

# Del Mar Police Department Proposal

April 2017

# Executive Summary:

- Del Mar can significantly improve police service levels by creating its own community police department, which would provide two sworn officers providing coverage 24 hours per day, 7 days per week.
- Del Mar spends approximately \$2.1 million per year on its contract with the San Diego County Sheriff, \$200,000 on its Park Ranger program, and \$500,000 on parking enforcement for a total gross cost of \$2.8 million.
- The comparable cost of the Del Mar police department, with the ranger and parking departments consolidated, would be approximately \$1.8 million, saving the city \$1 million per year.

# Current Costs

Description – Current Costs	Cost \$
San Diego County Sheriff Contract	2,110,000
Del Mar Park Ranger	190,000
Parking Enforcement	502,000
Gross Cost	2,802,000
Annual COPS grant	-100,000
Ticket/citation/redflex revenue	-46,000
Net Cost	2,656,000

# Proposed Budget

(90% of costs are related to labor)

Description - Del Mar Police Department	Cost \$
7 Generalist Officers (\$100,000 salary + \$40,000 benefits; base range is \$75,000-\$110,000)	980,000
1 Chief (\$150,000 base + \$50,000 benefits)	200,000
1 Deputy Chief (\$130,000 base + \$45,000 benefits)	175,000
Overtime/summer weekend extra staffing (1,000 hrs at \$40/hr; reserves/retired)	40,000
Dispatch/Records (\$140,000 start-up cost)	106,000
Equipment (2 cars (10-yr life) , guns, tasers, computers, radios, phones, cameras)	50,000
Insurance	50,000
County Sheriff jail services	25,000
Parking enforcement converted to 2 Community Service Officers (\$502,000 cost to \$200,000)	200,000
Gross Cost	1,826,000
Annual COPS grant	-100,000
Ticket/citation/redflex revenue	-46,000
Net Cost	1,680,000

# Community Engagement

- Officers are long-term, full-time Del Mar employees who will be engaging daily with residents and visitors. They will be driving squad cars, riding electric bikes, and walking the beat. They will operate as both peace officers and friendly ambassadors for the City. This contrasts with the Sheriff model, which creates minimal engagement.
- Opportunity to create volunteer programs, such as senior patrol and neighborhood crime watch. This can create further engagement with the community and expand the eyes and ears of the sworn officers. Several Del Mar residents have already expressed enthusiasm at volunteering.

# Response Times

- Del Mar does not have a serious crime problem. Most crimes are property crimes common with highly visited, tourist areas.
- The current response time for the Sheriff averages 45 minutes for non-priority calls. This is unacceptable. Numerous discussions have been had with the Sheriff about improving response times and services levels and it has been stated by the Sheriff themselves that this is just not possible under their operating model.
- With the Del Mar police department, response times for all calls are expected to be within 5 minutes.

# Basic Daily Operating Model

- Because of officer safety back-up risks, best practice is for the department to have two officers on duty/call at any given time. This is standard for most law enforcement agencies.
- Two officers work a 12-hour shift, 7am - 7pm and 7pm - 7am. The San Diego County Sheriff currently utilizes 12-hour shifts.
- Each officer works 3 days one week and 4 days the next week, averaging 42 hours per week.
- With 168 hours in a week, there are 8 sworn officers that would be required, each working 42 hours per week. To cover approximately 5 weeks of vacation, sick days, training, and court days, a 9<sup>th</sup> officer is required.
- All officers serve as “generalist” officers that can be their own managers. Because of the department’s small size, it is not efficient to have specific roles such as a detective, traffic patrol, or evidence analyst.
- Core officers should be hired with varying specialties and backgrounds, including community policing, detective investigation, and traffic control. Cross training should be encouraged.
- Because Del Mar’s police department is “flat” in its organizational structure, the chief and deputy chief will serve as 2 of the 9 core officers. While some of their time will be devoted to administrative/managerial tasks, it is anticipated they will have ample capacity to engage in core policing activities and serve as back-up.
- Two Community Service Officers (converted from parking enforcement) provide force multiplication.

