-3.01: To achieve and maintain maximum employee participation in department program planning, policy changes, and decisions while maintaining individual responsibility with commensurate authority.

MEANS (All Divisions, Administration Coordination)

- \* Weekly meetings of captains and chief.
- \* Sergeants, captains and chief staff meetings at least every other month.
- \* Department meetings at least every other month.
- \* Quarterly division meetings.
- \* Quarterly meetings with chief and Police Officers Association Board of Directors.
- \* Maximum input from POA on new programs, organizational or policy changes.
- \* Ad hoc special meeting open to all personnel for participation in planning or problem solving as well as annual budgetary planning.

FIRST QUARTER: All meetings were conducted during this quarter. Emphasis was on MBO/R program.

SECOND QUARTER: Meetings current. Division members and associations invited to have input in 77/78, F/Y budget.

THIRD QUARTER: Division meetings current with exception of Services which will be held on April 11, 1977. All other meetings current.

FOURTH QUARTER: Meeting schedules were generally met. Agendas covered such items as: current problems, District Attorney and local policies, new programs (internal and external), new laws and required procedures, officer responsibility, and other topics of current interest.

OBJECTIVE C-4.01: To develop and maintain a personnel performance rating system to objectively measure employee performance while providing maximum employee participation.

MEANS (All Divisions, Administration Coordination)

- \* Subjective and objective measurement of employee performance which is predetermined in standard by employee and supervisor. Documented annually.

OBJECTIVE C-4.01: (continued)

- \* Written objectives which are tangible, achievable, and measurable.
- \* Objectives will coincide with goals and objectives of the organization, division or work unit of the employee and/or deal with specific personnel problems and/or with the employee's career development and/or specific tasks or programs to be accomplished. (Refer to PPD Employee Performance Evaluation by Objectives Manual).

FIRST QUARTER: Plans are currently being made on changes in the evaluation rating sheets. The EBO portion will remain.

SECOND QUARTER: Evaluations revisions still in progress. Objectives are following guidelines of organizational, divisional or employee goals.

THIRD QUARTER: Evaluation revisions will be reported in Fourth Quarter. Objectives continue to follow guidelines of organizational, divisional, or employee goals.

FOURTH QUARTER: The evaluation by objectives continues to be a successful method of employee performance evaluation. The department goals are carried out in the various divisions and filtered down to the level of performance of each employee. Additional objectives help to give the employee goals in his personal and career development.

OBJECTIVE C-5.01: To provide a personnel career development plan to include the following: training; education; rotation of assignments; performance evaluation by objectives; counselling in career planning; current position specifications; position titles and merit promotional system.

MEANS (All Divisions, Administration Coordination)

Refer to Department Administrative Order, 731.005, draft #2.

FIRST QUARTER: On-going program: 13 employees counselled. Mandatory training in excellent condition. Rotations completed this quarter.

SECOND QUARTER: 21 employees counselled this quarter. Mandatory training is current. Cross-training between police and fire being developed.

THIRD QUARTER: 19 employees counselled; 18 Goal/Objective evaluations conducted. Rotation of assignments current with guidelines. Position specifications updated during this quarter.

FOURTH QUARTER: 8 employees counselled and goal objective evaluations conducted. Rotation of assignments completed. Positions specifications approved by City Council.

OBJECTIVE C-6.01: To insure that all employees conduct themselves within prescribed statutory limitation, as well as written departmental policies, rules, guidelines and regulations in order to best provide the type of police service the community expects and is entitled to.

MEANS (All Divisions, Administration Coordination)

- \* Provide periodic inspection of all police services to the public by supervisor follow-up system.
- \* Review personnel complaints, internal and external, and discuss with individual employees to evaluate causation factors, utilizing the Evaluation by Objectives system for corrective measures.
- \* Fully investigate citizen complaints utilizing results, negative and positive, for personnel retraining process in an effort to reduce citizen complaints to the lowest possible level. (Refer to Department Administrative Order, 730.001).

FIRST QUARTER: On going: 3 personnel complaints received and investigated - 1 sustained; 1 not sustained; 1 unfounded. 12 supervisors follow ups conducted.

SECOND QUARTER: 5 external, 1 internal complaint. External complaints: 4 exonerated, 1 unfounded. Internal complaint - sustained. 18 supervisor follow ups conducted.

THIRD QUARTER: 27 supervisor follow ups conducted. 6 personnal complaints received: 1 sustained; 1 unfounded; 1 unsustained; 3 exonerated.

FOURTH QUARTER: 31 supervisor follow ups conducted. 7 external complaints received. 5 - sustained; 2 exonerated, 1 internal complaint - sustained.

OBJECTIVE GOAL C-7.01: To develop and control standards of police service derived from community, City Council, State Peace Officers Standards & Training, Police Ethics, Federal Criminal Justice Standards and Goals, and employees.

MEANS (All Divisions, Administration Coordination)

- \* Community surveys.
- \* Management by Objectives/Results system of planning, controls, budgeting and evaluation.
- \* Meeting P.O.S.T. and federal standards.
- \* Measure department standards and performance against national, state and local agencies to insure at least comparable averages.
- \* Periodic inspections.
- \* Annual measurement of goal and objective attainment.

FIRST QUARTER: Most recent survey by civic center consultant shows police department is generally highly regarded by the public. Required standards are being met. New training records and matrix provide for easy review of these areas.

SECOND QUARTER: All objectives are being met, current comparisons being developed for Annual Report.

THIRD QUARTER: All standards are being met. Annual report in print. Will provide measurement of goal and objective attainment for calendar year, 1976.

FOURTH QUARTER: All P.O.S.T. and federal standards met. Fiscal year goals and objectives measured within this report. Comparison with National, State and Local agencies are reported in the 1976 Annual Report.

# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>	<u>Fund</u>	<u>Account</u>		
POLICE	CRIMINAL INVESTIGATION	01	3020-3023		
CLASSIFICATION	F/Y 76-77	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June
SALARIES, WAGES AND BENEFITS	139,463	28,210 (20%)	65,540 (47%)	96,546 (69%)	128,389 (92%)
MATERIALS, SUPPLIES AND SERVICES	13,390	675 (5%)	12,545 (94%)	12,612 (94%)	13,044 (97%)
CAPITAL OUTLAY	-0-				
TOTAL	152,853	28,885 (19%)	78,085 (51%)	109,158 (71%)	141,433 (93%)

## PROGRAMS

OBJECTIVE A-1.01: To reduce the reported Uniform Crime Report Part I crime rate by 2% and Part II by 5% for the calendar year, 1976, by utilizing all available resources while remaining within legal, ethical, moral and budgetary guidelines.

### MEANS (Criminal Investigation Division)

- \* Utilize 7,800 criminal investigation man-hours. (3 detective/sergeants; one officer).
- \* Provide on-call investigators 24 hours a day to assist Field Operations on an as-needed basis for initial and follow-up investigations.
- \* Follow-up investigate 1,800 criminal cases with 12% clearance of assigned cases.

FIRST QUARTER: 1950 hours utilized - 24 hour duty detective provided - 394 cases received. 139 burglaries; 23 cleared - 16.54%; 255 miscellaneous cases; 53 cleared - 20.78%. 76 total cleared; 394 assigned; 19.28% clearance.

SECOND QUARTER: 1950 hours utilized - 24 hour duty detective provided - 400 cases received. 194 burglaries; 74 cleared - 38.14%; 206 miscellaneous cases; 37 cleared - 17.96%. 111 total cleared; 400 assigned; 27.75% clearance.

THIRD QUARTER: 1950 hours utilized - 24 hour duty detective provided - 367 cases received. 182 burglaries; 48 cleared - 29.37%; 185 miscellaneous cases; 21 cleared - 11.35%. 68 total cleared; 367 assigned; 18.52% clearance.

FOURTH QUARTER: 1950 hours utilized - 24 hour duty detective provided - 372 cases received. 152 burglaries; 44 cleared - 29.60%; 220 miscellaneous cases; 24 cleared - 10.90%. 68 total cleared; 372 assigned; 18.27% clearance.

GRAND TOTAL: 1533 cases. 667 burglaries; 169 cleared - 25.33%; 866 miscellaneous cases; 135 cleared - 15.58%. Overall clearance: 232 - 21.06%.

OBJECTIVE A-2.01: To establish and maintain channels of communication and liaison with all agencies interacting with this department.

### MEANS (Criminal Investigation Division)

- \* Affixing responsibility for establishment of contact persons to individual personnel in conjunction with the task assignments.

OBJECTIVE A-2.01 (continued)

- \* Participate in committees, commissions, professional ad hoc groups focusing on criminal justice system at all levels whenever possible on a prioritized basis.
- \* Maintain on-going internal and external inspection process to identify existing or potential problems or needs in the criminal or social areas of the community.
- \* Resolve disputes and/or conflicts on personal basis.

FIRST QUARTER: Assignments made, carried forth.

SECOND QUARTER: Assignments made, carried forth.

THIRD QUARTER: Numerous meetings with Juvenile Probation regarding dispositions and coverage by supervising P.O.'s, Juvenile Officer, Captain, Chief.

FOURTH QUARTER: Participated in the following groups during the year: Methadone Advisory Board, County Detective group, North County Detective group (Commander level-line level), Y.S.B. Board, Information and Referral Service, Juvenile Officer and Probation group, Juvenile Justice Commission (6 mos.), Pyramid Board. Contact persons on one to one basis in the following agencies: Juvenile Probation, Adult Probation, Y.S.B., North County Mental Health, County Health Dept., County Welfare Dept. The division was the primary cause for several meetings to resolve different problems as they arose.

OBJECTIVE A-3.01: To establish and maintain channels of communication with community members and/or agencies resulting in a mutual working relationship to the community and department.

MEANS (Criminal Investigation Division)

- \* Affixing responsibility for establishment of contact persons to individual personnel in conjunction with task assignments and maintain positive relationships with individual school personnel and other sources to gain advance notice of community problems.
- \* Assure current information by community liaison for intelligence, crime prevention and community education.

FIRST QUARTER: Assignments made, carried forth.

SECOND QUARTER: Assignments made, carried forth.

THIRD QUARTER: New juvenile officer actively maintaining established contacts: Two group meetings with Y.S.B. to discuss agencies' role.

FOURTH QUARTER: Contacts made mostly through the juvenile officer who was able to settle several neighborhood disputes as the result of neighborhood meetings involving outside resources. Assisted patrol with Anza problem, park problem, rest stop problem.

OBJECTIVE A-4.01: To identify and utilize all resources available internally and externally for accomplishment of department goals, objectives, programs and tasks.

MEANS (Criminal Investigation Division)

- \* Fix responsibility for liaison with local, county, state, federal and private agencies in order to identify manpower, equipment and intelligence information resources available to this department.
- \* Provide 40 hours per year of California Peace Officers Standards & Training approved training to each member of the division.

FIRST QUARTER: Assignments made, carried forth. Training for division up-to-date.

SECOND QUARTER: Assignments made, carried forth. Training for division up-to-date.

THIRD QUARTER: Assignments made, carried forth. Training up-to-date.

FOURTH QUARTER: Each member received his training for the year. This training consisted of, but not limited to, the following types of training: CPR, Range training, Juvenile Officers School, Middle Management School, Homicide Investigators School.

OBJECTIVE B-2.01: To adjust police service to community as determined by Police Survey and Calls for Services study, remaining within guidelines of laws, ethics, morals, budget and City Council guidelines.

MEANS (Criminal Investigation Division)

- \* Provide all divisions with information regarding youth crime, unrest, services and referrals resources. (This service will decrease because of diverting 1/2 Services Clerk to Services report writing.)

FIRST QUARTER: On-going. Detectives attending patrol briefings, providing intelligence, as well as department meetings.

SECOND QUARTER: On-going. Detectives attending patrol briefings, providing intelligence, as well as department meetings.