# Weekly Staffing Example

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7am - 7pm	Chief, Patrolman 1	Chief, Patrolman 1	Chief, Patrolman 1	Deputy Chief, Patrolman 2	Deputy Chief, Patrolman 2	Deputy Chief, Patrolman 2	Chief, Patrolman 1
7pm - 7am	Patrolman 3, Patrolman 4	Patrolman 3, Patrolman 4	Patrolman 3, Patrolman 4	Patrolman 5, Patrolman 6	Patrolman 5, Patrolman 6	Patrolman 5, Patrolman 6	Patrolman 3, Patrolman 4

- Eight officers working an average of 42 hours per week can provide full double coverage in a 168 hour week
- Officers will work 3 days one week and 4 days the following week
- Chief and Deputy Chief work day shifts
- Model allows chief and deputy chief to spend as much time as necessary on administration and management
- A 9<sup>th</sup> officer would be needed to cover for things such as training, vacation, and sick days
- A pool of “reserve” officers or retired law enforcement personnel could also fill in for vacation and sick days
- No other employees required (although parking department may be brought under police management)



# Infrastructure Requirement

- The Del Mar police department does not require a large, stand alone headquarters.
- The department can operate within the new City Hall, utilizing two secure offices, one for the chief and a second for all other department personnel. The Chief's office will hold a secure evidence locker, which will primarily be used to store money, weapons, and drugs. Total requirement would be approximately 400 square feet.
- The department will utilize a paperless reporting system. Officers will have computers in their squad cars and be encouraged to write reports and complete administrative tasks while in their cars in the field.
- Officers will serve as their own administrators, reducing the need for administrative personnel and employees who are not sworn peace officers. If there is a need, it is expected that the department can utilize existing personnel of the City administrative staff.
- The police department will not have a jail. The back seat of a squad car and the Vista County jail will be utilized instead. (Based on past experience, jail requirements will be infrequent.)

# Del Mar Still Retains County Sheriff Services For Emergencies

List of services at no additional cost:

- Swat
- K-9
- Homicide and serious crime investigation
- Mutual aid for any serious emergency
- Emergency back-up if necessary

# Dispatch Services: San Diego State

- Del Mar can contract with the San Diego State police department for its dispatch service for approximately \$106,000 per year, with an additional \$140,000 for start-up costs.

# Reserves Program

- “Reserve” Officers are individuals who have met certain amount law enforcement training standards and carry a gun:
- Reserve level I – 800 hours of experience (equal to sworn officer)
- Reserve Level II – 450 hours of experience (can provide back-up)
- Reserve Level III – 150 hours of experience (can transport prisoners)
- Reserves can be utilized for busy summer weekends, covering vacation/sick days for core officers, and as a pool to draw potential recruits for future full time positions as they become available.

# Retired Law Enforcement Personnel

- CALPERS does not allow retired officers collecting benefits to double dip by working in a second job as law enforcement.
- Del Mar can hire retired law enforcement personnel from Federal agencies such as the FBI or from other state police departments.
- Given the potentially large pool of such highly experienced individuals, Del Mar might be able to employ some of them at favorable part-time rates instead of hiring just full time employees.
- By utilizing both part-time reserves and part-time retired law enforcement, Del Mar could create an alternative “hybrid” department.

# Potential Partnership with Solana Beach

- Solana Beach currently contracts with the Sheriff
- Solana Beach could follow Del Mar's lead and create its own police department.
- Given the geographic proximity of Solana Beach to Del Mar and the history of collaboration (such as with the fire department), the two cities could collaborate and reduce costs on items such as back-up or personnel/staffing during late night hours.

# Who Will Lead the Department?

- A number of experienced individuals have already expressed serious interest in becoming chief, while many other sworn officers have expressed enthusiasm at joining the Del Mar police department. Due to its attractive location and low occurrence of serious crime, the Del Mar law enforcement positions will likely be seen as among the most desirable in the county.
- In its search, the City should include Del Mar's current Park Ranger, who is a sworn peace officer with many years of highly relevant experience operating in Del Mar.