THIRD QUARTER: On-going.

FOURTH QUARTER: Provided updated referral file for use of all officers. Provided lists of active burglars. Provided constant information to F.O.D., at briefings, in order to identify active members of the community as relates to the crime picture. Provided contact persons within the criminal justice system for officers on request, in addition to referral file. Several joint cases worked with F.O.D. resulting in the temporary re-assignment of personnel from one day, to several days, depending upon the situation.

OBJECTIVE D-1.01: To maintain a 50% diversion rate on all juvenile arrests and 10% on adult misdemeanor offenders whenever legal, reasonable and within the spirit of the law.

MEANS (Criminal Investigation Division)

- \* Train officers in discretionary powers and judicial alternatives available.
- \* Document policy on use of discretionary powers, refer to Department Administrative Order, 771.006 and Training Manual section on Police Discretion.
- \* Provide a system of follow-up of diverted offenders to measure recidivistic rate versus criminal justice rate.
- \* Maintain an on-going list of referral agencies.
- \* Provide continual inspection for control of discretion uses.
- \* Review and screen 700 juvenile offender arrests for appropriate dispositions and referrals

FIRST QUARTER: 222 Juvenile Arrests (94 - probation = 42.34%; 54 Handled by PPD = 24.32%; 46 Y.S.B. = 20.72%; 28 - other agencies = 12.61%).

SECOND QUARTER: 254 Juvenile Arrests (114 - probation = 44.88%; 74 Handled by PPD = 29.13%; 37 - Y.S.B. = 14.56%; 20 - other agencies = 11.41%).

THIRD QUARTER: 229 Juvenile Arrests (120 probation = 52.40%; 57 Handled by PPD = 24.89%; 25 - Y.S.B. = 10.91%; 27 - other agencies = 11.79%).

FOURTH QUARTER: 272 Juvenile Arrests (130 - probation = 47.79%; 85 Handled by PPD = 31.25%; 42 - Y.S.B. = 15.44%; 15 - other agencies = 5.51%).

GRAND TOTALS: 977 Juvenile Arrests (458 - probation = 46.87%; 270 Handled by PPD = 27.63%; 150 - Y.S.B. = 15.35%; 99 - other agencies = 10.13%).

OBJECTIVE D-2.01: To provide more effective community/police services by public and private social-serving agencies and aggressively advocating these services for the community and police.

MEANS (Criminal Investigation Division)

- \* Determine all community services by close liaison.
- \* Agressively encouraging the filling of service gaps by advocacy for community.

FIRST QUARTER: On-going.

SECOND QUARTER: On-going.

THIRD QUARTER: On-going.

FOURTH QUARTER: The division took part in the Neighbors in Need program by being available during off hours to dispense food and vouchers as necessary. Several meetings were held with Child Protective Services and Welfare Department to tailor their responses to community needs as identified by the division. On-going relationships established with North County Mental Health and Social Services allowing for individual responses to problems as they were identified by the police department. Alcohol treatment made available to residents of the city on both an outpatient and crisis basis.



# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>	<u>Fund</u>	<u>Account</u>			
POLICE	ADMINISTRATIVE SERVICES	01	3030-3037			
CLASSIFICATION	F/Y 76-77	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June	
SALARIES, WAGES AND BENEFITS	199,612	41,563 (21%)	89,705 (45%)	132,007 (66%)	177,424 (88%)	
MATERIALS, SUPPLIES AND SERVICES	84,242	5,773 (7%)	21,105 (25%)	70,340 (83%)	63,796 (72%)	
CAPITAL OUTLAY	1,180	-0-	93 (8%)	93 (8%)	93 (8%)	
TOTAL	285,034	47,336 (17%)	110,903 (39%)	201,440 (71%)	242,400 (85%)	

## PROGRAMS

OBJECTIVE A-1.01: To reduce the reported Uniform Crime Report, Part I crime rate by 2% and Part II rate by 5% for the calendar year, 1976, by utilizing all available resources while remaining within legal, ethical, moral and budgetary guidelines.

### MEANS (Services Division)

- \* Assure emergency calls are dispatched to Patrol within one minute; non-emergency in-progress, four minutes; and, routine calls, eleven minutes average, representing 26,000 service calls.
- \* To record and process 1,200 arrest warrants which F.O.D. and C.I.D. take action on.

FIRST QUARTER: Emergency calls dispatched in 22 seconds; in-progress dispatched in one minute, one second; routine calls in 6 minutes, 30 seconds. (two day sample). 213 warrants processed. 6,542 service requests handled.

SECOND QUARTER: Emergency calls dispatched in 18 seconds. In progress calls dispatched 2 minutes, 15 seconds. Routine, 11 minutes, 54 seconds. (two week sample). 221 warrants processed (36%), 6,582 service requests handled, cumulative percentage = 50%.

THIRD QUARTER: Emergency calls dispatched within 7.5 seconds average; non-emergency in-progress 2.77 minutes; routine calls 10.78 minutes. All goals met. 6,309 service requests handled. Cumulative total 19,433 (75%). 141 arrest warrant processed (52%).

FOURTH QUARTER: Emergency calls dispatched in 15 seconds; in progress, 2 minutes, 48 seconds; routine, 9 minutes, 3 seconds. Objective attained for yearly average with emergency 11 seconds; in progress 2 minutes, 17 seconds; routine 9 minutes, 35 seconds. 6,398 service calls. Total F/Y 3% over projection. 122 arrest warrants processed. Total of 697, or 36.6% below projection.

OBJECTIVE A-2.01: To establish and maintain channels of communication and liaison with all agencies interacting with this department.

### MEANS (Services Division)

- \* Provide representation to associations in the communications and records sections which provides a vehicle for input and receiving of information which will improve these functions.



OBJECTIVE A-2.01 (continued)

- \* Active participation in the North County Consolidated Services Grant, Policy Committee.

FIRST QUARTER: Department representation established in San Mateo County Communications Assoc. Participation continued in North County Consolidated Services Grant which ends in December, 1976.

SECOND QUARTER: Communications Supervisor attending San Mateo County Communications Assoc. meetings. North County Consolidation Services Grant winding down for January ending.

THIRD QUARTER: Objective being met through participation in following groups or meetings: San Mateo County Communications; Technical users group for PRISM; North County Services Division meetings and Training Manager's Association.

FOURTH QUARTER: Objective met through participation in local and region groups on communications, warrants, grants, training, records and planning.

OBJECTIVE A-3.01: To establish and maintain channels of communication with community members and/or agencies resulting in a mutual working relationship to the community and department.

MEANS (Services Division)

- \* Maintain a high level of courteous service to the public through personal and telephonic contact 24 hours a day.

FIRST QUARTER: Continuous program. No complaints of service during this quarter.

SECOND QUARTER: Continuous program. 1 sustained complaint received and employee is being retrained.

THIRD QUARTER: No complaints on employee service received this quarter. One new employee in training.

FOURTH QUARTER: Employees in this division have maintained a high level of courtesy in dealing with the public. This is evident in that only one complaint of service was received during a years time on a 24 hour a day basis.

OBJECTIVE A-4.03: To provide the necessary statistical history and analysis of police services to the line divisions to assist their formulation of programs, objectives, tasks and evaluation.

MEANS (Services Division)

- \* Provide necessary monthly statistical data and analysis to line divisions within 10 days of months end.
- \* To implement and coordinate all department advanced planning.

FIRST QUARTER: Due to routine delays in processing reports, statistical reports will be provided within 10 working days of months end.

SECOND QUARTER: New processing deadline being met providing current statistical information to division's. Plans for telephone communications revisions underway.

THIRD QUARTER: Statistical data experiencing some delay due to revised format and requirement of redoing portion of previous years data. However, the new format provides a more reliable and informative manner of statistical review.

FOURTH QUARTER: Statistical data has/will continue to be slightly delayed due to revisions in process and the necessity to update the previous years data.

OBJECTIVE A-4.04: To provide for the rapid processing of case reports, department records, radio, telephone and in-person communications as well as other support services and controls for the line divisions.

MEANS (Services Division)

- \* Reports and records indexed, routed and processed within 48 hours of receipt, within 24 hours on top priority items.
- \* To fully implement and manage microfilming of police records.
- \* To provide, coordinate and control all department budget accounts, providing material, services and resources.
- \* Provide readily, accessible, updated, personnel training and career development records, using assistance of training coordinator from a line division.
- \* Equitable schedule and coordinate all department training one year in advance according to the needs of the organization and personnel, using visual displays.
- \* Display personnel career development history in a visual manner.
- \* Coordinate all police personnel recruitment, selection, employment, training and records at minimum State and City standards.

FIRST QUARTER: On-going programs. All tasks in progress, meeting or exceeding requirements.

SECOND QUARTER: All programs current with the exception of microfilming which has fallen behind. Current efforts are underway to recruit volunteer help to bring microfilming up to date.

THIRD QUARTER: Report processing is on schedule. Microfilming activity increasing this quarter, should complete 1975 case records by end of Fourth Quarter. Will also be microfilming arrest records, possibly during the next quarter. There will be a P.O.S.T. audit of training records on May 10, 1977. We have also started an audit of the report system to determine the accuracy of classification and handling of reports.

FOURTH QUARTER: Report process on schedule. Microfilming of 1975 case reports completed. Microfilming of identification records 75% complete (which includes purging of record information no longer needed). P.O.S.T. audit of records completed and meeting standards. Training and training records are up to date.

OBJECTIVE B-2.01: To adjust police service to community as determined by Police Survey of community in 1974, remaining within guidelines of laws, ethics, morals, budget and Council mandates.

MEANS (Services Division)

- \* Adjustment of services, goals, objectives, programs, tasks and tolerance levels of enforcement, remaining within the above mentioned guidelines.
- \* Assure citizen and organizational personnel input into development of department philosophies, goals, objectives, programs (ad hoc committees, neighborhood meetings, Operation Nightwatch, department, divisional and Peace Officer Association meetings).

FIRST QUARTER: On-going program. Divisional meetings on goals, objectives and programs conducted during this quarter.

SECOND QUARTER: On-going program. All tasks and task revisions now being included and updated on a timely basis within the new divisional manual.

THIRD QUARTER: Due to training of new dispatchers, adjustments were required which reduced service during high called for service periods. Training is now complete and full service restored.

FOURTH QUARTER: All adjustments have been made and updated in the goals and objectives in the 77/78 budget. They will continue to be reported in quarterly reports.

OBJECTIVE A-4.04: To provide for the rapid processing of case reports, department records, radio, telephone and in-person communications as well as other support services and control for the line divisions.

MEANS (Services Division)

- \* Provide 24 hour a day criminal technician services for Patrol and CID assignments.
- \* Provide for the coordination and processing of evidence for forensic science specialists as needed for Patrol and CID, as well as control of evidence and department property.
- \* Utilizing approximately 2,000 man hours.

FIRST QUARTER: On-going program. One quarter of required man hours provided this quarter.

SECOND QUARTER: On-going program. One quarter of required man hours provided this quarter.

THIRD QUARTER: Due to illness there was only 240 hours of technician service this quarter. This had an impact on the Criminal Investigation Division, as a detective was required to fulfill many of the technicians duties. We are currently in the testing process for the replacement of our retiring technician.

FOURTH QUARTER: During the majority of this quarter the technician services were not available due to illness and retirement of Will Farris. Replacement has now been appointed and full duties will be reinstituted during FY 77/78.

OBJECTIVE A-4.05: To provide each recruit officer P.O.S.T. approved and sponsored Basic Academy Training.

MEANS (Services Division)

- \* At least 400 hours of P.O.S.T. approved basic training.
- \* Financed by State A.D.A. and P.O.S.T.
- \* Wages reimbursed to City by P.O.S.T.

FIRST QUARTER: 170 hours of reimbursible training provided. All mandates being met.

SECOND QUARTER: All mandated training being met. Ratio of salary reimbursible training during this one-half of F/Y 76/77 is low; vehicle expenses and tuitions continue to be reimbursed.

THIRD QUARTER: During this quarter three officers have been attending Basic Training for a total of 832 hours to date. Basic training will be completed during the next quarter. Expenses and 60% of wages will be reimbursed by P.O.S.T. Wage reimbursement will amount to approximately \$7,500.

FOURTH QUARTER: F/Y 76/77: 1,128 hours of P.O.S.T. training with expenses, tuition, and partial salary reimbursible. 359 hours of P.O.S.T. training with all expenses and no salary reimbursed. All mandated training met.

# CITY OF PACIFICA

<u>Department</u>	<u>Division-Function</u>	<u>Fund</u>	<u>Account</u>			
POLICE	FIELD OPERATIONS DIVISION	01	3040-3046			
CLASSIFICATION	F/Y 76-77	1st Qtr. Jul-Sept	2nd Qtr. Oct-Dec	3rd Qtr. Jan-Mar	4th Qtr. Apr-June	
SALARIES, WAGES AND BENEFITS	772,241	160,037 (21%)	363,526 (47%)	532,409 (69%)	747,731 (97%)	
MATERIALS, SUPPLIES AND SERVICES	159,801	827 (1%)	154,294 (97%)	155,865 (98%)	154,608 (97%)	
CAPITAL OUTLAY	-0-					
TOTAL	932,042	160,864 (17%)	517,820 (56%)	688,274 (74%)	902,339 (97%)	

## PROGRAMS

OBJECTIVE A-1.01: To reduce the reported Uniform Crime Report, Part I crime rate by 2% and Part II by 5% for the calendar year, 1976, utilizing all available resources while remaining within legal, ethical, moral and budgetary guidelines.

### MEANS (Field Operations Division)

- \* 24 hour a day crime prevention, investigation and service utilizing 50,000 man hours (19 officer, 6 sergeants) and 8,000 volunteer reserve officer man hours (30 reserve officers) in any acceptable manner to attain the objective. (Approximately 4,400 man hours will be devoted towards traffic safety and education).
- \* Response to 26,000 recorded citizen service and criminal investigation requests with average response times of 3 minutes for serious in-progress calls, 8 minutes for routine in-progress, and 17 minutes for non-in-progress calls. (1,250 Part I and 900 Part II crimes).
- \* Maintain a 30% crime clearance rate on reported UCR Part I crimes; Field Operations 18% and Criminal Investigation Division 12%, utilizing 11,964 investigative hours and resulting in 1,800 arrests, plus 1,100 warrant arrests.
- \* Fully assign and utilize FOD personnel to the benefit of the community and to increase the quality of investigation by assuring the presence of a supervisor at selected criminal investigations.
- \* Further refine, redevelop and maintain the officer follow-up investigation.
- \* Provide on-going physical inspections of commercial establishments with recommendations for reduction or elimination of security hazards.
- \* Increase meaningful field interview activity in high crime and problem areas during appropriate hours and determined by crime analysis as provided by the North County Crime Prevention Unit, CID and Services Division resulting in 1,800 field interviews.
- \* Identify and attack crime or social unrest problems by community meetings, selective enforcement or task force utilizations.

FIRST QUARTER: Refer to chart for statistical goals and status. PDF study underway for continuance of facility after January, 1977. Commercial inspections in progress. All banks contacted regarding armed robbery procedures.

SECOND QUARTER: During this period of time FOD was short 5 to 7 officers and sergeants due to unfilled vacancies and workmen's comp. As a result the stats suffered. (see chart)

THIRD QUARTER: Two men are still on workmen's compensation; three men in basic school or in training; workload is more or less limited to called-for-services with little time for self initiated activity. Refer to chart for statistical data.

FOURTH QUARTER: During this entire quarter two men were still on workmen's compensation. Three officers graduated from the basic academy and were in training under the supervision of F.T.O.'s. One of these new officers decided that he wasn't cut out for the role of police officer and resigned. Officer Lance Martin also resigned, causing further manpower problems.

OBJECTIVE A-2.01: To establish and maintain channels of communication and liaison with all agencies interacting with this department.

MEANS (Field Operations Division)

- \* Provide court liaison and presentation of cases.
- \* Active participation with North County Policy Guidance Committee for Consolidated Pre-Arrestment Detention Facility, coordinating Pacifica's role.

FIRST QUARTER: On-going program. Court liaison requires .5 of man yearly. Representation on PDF policy guidance committee continues.

SECOND QUARTER: On-going program. Court Officer maintains liaison 3 to 5 days per week. Monthly meetings on Police Guidance and PDF.

THIRD QUARTER: Court Officer's time amounts to .5 man year. Problem areas are handled by division commander and deputy DA in charge. Monthly meetings of Policy Guidance and PDF committees continue.

FOURTH QUARTER: Same policy as above continued through this quarter.

OBJECTIVE A-3.01: To establish and maintain channels of communication with community members and/or agencies resulting in a mutual working relationship to the community and department.

MEANS (Field Operations Division)

- \* Assign officers fixed beat responsibility to assure their continual liaison with all segments of the retail, neighborhood and other groups for crime prevention, problem solving and education, including the use of Nightwatch, Officer Bill, Cop-on-Campus, Traffic education and Public Speaking Programs.
- \* Assure all officers are familiar with merchants, their interior and exterior properties as well as other community structures.

FIRST QUARTER: On-going programs. 169 juveniles contacted in school programs; 48 juveniles and adults participated in Nightwatch; 56 adults addressed on various subjects.

SECOND QUARTER: 278 contacted in school programs; 36 persons have participated in Operation Nightwatch; 306 others have been addressed through other functions, primarily in problem-solving situations.

THIRD QUARTER: 478 juveniles contacted in school programs; 26 persons participated in Operation Nightwatch; 383 others addressed through other functions, primarily talks on drugs and crime prevention matters.

FOURTH QUARTER: In continuing the above programs, 605 were contacted through school programs; 38 rode with officers in the Nightwatch program; 556 others have been addressed through various functions.

OBJECTIVE A-4.01: To identify and utilize all resources available internally and externally for accomplishment of department goals, objectives, programs and tasks.



OBJECTIVE A-4.01 (continued)

MEANS (Field Operations Division)

- \* Utilize 8,000 man hours of trained, POST approved, volunteer reserve officers as support for regular sworn officers.

FIRST QUARTER: Reserves utilized in following manner: 358 hours patrol; 138 hours special function details; 89 hours training, meetings and miscellaneous. Recruitment in progress. Currently personnel strength is down by approximately one third.

SECOND QUARTER: The number of reserves has fluctuated from 15 to 18 during this period. Each reserve averages approximately four hours per week. Patrol time - 300 hours; special details, such as stakeouts, motorcycle enforcement, dances and football games - 250 hours. Each reserve receives two hours of training per month, or a total of 96 hours.

THIRD QUARTER: 20 Reserve Officers now functioning with six being hired since the beginning of this quarter. They are each giving 4.2 hours to the patrol function and collectively have donated 757 hours during this quarter, plus 23 hours to special details. Each reserve has received 4 hours of training this quarter including range training.

FOURTH QUARTER: Two reserves have resigned since March, leaving a total of 19. Each reserve officer has averaged 10 hours per week on duty. They have put in approximately 2,200 hours during this quarter. In addition, they have worked the city picnic (8 hours); the Pier to Park race (10 hours); and, the Miss Pacifica Pageant (48 hours). Without the reserve force the overtime costs would have been considerably more.

OBJECTIVE A-4.02: To provide an on-going State Peace Officers Standards & Training approved Field Training Officer department program to eliminate delays in hiring and to upgrade department training standards while assuring effective trainee evaluations.

MEANS (Field Operations Division)

- \* Provide the recruit officer the direct field supervision on practical application of skills, knowledge and techniques gained through department and POST approved basic academy training by use of six Field Training Officers with the necessary administrative tools such as a Field Training Guide and evaluations for control and elimination of duplication.
- \* Provide six Field Training Officer positions which also serve as second-in-command in each of the platoon watches, fulfilling a line supervisory role during temporary absences of the Sergeant/Watch Commander.
- \* Provide a systematic process for training advancement and documentation to assure the recruit officer demonstrates the knowledge and ability necessary to perform the various position tasks at department standards.
- \* Assure the final selection process (Probationary period) is a documented procedure which will indicate unsatisfactory performance in the early stages of probation, which will result in the retention of 90% of new officers.
- \* California POST certified.
- \* Training of FTO's after competitive selection, sponsored by POST.
- \* Provide 40 hours training to each division employee with maximum use of FTO's.

FIRST QUARTER: On-going program. New officers evaluated daily while under FTO, and weekly by Sergeant. 220 hours in-service training; 90 hours firearms; 120 hours Human Relations; 96 hours mandated training; 128 hours CVC; 56 hours defensive driving; 249 hours roll call informal training.

SECOND QUARTER: On-going program. Three new officers hired to fill existing vacancies. A total of 698 hours has been devoted to training during this quarter. Career Development School - 32 hours; Vehicle Code and Accident Investigation - 102 hours; Crime Scene Investigation - 80 hours; FTO School - 45 hours; In-service training - 310 hours; Basic Academy - 128 hours.

THIRD QUARTER: A total of 1,670 hours has been devoted to training during this quarter. In-service training - 470 hours; Roll Call training - 57 hours; POST Academy attendance - 672 hours; FTO School - 40 hours; Defensive driving school - 32 hours; Career Development Seminar - 102 hours; Defensive Tactics training - 208 hours; Radiological Monitoring - 9 hours; and, Training Manager's Course - 80 hours.

FOURTH QUARTER: Formal training has been held to a minimum due to personnel shortages. 400 hours to POST training; 192 hours of In-service training; 57 hours of Roll-Call training; 81 hours of Range training; and, 24 hours of defensive driving. With a full compliment of personnel all training will increase significantly in the coming fiscal year.

OBJECTIVE B-1.01: To reduce reported injury and non-injury vehicle accidents by 1% for the calendar year, 1976, utilizing all available resources while remaining within legal, ethical, moral and budgetary guidelines.

MEANS (Field Operations Division)

- \* Identify primary collision factors, locations, times (working with the City Traffic Engineer) of all vehicle accidents and utilizing selective traffic enforcement on those accidents causing violations and public education for curtailment using 45%, 3,600 man-hours (4 traffic officers) and selected portion of Patrol unit man-hours on an as needed basis. (The remaining 4,400 man-hours are devoted to patrol duties.)
- \* Correlation of selective traffic enforcement with Patrol, City Traffic Engineer, Safety and Transportation Commission, neighborhood groups, and local press.
- \* Issuance of 9,000 traffic citations, generating about \$80,000 in City revenue.
- \* Provide sufficient analytical data on traffic accidents to Patrol Unit teams in an effort to involve all FOD personnel in the traffic safety process.
- \* Provide, on a continual basis, school and community safety programs for education. (Stop on a Dime, Driver Education, press releases).
- \* Provide 6,063 man-hours of trained adult school crossing guards at seven selected locations.
- \* Supplement regular student crossing guards in providing safe school crossings.

FIRST QUARTER: On-going programs. Refer to chart for statistical data.

SECOND QUARTER: Programs on-going as time and manpower permits. Accidents for calendar year 1976 down .7%. Refer to statistical data. Traffic revenue for first and second quarters, \$56,000.

THIRD QUARTER: Refer to chart for statistical data. Cumulative total of traffic revenues - \$74,154 (all three quarters.)

FOURTH QUARTER: Because of personnel shortages traffic enforcement suffered somewhat. CHP computer printouts utilized for accident location and primary collision factor enforcement. Revenue generated during fiscal year - \$94,007. Citations issued were down 36%. Accidents were up 4.5%. When enforcement drops; stats go up.

OBJECTIVE B-2.01: To adjust police service to community as determined by Police Survey of Community, 1974, remaining within guidelines of laws, ethics, morals, budget and Council.

MEANS (Field Operations Division)

- \* Adjustment of services, objectives, programs, tasks and tolerance levels of enforcement while remaining within the above guidelines.
- \* Assure citizen and organizational personnel input into development of department philosophies, goals, objectives, programs (ad hoc committees, neighborhood meetings, Operation Nightwatch, department, divisional, and Peace Officer Association meetings).

FIRST QUARTER: Continual program. Divisional, department and staff meetings conducted during this quarter.

SECOND QUARTER: Continuing programs. Divisional meeting held in October - goals discussed and set. Department and staff meetings also held to stay on top of community needs.

THIRD QUARTER: Divisional meeting held in January to discuss divisional problems. Department and staff meetings held on schedule to readjust to on-going programs to meet community needs.

FOURTH QUARTER: Staff meetings held to evaluate programs and discuss possible changes in the community's needs.

OBJECTIVE B-3.01: To review proposed construction and zoning law plans for security.

MEANS (Field Operations Division)

- \* Correlate with Council, Planning Commission, Fire, Building, Planning and Zoning bodies, the review of all proposed major projects and zoning laws.
- \* Review to include security, safety, physical location, ped ways, lobbies and parking.
- \* Recommend changes in plans where warranted.
- \* Assist in formulation of City Ordinance regarding building security with North County Crime Prevention Unit and Pacifica Citizens Crime Prevention Committee.

FIRST QUARTER: 24 plan checks and recommendations for security, safety, etc.

SECOND QUARTER: Plan checks and recommendations made on 30 proposed construction projects.

THIRD QUARTER: Plan checks and recommendations made on 34 proposed projects.

FOURTH QUARTER: Plan checks made on 26 proposed projects; 16 engineering reviews, and 2 EIR's.

OBJECTIVE D-1.01: To maintain a 50% diversion rate on all juvenile arrests and 10% on adult misdemeanor offenders whenever legal and reasonable.

MEANS (Field Operations Division)

- \* Train officers in discretionary powers and alternatives available.
- \* Document policy on use of discretionary powers, refer to Department Administrative Order 771.006 and Training Manual Section on Police Discretion.
- \* Provide a system of follow-up of diverted offenders to measure recidivistic rate versus criminal justice system.
- \* Maintain an on-going list of referral agencies.
- \* Provide continual inspection for control of use of discretion.

FIRST QUARTER: On-going program. Discretionary powers policy in process of re-evaluation and revision.

SECOND QUARTER: On-going program. List of referral agencies distributed to all personnel.

THIRD QUARTER: The use of alternatives to the criminal justice system stressed at staff and department meetings.

FOURTH QUARTER: Referrals made by officers do not lend themselves to easy recapitulation. However, referrals to other agencies are made on a daily basis.



## (Percentages Cumulative)

ANTICIPATED RESPONSES (CRIMES & SERVICES)		1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL	ANNUAL CHANGE	+ or - PROJECTION
	26,000 Service Requests	7,542 (29%)	6,582 (50%)	6,309 (75%)	6,398 (103.2%)	26,831	831	+ 3.2
#1	(adj. figure: 1,612) 1,250 Part I Crimes	438 (27%)	481 (57%)	442 (84%)	494 (115%)	1,855	243	+15.0
#1	(adj. figure: 1,534) 900 Part II Crimes	431 (28%)	485 (60%)	489 (92%)	502 (105%)	1,907	73	+ 5.0
	1,100 Warrant Arrests	213 (17%)	221 (39%)	141 (52%)	122 (63.3%)	697	- 403	-36.6
	200 Adult Felony Arrests	43 (22%)	57 (50%)	53 (77%)	48 (100%)	201	1	-
	900 Adult Misdemeanor Arr.	244 (27%)	298 (60%)	282 (92%)	253 (119.67%)	1,077	177	+19.6
	750 Juvenile Detentions	218 (27%)	238 (61%)	205 (88%)	266 (123.6%)	927	173	+23.6
	1,800 Field Interviews	275 (18%)	752 (57%)	525 (86%)	377 (107%)	1,929	129	+ 7.0
*	Part I Crime Clearance Rate, 30%	123 (28.08%)	167 (31.55%)	112 (23.66%)	143 (28.95%)	545 (29.38%)	-	+ 1.3
	11,964 Investigation Hours	2,804 (23%)	2,993 (48%)	2,769 (72%)	2,723 (94.3%)	11,289	- 675	- 5.7
	1,365 Report Writing Hours	494 (36%)	524 (76%)	494 (111%)	591 (154%)	2,103	+ 738	+54.0
	830 Auto Accidents	218 (26%)	206 (51%)	218 (77%)	225 (104.5%)	867	37	+ 4.5
#2	125 Abandoned Auto Tows	44 (35%)	42 (69%)	39 (100%)	41 (132.8%)	166	+ 41	+32.8
	9,000 Vehicle and Muni Code Citations & Mech. Wrngs.	1,572 (18%)	2,068 (40%)	1,524 (57%)	1,492 (73.96%)	6,656	- 2,344	-26.0
	3 Minutes Average Response time - Emergency Calls	2 min. 49 sec.	3 min. 25 sec.	3 min. 25 sec.	1 min.	2.95	-	-
	8 Minutes Average Response Time - Non-Emerg., In-Progress	5 min. 21 sec.	6 min. 40 sec.	8 min. 2 sec.	7.8 min.	6.97	-	-
	17 Minutes Average Response Time - Routine Calls	12 min. 50 sec.	17 min. 27 sec.	21 min. 25 sec.	17.1 min.	17.2	-	-
	50,000 Total Paid and Volunteer Man-Hours	13,336 (27%)	12,218 (51%)	13,478 (78%)	12,705 (103%)	51,737	+ 1,737	+ 3.0

#1: A statistical gathering error (since 1973 and 1974) was discovered in under \$50.00 petty thefts and minor malicious mischief cases. Crime/incident statistics are adjusted to reflect a more accurate accounting and projection.

#2: 27 abandoned autos removed by compliance after formal action initiated.

\*1st quarter correction

## CITY OF PACIFICA

DEPARTMENT				FUND	ACCOUNT
POLICE				01	3000
	ACTUAL	BUDGET	BUDGET	CITY MGR.	CITY
CLASSIFICATION	EXPENDED	1976-77	REQUEST	RECOMMENDS	COUNCIL
	1975-76		1977-78	1977-78	ADOPTS
SALARIES/BENEFITS	982,732	1,143,751	1,152,088	1,152,088	1,318,209
MATERIALS/SERVICES	191,005	270,917	295,524	301,804	324,093
CAPITAL OUTLAY	5,476	1,180	4,215	500	20,270
TOTAL	1,179,213	1,415,848	1,451,827	1,454,924	1,662,572

PROGRAM INFORMATION

The following were formulated by citizen and employee committees from community survey.

PHILOSOPHY STATEMENT A: To pursue excellence in guarantying the equal protection of all life and property against violence, disorder or loss; to uphold the constitutional rights of all persons to liberty, equality and justice; to increase the public trust, confidence and support for the Pacifica Police Department.

GOAL A-1: To reduce the crime rate.

GOAL A-2: To establish and maintain effective coordination between all agencies involved in or with the criminal justice process.

GOAL A-3: To establish and maintain positive liaison between the community and police.

GOAL A-4: To provide necessary support to all police personnel in order to assist them in carrying out their objectives and fulfilling their duties.

PHILOSOPHY STATEMENT B: Preservation and maintenance of community health, safety and assistance

GOAL B-1: To reduce vehicular accidents.

GOAL B-2: To determine and provide continuous police services to meet community and citizen needs.

GOAL B-3: To assist community planning in reducing safety and security hazards.

PHILOSOPHY STATEMENT C: Meeting the goals and needs of the department and its personnel through effective administration and responsible fiscal management.

GOAL C-1: To fully implement a formalized management-by-objectives/results system.

GOAL C-2: To reduce personnel turnover.

GOAL C-3: To achieve maximum participation in decisions related to objectives and program development.

GOAL C-4: To provide an objective personnel evaluation process through ~~employee~~ participation.

GOAL C-5: To provide a program of career development for all department personnel.

GOAL C-6: To hold the organization accountable to the public.

GOAL C-7: To provide the maximum quality and quantity community service for tax dollars spent.

## SUPPLEMENTARY SUPPORT PROGRAMS

### CRIME PREVENTION UNIT, 1977

Six officer unit to reduce burglary by 5%, vandalism by 8%, and larceny by 2% in conjunction with the Citizens Crime Prevention Committee, Criminal Investigation and Field Operation Divisions. Funded by Council in October, 1977 and operational in January, 1978.

### POLICE/FIRE TASK AND SERVICE CONSOLIDATION, 1976

In order to eliminate duplication of service and provide additional mutual support, police and fire staffs combined selected public safety tasks. Short and long range objectives were identified with the former implemented in 1976.

#### SHORT RANGE OBJECTIVES

1. To provide a central public safety training facility; completed in 1977.
2. To institute mutual police/fire training for regulars and reserves.
3. To avoid report duplication by curtailing police reports of casualty, sickcalls and fires.
4. To discontinue police response on selected calls attended by fire personnel.
5. To increase effectiveness of police performing minor fire suppression.
6. To institute fire reserve involvement in some police search or rescue.
7. To utilize all fire houses as police sub-stations.
8. To have police and fire perform public safety, security and fire prevention and building inspections avoiding two separate inspections.
9. To increase effectiveness of police dispatching of fire calls.

#### LONG RANGE OBJECTIVES

1. To provide a combined public safety facility for police station and fire headquarters.
2. To combine police/fire Services Divisions.
3. To have police handle more minor fire duties at fire scenes.
4. To have fire handle some minor police duties.
5. To have police dispatch total fire communications.
6. To provide all public works personnel with fire reserve training.
7. To have fire relieve and supplement dispatching when not on fire call.
8. To place fire investigator in Police Criminal Investigation Division.
9. To combine City Building Inspection with Fire Department.
10. To institute a public safety cadet program.
11. To combine some public safety vehicles which could function for both patrol and fires.

### CONSOLIDATED COUNTY POLICE COMMUNICATIONS GRANT, 1976-1978

Under study by County Chief's since 1975, grant monies now available for purchase of communications equipment to increase radio capabilities on county-wide level. Should be operational in mid 1978.

### REVISED PURCHASING PROCEDURES FOR STAFF CARS, 1976

At a substantial cost savings, staff cars are now purchased one year old from leasing companies and resold within 12 months.

### I.A.C.P. SUPPORT SERVICES MANAGEMENT AUDIT, 1976-1978

This audit was instituted to evaluate the support services of records and communications as they directly relate to field operations. To be completed in early 1978.

### CONSOLIDATED NORTH COUNTY PRE-ARRAIGNMENT DETENTION FACILITY, 1975-1977

Federally funded through the County, all prisoners are now booked in Daly City rather than Redwood City. This saves hundreds of officer hours in transportation and provides citizen convenience. As of January, 1978 the County will fund the Sheriff for this operation.

#### FIELD TRAINING OFFICER PROGRAM, 1975

To provide an on-going Peace Officer's Training & Standards approved Field Training Officer program to eliminate delays in hiring new officers as well as upgrading department training standards and assuring effective trainee evaluations. The six F.T.O. positions are each assigned to a patrol team and also act as team leaders during the absence of a Watch Commander/Sergeant.

#### COMMUNITY SURVEY EVERY FIVE YEARS FOR GOALS AND OBJECTIVES, 1974

Survey to measure community tolerance level, priorities, crime reporting, attitudes, confidence, trust, service levels and establishment of five year goals with community and organization ad hoc committees. A resurvey will be attempted in 1979 in conjunction with revision of the City General Plan by a consultant.

#### 911, EMERGENCY POLICE, FIRE AND AMBULANCE PHONE, 1974

The Pacifica 911 System enables all Pacifica residents with 355, 359, or 993 telephone prefixes to dial "911" for emergency police, fire or ambulance service within our political jurisdiction. An emergency, as used in this policy, is every instance when the actual response of the police, fire or ambulance is necessary. Residents having prefixes other than 355, 359, or 993 will dial the current emergency numbers: police and ambulance - 355-4151; direct fire emergency - 355-2875, or 355-2876.

#### RECORDS - MICROFILMING, 1974

With a \$4,697 Federal L.E.A.A. (C.C.C.J.) Grant, equipment was purchased to microfilm all police records to conserve space and enhance record retrieval. Pacifica Police reports, up to 1976 have now been filmed, in addition to identification files.

#### CONSOLIDATED NORTH COUNTY SELECTED SERVICES, 1973-77

Federally funded North County Police Study Consolidation of certain cost saving programs by joint participation in planning, research, communications, records, recruitment, purchasing and grants.

#### CONSOLIDATED COUNTY RECORDS COMPUTERIZATION, P.R.I.S.M., 1973-77

Federally funded, shared County-wide computerized information and records system. During 1977 this program was abandoned due to lack of local financial support in the county.

#### MANAGEMENT BY OBJECTIVES/RESULTS, 1973 (completed and revised, 1976)

The Police Department, in 1973, with City Manager and Council approval, began a five year plan to fully implement a Management by Objectives/Results system of Management. Staff attended three seminars on Management by Objectives during 1974. A fourth seminar was held in Pacifica for the Department, sponsored by the California Peace Officer Standards & Training Department, conducted by Golden Gate University. Cost-free consultants were obtained from Golden Gate University, San Mateo County Office of Education, and San Mateo County Human Relations Department for advice and assistance in implementation. Two committees were formed: Community Ad Hoc, demographically representative of the community; Organizational Ad Hoc, representing every level of the organization. The committees surveyed the community to determine wants and needs. Police Department philosophies and goals were then formulated. With Council approval by Resolution, all on-going and future programs are written in objective form with cost and measurement tools included for evaluation. All objectives/programs aim towards goal attainment. Quarterly and annual objective evaluations are provided Council. Philosophies and goals have up-date reviews every five years. The system is integrated into the budget, quarterly, annual reports, and personnel performance evaluation by objectives.

## CONSOLIDATED NORTH COUNTY CRIME PREVENTION UNIT, 1973-1976

Federally funded, four officers of North County agencies provide crime prevention education, crime trend correlations and task force investigation capabilities. The 1977 Pacifica Crime Prevention Unit funding by the City Council will continue many aspects of this program with more specific and measurable results for evaluation in July of 1979.

## CITIZENS ADVISORY COMMITTEE ON CRIME PREVENTION, 1974

This active committee of concerned citizens gather community support for crime prevention as well as directing the Secret Witness Program and acting as a pressure group to gain a North County Prearrestment Facility. They assisted in formulation of the new, six officer, Crime Prevention Unit in 1977.

## FEDERAL GRANTS, 1973-1977

In an effort to increase effectiveness at minimal costs, Pacifica participates in grant projects which combine efforts of police agencies on a county-wide and regional basis. Pacifica, San Bruno, Daly City and South San Francisco participate in three cooperative Federal Grant projects:

1. CONSOLIDATED POLICE SERVICES: A study which has saved the City several thousand dollars through joint participation. Studies included planning and research, recruitment, joint purchasing. This grant ended January, 1977.
2. CONSOLIDATED CRIME PREVENTION PROGRAM: One officer from each City formed a Crime Prevention Unit which provided public education and correlation of crime information for the four cities. This grant ended, August, 1976. Pacifica's City Council funded a similar unit with six officers to continue and upgrade the thrust with aims towards burglary, larceny and vandalism.
3. DES MOINES RECLAMATION PROJECT: Prearrestment Detention: All prisoners booked at the Daly City Jail instead of County Jail in Redwood City. New grant funds have extended this project to December, 1977. In January, 1978, the Sheriff will operate this program with County funding. Cost savings are evident in transportation time of officers with prisoners.

## COUNTY-WIDE GRANTS

1. TRAINING GRANT: Joint training. This grant provided each agency with video tape recorder equipment. Professional training tapes have been developed.
2. RECORD MICROFILMING: Provided all local equipment for the reduction of storage space and uniformity of record retrieval throughout the county.
3. C.A.P.T.U.R.E. "Citizens Active Participation through Utilization of Relevant Education" - This is a public education program developed to encourage citizen participation in crime prevention. This grant ended in Midyear, 1977. Citizens are attempting to continue the program with local funds.
4. CONSOLIDATED COUNTY COMMUNICATIONS: Purchase of new radio equipment for all law enforcement agencies. Will be standard equipment with capability of communications with every department in the county. Operational in mid 1978.
5. P.R.I.S.M. Police Records Information System of San Mateo County. County-wide computerized record system. Development curtailed in 1977 due to lack of local funding commitments for on-going costs.

The total cost to date of these grants is \$1,812,462; the cost to Pacifica, \$8,320.

## REPORT DICTATION SYSTEM, 1972 (revised, 1976)

A report dictation system was begun early in 1972 allowing officers to dictate reports while remaining in their vehicles. By utilizing standard cassette recorders in the patrol vehicles for report dictation, the officer may remain on beat in the car, which in turn reduces potential crimes by his presence and lowers response time to calls. This has allowed a clerical task to be shifted to a trained stenographer, completing the work in half the time as an officer. Due to budget cut-backs, one man-year was deleted and 1/2 man-year moved from another division. Program is now 50% of original intent.

## OFFICER BILL PROGRAM, 1972

The Department has solicited local clubs, groups, and service organizations for money to fund an "Officer Bill" program in which elementary school children in the lower grades become acquainted with the duties and functions of the police department, and teaches safety for children.

## OPERATION IDENTIFICATION, 1972 (revised, 1975)

Sponsored by the Lions Club and Pacifica Tribune, this program allows citizens to inscribe their driver's license number on their items of value. By checking the number on the property through a computer at the police station, an officer has the name of the rightful owner of the property within a matter of minutes. This program was assumed by the North County Crime Prevention Unit during 1975.

## POLICE CADET PROGRAM, 1972 (revised, 1977)

The objective of this program was the use of non-sworn cadets for minor police tasks (allowing more time for officers to handle incidents that could only be handled by police officers as recommended by the President's Task Report, 1968) and to provide a way for aspiring individuals to enter police work. This program is funded by the Federal Comprehensive Employment and Training Act. Refunding by C.E.T.A. for six positions in 1978 appears imminent.

## STOP ON A DIME, 1972 (revised, 1976)

Provides elementary school children with traffic safety information and demonstration with emphasis on pedestrian safety.

## TEN PLAN, 1971 (revised, 1975)

Implemented in December, 1971 (with its 10 hour, 4 day work week) the Ten Plan provided almost double the previous number of officers in the field during the hours they were needed most. The appropriate distribution of manpower is made by conducting a yearly study of called-for-services. The plan provides for the beat officer to communicate with the people and have total responsibility on the beat. The extra officers provide a fluid patrol attacking areas in saturation strength (sometimes in unmarked vehicles) often making the difference in eliminating potential police problems. The Plan also provides for a built-in training schedule as well as task force capabilities.

Six teams, each led by a Sergeant, are expected to attain the following objectives:

- To provide fixed responsibility for community/crime problem solving;
- To increase continuity of supervision;
- To lessen span of control;
- To provide flexibility of man-power allocation;
- To afford in-service training time (40 hours for each officer per year) with no overtime cost.



Along with other City Department's reviews, the police have input into all plans of major development and zoning to allow for security recommendations to the Planning Commission. This task will be performed by the recently funded Crime Prevention Unit which will also propose a security amendment to the City Building Code for Council consideration.

#### INTERNSHIP PROGRAM, 1971

With the cooperation of Universities, State, and Community Colleges, and High School systems, this program provides on the job work and educational experience for the pre-entrance law enforcement oriented student. This is a non-paid volunteer experience.

#### CAREER DEVELOPMENT, 1971 (revised 1976)

Our most important resource, our employees, is of primary concern in the effective administration of the organization. Components of the personnel career development plan are: 1) position specifications; 2) position titles; 3) merit, competitive, promotional system; 4) documented career patterns; 5) training; 6) education; 7) scheduled rotation of assignments; 8) performance evaluation by objectives; and, 9) career counselling and planning.

#### COP ON CAMPUS, 1971

Uniformed officers visit each high school once a week for informal discussions. To be revised during 1978.

#### COP FOR LUNCH, 1970

On duty officers rotate having lunch at different elementary schools and converse with children informally. Program suspended in 1975; to be revised and reinstituted during 1978.

#### DRUG ABUSE EDUCATION PROGRAM, 1969

This program is handled primarily by the juvenile officer and has taken considerable time and effort. Approximately 21,500 persons have heard the orientation, including service clubs, PTA's, school teachers and students, since 1969. Because of its wide coverage in the past, requests have decreased. To be revised in 1978 to gain more youth and adult interest.

#### JUSTICE DIVERSION, 1969 (revised 1977)

Every local resource available is utilized as a diversion to the Justice System for certain juvenile and adult offenders of selected criminal violations.

#### PUBLIC SAFETY EDUCATION, 1969

Public presentations to community groups and schools by police officers and staff on all types of public safety and law enforcement service continues its popularity. However, 1977 numbers are lower due to some curtailment because of resource depletion.

1969 (3,362) 1970 (4,014) 1971 (6,334) 1972 (8,510) 1973 (14,629) 1974 (11,836)  
1975 (4,547) 1976 (4,397) 1977 (3,041)

#### COMMUNITY BLOCK PARENT PROGRAM, 1968 (revised 1975)

Coordinated by the juvenile officer and school district, an attempt is made to have each block have a home to which a troubled youth may seek assistance.

#### OPERATION NIGHTWATCH, 1968

Expanded to two nights weekly by popular demand, this program allows citizens, both adult and juvenile to accompany a police officer for a six hour period observing how calls for

## OPERATION NIGHTWATCH (continued)

service and incidents are handled. This program is valuable in that it allows an exposure to a realistic picture of police activities on a favorable contact basis. It presents an undistorted picture of actual operation as opposed to the glamour of television programs and allows them to view police/citizen contacts from the viewpoint of the officer. It also represents the practical and legal limits of an officer's scope in the field. Participants since 1968: 1,730 (121 in 1977)

## POLICE EXPLORER SCOUTS, 1964

Formed in 1964, Post #126 provides an opportunity for young men and women to extend their scouting activities to a law enforcement orientation.

## P E R S O N N E L

Presently, the department consists of 53 full time and 3.5 part time persons. The 44 sworn officers reflect a ratio of one officer per thousand persons assuming an approximate present population of 39,500 persons (revised down from 40,000 estimate after 1976 census). This is in contrast to a national average of 2.1 sworn personnel per thousand persons and the Western states average of 1.8 per thousand.

By use of planned goals, objectives and program means, the department hopes to offset this lower ratio. Lateral entry officers have brought fresh ideas with them from their varied department backgrounds and have provided significant input.

The Department profile indicates: The average age of employees is 30.3 years; average experience is 6.2 years; average employee has 91.5 units of college or university credit - 26 Associate degrees, 18 Baccalaureate degrees, and 2 Master degrees.

Realistic educational goals for officers have been set with officers striving to possess an AA degree after four years of service. This is an effort to provide the citizens of Pacifica with the highest quality and most effective law enforcement service possible.

A police officer today must cope with difficult mental, physical, and emotional demands. In addition, must possess tact, diplomacy, discretion, and the ability to make prompt and prudent decisions. An officer's training to handle these moments of extreme emotional and physical stress are never completed. Officers attend special training sessions in subjects such as first aid, civil disturbances, crowd control, human relations, drug and juvenile problems, court, human development, evidence investigation, crime prevention, traffic, and those courses especially designed for supervisory and management personnel.

The department continues to apply an equal prioritized distribution of police services to all citizens in need. We are responsive to these needs within budgetary limitations. We are also accountable to the community for all our actions.

During 1977, department personnel received 89 written citizen commendations; 25 department commendations, and 28 outside and 31 in-house training certificates and certifications. We investigated 22 personnel complaints and internal investigations, 7 of which were sustained.

In order to perform effectively, your police department is divided by the functions it performs into several different divisions. Following personnel charts are a brief introduction to each division within the department and a description of the service each provides.

This year we experienced our highest rate of personnel turnover: 5 resigned or were terminated for probation failure; 4 retired on disability or years served; 1 terminated for disciplinary reasons; 3 lateral transfers to other police agencies; and, 2 resigned, leaving police work altogether. Coupled with six new positions authorized by Council for a Crime Prevention Unit, 21 positions were filled in officer, dispatcher, clerical and technician. About half were hired with previous experience or training, thus avoiding lost productivity time in extensive training.



## PERSONNEL AS OF 12/31/77

NAMES	AGE	SERVICE YEARS IN PACIFICA	TOTAL POLICE SERVICE YEARS	EDUCATION LEVEL	HIGHEST STATE POST CERTIFICA- TION
SWORN PERSONNEL - One sworn officer per 1,000 population based on 39,500 persons					
1. CHIEF MEL NELSON.....	41	18	22 (4 yrs Air Police).....	165 UNITS/AA,BA,MPA	EXECUTIVE
2. CAPT. BRUCE RIVERS.....	44	20	13.5 (7 yrs PFD).....	131 UNITS/AA,BA	MANAGEMENT
3. CAPT. ANTHONY GUARDINO.....	38	11	11 .....	120 UNITS	MANAGEMENT
4. CAPT. CHARLES ENGLISH.....	35	11	11 .....	121 UNITS	MANAGEMENT
5. SGT. RAY MANLEY.....	37	13.5	18 (4.5 yrs Air Police).....	124 UNITS/AA,BA	ADVANCED
6. SGT. DOUGLAS FREUTEL.....	35	13	13 .....	111 UNITS	ADVANCED
7. SGT. THOMAS SEVERANCE.....	34	10	10 .....	107 UNITS/AA	ADVANCED
8. SGT. RICHARD HILLMAN.....	36	13	13 .....	70 UNITS/AA	ADVANCED
9. SGT. ROBERT ROBINSON.....	34	7	11 (4 yrs Tuo. SO & LAPD).....	138 UNITS/BA	ADVANCED
10. SGT. EDWARD BURTON.....	39	9	11.5 (2.5 yrs San Carlos PD).....	100 UNITS	INTERMEDIATE
11. SGT. ANTONIO CONTE.....	39	9	9 .....	130 UNITS/AA,BA	ADVANCED
12. SGT. ALLAN PASCOE.....	32	6.5	8.5 (2 yrs Berkeley PD).....	160 UNITS/AA,BA,MPA	ADVANCED (4DPA)
13. SGT. WILLIAM WIPPRECHT.....	30	5	5 .....	140 UNITS/BA (12 grad)	INTERMEDIATE
14. FTO ROBERT SANDERS.....	34	6.5	9 (2.5 yrs Berkeley PD).....	83 UNITS/AA	INTERMEDIATE
15. FTO ERIC JORGENSEN.....	31	8.5	8.5 .....	51 UNITS	BASIC
16. FTO HERB COWAN.....	35	5.5	12 (6.5 yrs Long Beach PD).....	64 UNITS/AA	ADVANCED
17. FTO GERALD CROCHOWSKI.....	30	6	8 (2 yrs Washington DC PD).....	68 UNITS	INTERMEDIATE
18. FTO EDWARD DEMARTINI.....	29	5	5 .....	159 UNITS/AA,BS	INTERMEDIATE
19. FTO MICHAEL BLAGROVE.....	31	7	7 .....	80 UNITS/AA	INTERMEDIATE
20. OFF. EDMUND BOLL.....	36	11.5	11.5 .....	66 UNITS/AA	ADVANCED
21. OFF. RICHARD DONINELLI.....	36	8.5	8.5 .....	148 UNITS/AA,BS(11 grad)	ADVANCED
22. OFF. ROBERT MORRIS.....	34	7	9 (2 yrs Petaluma PD).....	90 UNITS/AA	INTERMEDIATE
23. OFF. JOSEPH MAJKA.....	26	4.5	4.5 .....	82 UNITS/AA	INTERMEDIATE
24. OFF. LEE TYLER.....	38	4	8 (4 yrs Air Police).....	38 UNITS	BASIC
25. OFF. PATRICK BRENNAN.....	25	4	4 .....	94 UNITS/AA	BASIC
26. OFF. JOHN AQUILA.....	26	3.5	3.5 .....	138 UNITS/AA,BA	INTERMEDIATE
27. OFF. MICHAEL GAMBLE.....	29	3.5	3.5 .....	62 UNITS	BASIC
28. OFF. TED MERRITT.....	31	2.5	2.5 .....	99 UNITS/AA	BASIC
29. OFF. IANA ROBINSON.....	26	2.5	2.5 .....	124 UNITS/AA,BA(12 grad)	INTERMEDIATE
30. OFF. MORGAN FAY.....	23	.5	1.5 (1 yr Brisbane PD).....	66 UNITS	-----
31. OFF. WILLIAM AHERN.....	24	.5	.5 .....	75 UNITS	-----
32. OFF. GERRY D'ARCY.....	23	.4	.4 .....	135 UNITS/BS	-----
33. OFF. RICARDO ALVILLAR.....	24	.3	.3 .....	36 UNITS	-----
34. OFF. WILLIAM BROWN.....	21	.3	.3 .....	30 UNITS	-----
35. OFF. JAMES FINNEGAN.....	26	.3	.3 .....	124 UNITS/BA	-----

NAMES	AGE	SERVICE YEARS IN PACIFICA	TOTAL POLICE SERVICE YEARS	EDUCATION LEVEL	HIGHEST STATE POST CERTIFI- CATION
36. OFF. JAMES INNES.....	25	.3	.3 .....	160 UNITS/AA,BS	-----
37. OFF. EDWARD BURNELL.....	21	.3	.3 .....	124 UNITS/BA	-----
38. OFF. MARK MESSIER.....	21	.3	.3 .....	66 UNITS/AA	-----
39. OFF. SAMUEL BLAKE.....	28	.2	1.2 (1 yr Sacramento SO)....	75 UNITS/AA	-----
40. OFF. JOSEPH CARIFFE.....	25	.2	4.2 (3 yrs Mil. Police and 1 yr Gonzales PD).....	46 UNITS	BASIC
41. OFF. MICHAEL MENCH.....	32	.2	5.2 (5 yrs Nebraska PD).....	152 UNITS/BA,BS	-----
42. OFF. JAMES MADIGAN.....	28	.1	5.1 (5 yrs SFPD Airport Pol)	64 UNITS/AA	-----
43. OFF. JOHN GURNEY.....	22	.1	2.1 (2 yrs Cadet, Campbell PD)	84 UNITS/AA	-----
44. OFF. V A C A N T	--	---	---	-----	-----
45. <u>TECHNICIAN</u> - SKIP CROWELL.....	29	.5	1.5 .....	110 UNITS/AA	-----
46. <u>SUPVR. DISP.</u> MARY CORLETT.....	27	5	5 .....	131 UNITS/BA (19 Grad)	-----
47. <u>DISPATCHER</u> ROSE MARKOVICH.....	52	13.5	10 .....	6 UNITS	-----
48. <u>DISPATCHER</u> JEANNE SAKAI.....	24	4.5	5.5 (1 yr Police Cadet).....	90 UNITS	-----
49. <u>DISPATCHER</u> CATHERINE BANNON...	29	2.5	2.5 .....	124 UNITS/AA,BA (30 Grad)	-----
50. <u>DISPATCHER</u> DENISE KENT.....	17	1	1 .....	14 UNITS	-----
51. <u>OFFICE SUPVR.</u> NANCIE FEENEY...	40	9	8.5 .....	3 UNITS	-----
52. <u>COMM. CLERK</u> DIANE MANLEY.....	23	4	4 .....	30 UNITS	-----
53. <u>CLERK II</u> V A C A N T	--	---	---	-----	-----
53.5 <u>CLERK I</u> AMANDA WHITE (1/2 time)	19	.5	.5 .....	12 UNITS	-----
AVERAGES:	30.3	5.4	6.2	91.5	

PRODUCTIVE TIME LOSS, EXPRESSED IN MAN DAYS PER 10 HOUR DAY\*

PRODUCTIVE TIME LOSS							1977
	Man Days						
	100	200	300	400	500	600	
Recruit Training - 432.8 Days							
Advance Training - 79.9 Days							
In-House Training - 350.3 Days							
Court - 144 Days							
Used Compensated Time - 108 Days							
Used Vacation Time - 428.2 Days							
Used Sick Leave - 262.7 Days							
Workmen's Compensation - 105 Days							
Total Loss Productive Man Days - 1911 Days = 7.35 man years (2080 hours = One man year)							

1977 TOTAL POLICE DEPARTMENT EXPERIENCE

# OF EMPLOYEES	EXPERIENCE IN YEARS	5	10	15	20	25	30	35	40	%
10	0 - 1									19
8	1 - 3									15
12	4 - 6									23
10	7 - 9									19
8	10 - 12									15
3	13 - 15									6
1	16 - 18									2
0	19 - 21									0
1	22 - 24									2

TOTAL EDUCATION, 1977

HIGHEST LEVEL ACHIEVED COLLEGE UNITS	NUMBER* OF PERSONNEL	PERCENT OF PERSONNEL						
		10	20	30	40	50		%
1 - 29	4							7.5
30 - 59	6							11.2
60 - 90	16							29.9
91 - 121	8							15.0
BA or BS	18							33.6
MPA	2							3.7

CERTIFICATION BY CALIFORNIA PEACE OFFICERS STANDARDS & TRAINING, 1977

SWORN OFFICERS

CERTIFICATE	# OF OFFICERS POSSESSING EACH TYPE	PERCENT OF SWORN OFFICERS						
		20	40	60	80	100		%
Basic	30							68.1
Intermediate	24							54.5
Advanced	14							31.8
Supervisory	11							25.0
Middle Mgmt.	9							20.5
Management	3							6.8
Executive	1							2.3

## DIVISIONS

### CHIEF ADMINISTRATOR

The Chief of Police, executive officer of the Department, is responsible for coordinating, planning, control, review, organizing, staffing, budgeting, and directing activities of the Department in the prevention of crime and other related services. He coordinates the efforts of the separate divisions resulting in the most efficient overall productivity of available personnel and material. He is ultimately responsible for upgrading the caliber of the department and for providing the best possible service to the citizens of Pacifica by attainment of stated philosophies, goals and objectives. Results must be obtained with the most efficient expenditure of available operating funds. He must necessarily delegate much authority, but the responsibility for the overall administration of the department rests with Chief Mel Nelson. F/Y 77-78, \$49,075; 3% of department budget.

### ADMINISTRATIVE SERVICES DIVISION

As its name implies, it exists to give service: To the citizens of Pacifica and primarily to the police officer on the street. Under the command of Captain Rivers this division is responsible for the many operations necessary to run an efficient and effective police department: Planning; records; communications; personnel; training; budgeting; fiscal control; criminal technical investigation; property control; program and data resource; and, statistics. The Services Division is also responsible for attainment of stated objectives and the administration of grants awarded to the Police Department. The division budget for F/Y 77-78 is \$343,653; 21% of the department budget, having 10.5 employees.

### FIELD OPERATIONS DIVISION

Under command of Captain Guardino the Field Operations Division is the largest and most visible division. It consists of uniformed officers and supervisors assigned to beats within the City, as well as traffic and reserve units. The Captain is responsible for divisional administration, planning, control, budgeting, staffing, coordination, review and stated objective attainment.

Uniforms and marked black and white patrol vehicles serve two primary functions: That of being readily recognized by citizens in case of emergency, and as a deterrent to those who might commit a crime. The officers must become aware of conditions on their beats through observation and interaction with citizens. The beat officer is relied on as a problem solver and selects from alternatives which will best serve as solutions to those problems. Pacifica beat officers are well rounded and trained generalists.

An officer is expected to be able to perform many functions in his daily activities. He is often expected to act as a lawyer, physician, counselor or friend. Officers are trained to become suspicious and will notice things that the average person does not see. They are expected to have sound working knowledge of the laws, Supreme Court decisions, individual rights and be knowledgeable in their application to everyday duties.

The duties vary from the investigation of major crimes such as burglary, assaults and deaths, to a multitude of tasks, provided as public services. Officers will seek the confidence and solicit the support and assistance of the community. We must recognize that for effective law enforcement there must be a partnership between the police and the community it serves. F/Y 77-78, \$1,103,359; 66% of department budget, having 37 fulltime and 3.5 part time employees.

### POLICE RESERVE UNIT

Under direction of Field Operations Division Sergeant Rich Hillman, the present unit consists of 30 positions including a chaplain. Police Reserve positions give a variety of civic minded citizens the opportunity to serve their community directly. Reserve Officers work on patrol assignments with regular officers to form two-officer patrol units and donate many hours assisting with crowd control at disaster scenes, parades, carnivals, fires, high school events, or wherever they are needed. They also perform office work and assist in the communications center.

## POLICE RESERVE UNIT (continued)

Our reserves are selected very carefully and are subject to a stringent background investigation and oral interview similar to those conducted on applicants for a regular officer's position. Citizen reserves come from a variety of backgrounds and employment fields seeking to make the community in which they live a better place.. The time donated is voluntary and they often work long hours under difficult circumstances without monetary compensation. During 1977 they donated over 8,000 hours in the service of the community. Although the City cannot afford the luxury of placing two officers in a single police vehicle when needed, this safety factor is provided through the police reserves at an approximate savings in excess of \$40,000 in donated time each year.

The organizational structure includes one Captain's position held by Mr. Wally Rapozo. There are currently 17 openings in the unit and a recruitment drive is being undertaken. Time commitments, individual equipment, expenses and state mandated training make recruitment difficult. The Council indicates a desire to assume all costs in 78-79 budget. This should impact recruitment.

The Reserve Unit is divided into three squads, each with a Sergeant and an assistant squad leader, allowing for faster communication in the event of a disaster or mobilization. F/Y 77-78, \$4,438 (training, supplies, and insurance).

### RESERVE OFFICER

BILL BECKERLY  
JOHN BERAN (SERGEANT)  
RON CAMPBELL  
BOB DURKIN  
BOB GREEN (SERGEANT)  
RICH GREEN  
BOB KURPINSKY (SERGEANT)  
CHRISTINE LAROCHE  
GORDON LEWIS (SERGEANT)  
WALLY RAPOZO (CAPTAIN)  
RON REHN  
GREG RYAN  
LEE WARFORD (CHAPLIN)

### DAILY OCCUPATION

AIRCRAFT DISPATCHER  
BREWERY EMPLOYEE  
AIRCRAFT MECHANIC  
SALESMAN  
DRAFTSMAN  
ELECTRICIAN  
AUTO SERVICE DISPATCHER  
HOUSEWIFE  
P.G.&E. EMPLOYEE  
FINANCIAL DEVELOPMENT SUPERVISOR  
SUPERMARKET MANAGER  
PBX INSTALLER  
MINISTER

## CRIMINAL INVESTIGATION DIVISION (C.I.D.)

The Pacifica Police Department operates on the generalist theory, in that the uniformed officer usually follows the majority of his assigned cases to their conclusion. However, in major cases the field officer may need assistance, which would be provided by the detectives. Often cases, because of the nature of the required follow-up, the urgency, or seriousness, are followed up immediately because the uniformed officer works on a shift basis and it is difficult to coordinate the investigation. The longer the time is between the crime and the apprehension, the lesser the probability of solving the crime. The detectives are responsible for the coordination of joint investigative efforts and work jointly with other local detective units, and State, Federal, and County Criminal Justice agencies in investigations of mutual concern. Because of the nature and time requirements, the detectives handle cases of vice (prostitution, gambling, obscenity, etc.) fraud, checks, and embezzlements. C.I.D. also gathers crime information and provides specifics on crime trends to Field Operations for effective patrol planning. During 1977 the detectives were assigned 1,249 bases; of these 201 were cleared, or 16.1% of assigned cases. A major narcotics investigation this year lead to the arrest of 19 drug dealers.

Captain English is the Commander of the Criminal Investigation Division which comprises 10% of the department budget, or \$166,485, having five employees.



## JUVENILE DETAIL

The Juvenile Detail works within the Criminal Investigation Division. This is where the local screening process takes place for juveniles involved in crime. In determining the action to be taken, the Juvenile Officer considers such things as: The nature of the crime; school records; the family situation, and the general attitude of the youth regarding his act. The Juvenile Officer has the option of choosing from a variety of actions based on the youths' total environment. The options include: The Juvenile Officer handling the matter himself through parent/child conferences; formal placement through the Juvenile Court or Probation, referral to another agency (Youth Service Bureau, Pyramid Alternatives, etc.), or he may decide to let the family handle the matter at home. Much of the Juvenile Officer's time is spent keeping "in tune" with the community and developing programs or solutions to problems before they develop into criminal matters. This method, coupled with close liaison with the school authorities and agencies such as the Youth Service Bureau, has proven effective and leaves few surprises.

### POLICE DISPOSITION OF JUVENILE OFFENDERS (not including neglect or traffic offenses)

Handled within the Department and Released (warning, release to parents, counselling, etc.)	247	30.7%
Referred to Juvenile Court or Probation Department	425	52.3%
Referred to Youth Service Bureau	107	13.2%
Referred to other Agencies (Mental Health, Pyramid Alcohol Alternatives, Family Service Agency, etc.)	31	3.8%
	—	—
TOTAL:	812	100%

Juvenile arrests have remained stable these past four years; much lower than our all time high of 1,183 in 1969. Judicial alternatives for first and second time offenders and judicial referral of recidivists is advantageous and successful.

### REPORTED CRIME AND SERVICE REVIEW

The measurement of the true crime rate is an impossible task without continual community crime surveys. All crimes committed are not reported to police. Reported crimes to Pacifica Police are carefully reviewed to assure accurate classification for recording and statistical purposes. As mentioned earlier, we discovered and corrected, statistical errors in gathering data on petty thefts and minor malicious mischief reports.

This year we experienced an increase in reported Part I crimes of 2.8% and 11.6% in Part II crimes. The overall significant increases are: Residential burglaries; robberies; aggravated and minor assaults; forgeries; misdemeanor sex; drunk driving; and, public drunks. Significant decreases reflected are: Rape; commercial burglary; larcenies; auto theft; and, disturbance of the peace.

Most burglaries are committed by truant youth during daytime hours. Malicious mischief and auto theft occur at all hours, mostly by youth. Alcohol abuse is on the rise, resulting in more auto accidents, drunk driving, public drunks, assaults, and family domestic altercations.

Juvenile arrests have remained stable and are mostly for violations of auto theft, liquor laws, assaults, burglary, and malicious mischief. With a 1977 change in juvenile arrest laws for incorrigible youth, involuntary detention is no longer allowed -- parental responsibility will not be transferred to the criminal justice system until all alternatives are exhausted and even then, without a criminal violation, youth will not be involuntarily restrained. The Youth Service Bureau and police will continue our successful eight year program of juvenile justice diversion and put greater emphasis on incorrigibles.

## REPORTED CRIME SERVICE REVIEW (continued)

Our overall request for police service decreased by 2% to 25,946 calls. We annually review and update our objectives to meet these changing community needs.

Our auto accident rate has increased by 11%. However, injury accidents are down by 1.3%; drunk drivers in reportable accidents are up to 8.5% over 7.6% for 1976. Five of our seven fatalities were drunk drivers.

Our Part I crime closure rate of 24% is a decrease over 1976 (28%). This is due in part to the increase of 2.8% in Part I reported crimes and personnel turnover. We are still higher than the National and Western State averages. The conviction rate on all arrests is not reflected because of data retrieval inability. The County computerized record system (P.R.I.S.M.) has not become a reality. We are now attempting to gather conviction data on felonies from the State computer. Such data is nine to twelve months old.

### REPORTED PART I CRIME RATE PER HUNDRED THOUSAND POPULATION

CRIME	OCCURRED 1976	1976 RATE <sup>1</sup> PER 100,000	1976 NATIONAL RATE PER 100,000	OCCURRED 1977	1976 RATE <sup>1</sup> PER 100,000
HOMICIDE	6	15.4	8.8	8	20.2
RAPE	12	30.7	26.4	9	22.8
ROBBERY	14	35.8	195.8	28	70.8
AGGRAVATED ASSAULT	25	64.0	228.7	38	96.1
RESIDENTIAL & COMMERCIAL BURGLARY	573	1466.9	1439.4	619	1566.1
AUTO THEFT	151	386.6	446.1	141	357.7
AUTO BURGLARIES & OTHER THEFTS	878	2247.7	2921.3	862	2180.9
	<u>1659</u>	<u>4247</u>	<u>5266.4</u>	<u>1705</u>	<u>4313.7</u>

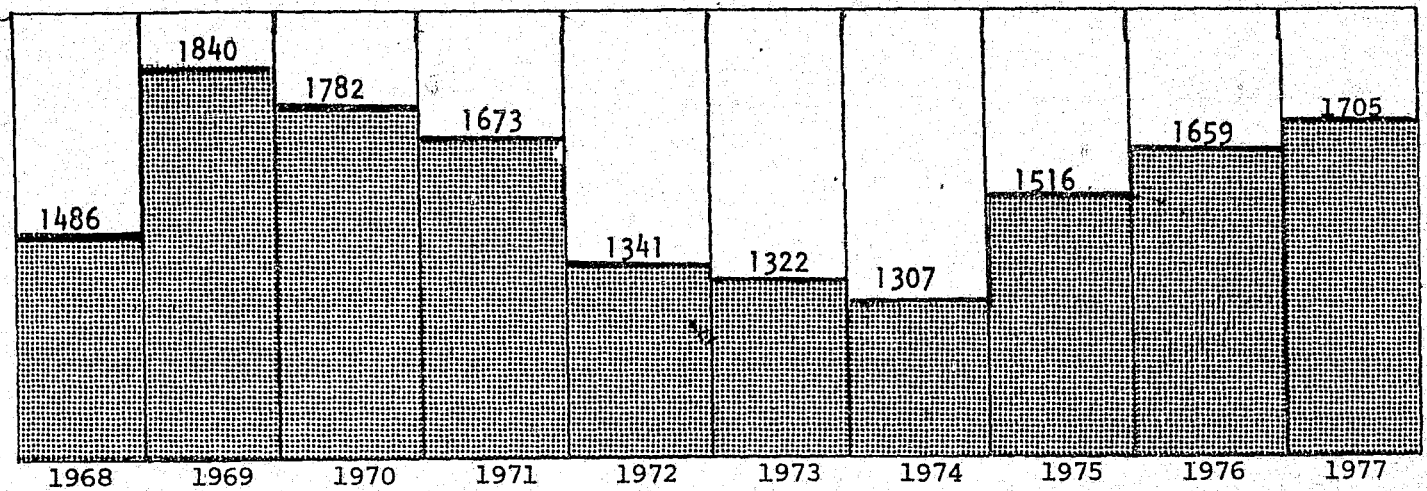
<sup>1</sup>39,500 population (39,500 = 2.53 of 100,000 times number of crimes)

### REPORTED PART I CRIME CLEARANCE RATES

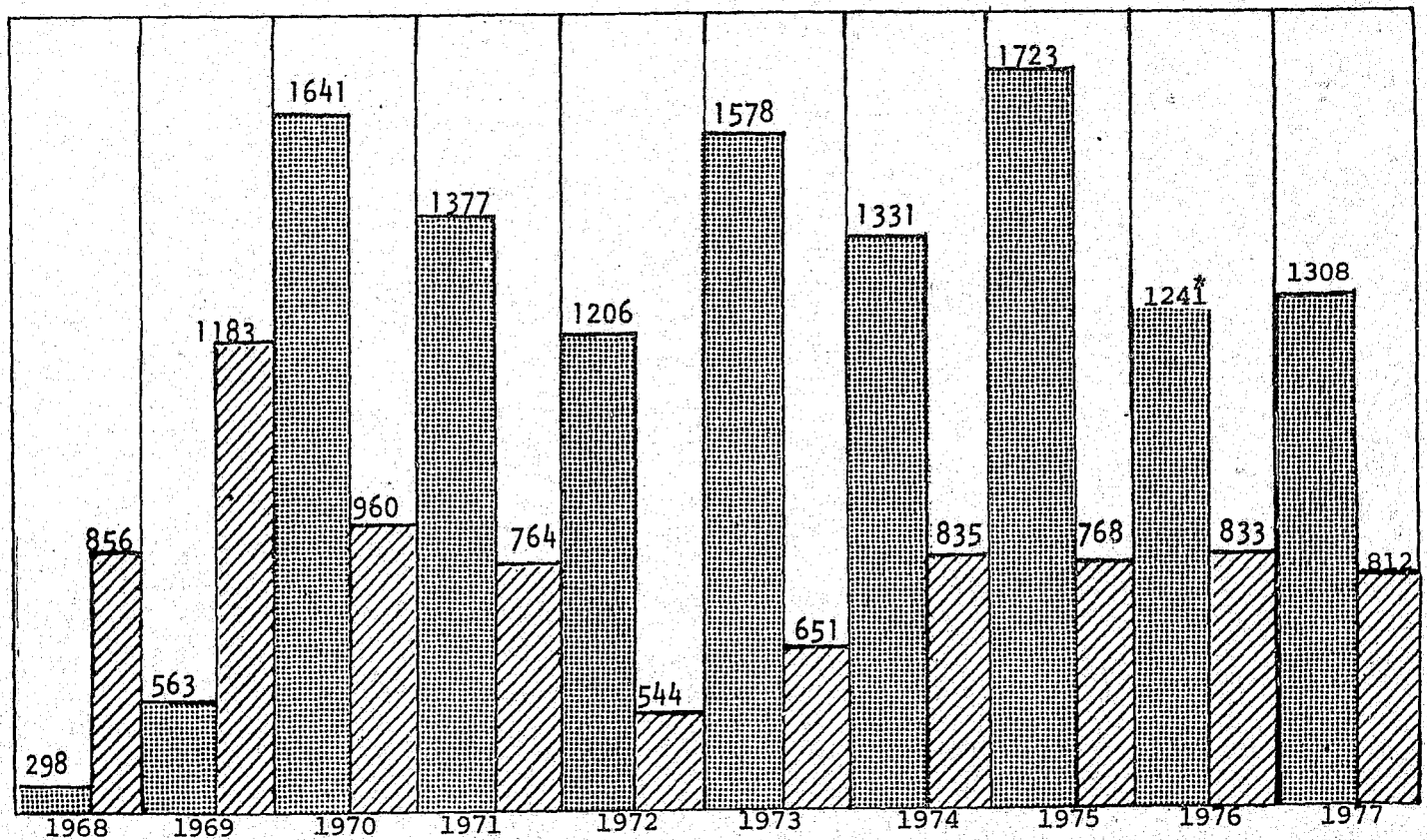
CRIME	1976 CASE CLEARANCE	PERCENTAGE CLEARED 1976	1976 NATIONAL CLEARANCE %	1977 CASE CLEARANCE	% 1977 CLEARANCE
HOMICIDE	4	67%	79%	8	100%
RAPE	5	42%	52%	6	67%
ROBBERY	13	93%	27%	12	43%
AGGRAVATED ASSAULT	24	96%	63%	27	71%
RESIDENTIAL & COMMERCIAL BURGLARY	193	34%	17%	216	35%
AUTO THEFT	66	44%	14%	40	28%
AUTO BURGLARIES & OTHER THEFTS	<u>164</u>	<u>19%</u>	<u>19%</u>	<u>103</u>	<u>12%</u>
	469	28%	20.5%	412	24.2%



REPORTED PART I CRIME COMPARISONS BY YEAR



JUVENILE & ADULT ARRESTS BY YEAR, INCLUDING ALL WARRANT ARRESTS



 ADULT  
 JUVENILE

\* 1976 Adult arrest data adjusted as warrant arrests had been double counted since 1970.

PACIFICA POLICE DEPARTMENT STATISTICS - 1977

PART I		PERCENT CHANGE	1977	PERCENT CLOSURE	1976	PERCENT CLOSURE	1975	PERCENT CLOSURE	1974	PERCENT CLOSURE
HOMICIDE	+	33.3	8	100%	6	67%	4	100%	3	67%
RAPE	-	25.0	9	67%	12	42%	9	77%	6	100%
ROBBERY	+	100.0	28	43%	14	93%	20	61%	21	38%
AGG. ASSAULT	+	52.0	38	71%	25	96%	28	50%	36	50%
BURGLARY	+	8.0	619	35%	573	34%	451	38%	417	27%
LARCENY/AUTO BURG	-	8.0	862	12%	878	19%	920	18%	618	23%
AUTO THEFT	-	6.6	141	28%	151	44%	84	25%	108	49%
TOTAL	+	2.8	1705	24%	1659	28%	1516	26%	1209	30%
PART II		% CHANGE	1977		1976		1975		1974	
ASSAULT, ALL OTHERS	+	3.5	117		113		92		85	
ARSON	+	125.0	9		4		7		8	
DISTURBING THE PEACE	-	25.0	66		88		58		59	
DRUNK IN PUBLIC	+	25.4	178		142		68		33	
DRUNK DRIVING	+	21.1	277		204		184		155	
DISORDERLY CONDUCT	-0-		13		13		18		16	
FORGERY, FRAUD	+	27.0	33		26		60		73	
GAMBLING	-0-		-0-		-0-		-0-		-0-	
KIDNAPPING	-0-		-0-		-0-		-0-		-0-	
LIQUOR VIOLATIONS	+	147.6	52		21		18		22	
MALICIOUS MISCHIEF	-	.4	808		811		750		122	
MARIJUANA CITES	+	300.0	3		6		-0-		-0-	
NARCOTIC VIOLATIONS	+	26.4	67		47		104		81	
NEGLECT/ABUSE OF CHILD	-	42.9	4		7		12		10	
PROSTITUTION	-0-		-0-		-0-		-0-		1	
SEX, Child Molestation-F	-	27.3	8		11		7		7	
SEX, All Others-M	+	183.3	34		12		21		4	
STOLEN PROPERTY (Rec)	+	83.3	11		6		13		10	
WEAPON VIOLATIONS	+	40.0	35		25		30		35	
OTHER FELONIES	+	18.4	45		38		(270		(239	
OTHER MISDEMEANORS	+	10.5	338		237		(		(	
TOTAL	+	11.6	2098		1811		1712		960	
AUTO ACCIDENTS (For years available, Drunk Driving in Parenthesis)										
PROPERTY DAMAGE	+	13.5	530 (43)		467 (26)		483 (34)		464	
HIT & RUN	+	13.6	226 (15)		199 ( 8)		214 ( 9)		174	
INJURY	-	1.3	154 (15)		156 (21)		134 (20)		131	
FATAL	+	75.0	7 ( 5)		4 ( 2)		1		3	
TOTAL	+	11.0	917 (78)		826 (57)		832 (63)		772 (52)	
ADULT - FELONY	+	39.5	205		147		240		175	
ADULT - MISDEMEANOR	+	17.1	698		596		781		471	
WARRANT - OUTSIDE CRIMINAL	+	24.0	62		50		(702		(685	
WARRANT - ALL TRAFFIC	-	23.4	343		448		(		(	
JUVENILE - FELONY	+	11.8	284		254		235		(835	
JUVENILE - MISDEMEANOR	+	8.2	447		413		(533		(	
JUVENILE - RUN/INCORRIG.	-	50.9	81		165		(		(	
TOTAL	+	2.3	2120		2073		2491		2166	
MOVING	-	21.8	2822		3610		4408		3265	
NON-MOVING	-	26.7	2559		3489		3495		1657	
MECHANICAL	-	32.9	538		804		1183		1275	
TOTAL	-	25.1	5919		7903		9086		6197	
ABANDONED AUTOS	-	8.5	140		153		149		305	
AUTO THEFT (OUT-REC. LOC.)	-	4.1	70		73		82		52	
COMMITTMENT - DRUNK	-	66.7	8		24		28		22	
COMMITTMENT - MENTAL	-	36.6	78		113		85		85	
FIELD INTERVIEW CARDS	-	14.4	1524		1780		2226		1800	
INVESTIGATION TIME	-	6.7	10,992		11,170		14,012		15,193	
JUV. PROTECTIVE CUSTODY	-	30.8	23		44		29		9	
OTHER SERVICE REQUESTS	-	19.5	859		848		849		878	
REPORT WRITING TIME	+	35.3	2,264		1,673		1,429		1,565	

## PROJECTIONS FOR 1978

We hope to see a decrease in burglaries, vandalism and thefts with our recent Council authorized Crime Prevention Unit of six officers. Our Part I (more serious) crime rate should reflect a decrease of 1% and the Part II (less serious) crime rate remain stable at 2,100. Auto thefts should continue to decrease.

We anticipate continuing increases in robbery, aggravated and simple assaults, drunk offenses (both pedestrian and driver), liquor law violations, misdemeanor sex cases, and narcotic violations.

Our experiences with metro flush...large city criminal forced into the suburbs, will continue to increase as the metropolitan cities become more effective. The impacts are transient robbers, burglars, narcotics and assaults.

Auto accidents should level out and be more stable as our recent traffic enforcement index-changes become more uniform...citation emphasis towards accident-causing violations rather than non-accident-causing violations.

We are beginning to measure our felony arrest conviction rate with State supplied data. We hope to gain a firm base from which to evaluate improvement. However, the State data is twelve months old, so task and process adjustments will be slow.

Adult and juvenile felony arrests should continue to increase as we become more effective with our Crime Prevention Unit. Misdemeanor arrests should remain stable.

More officer-generated activity and services will be reflected as the new employees gain experience. Even with this lack of experience, we anticipate an increase in effectiveness in case closures, conviction rates, lowering employee injury and property damage incidents.

We hope to reduce our employee turn-over to 14%. At the same time, we expect an increase in training due to new employees.

Our 1978/79 objectives, coinciding with department philosophies and goals, are revised in the upcoming budget with the following major changes:

- 1) To provide decreases of 5% in burglary; 8% in vandalism; and, 2% in larceny.
- 2) To reduce personnel turnover to 14%.
- 3) To reduce overall 1978 department personal and equipment injury or damage incidents by 6%.
- 4) To decrease patrol response time to averages of 2 minutes on emergency calls; 5 minutes for non-emergency, in-progress calls; and, 15 minutes for routine.
- 5) To increase Part I (serious crimes) clearances to 26%.



**END**