

File No. 100170

Committee Item No. 4

Board Item No. \_\_\_\_\_

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee BUDGET AND FINANCE

Date 3/10/10

Board of Supervisors Meeting

Date \_\_\_\_\_

#### Cmte Board

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| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/> | Introduction Form (for hearings)             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
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| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Budget                                 |
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#### OTHER

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Completed by: Gail Johnson

Date 3/5/10

Completed by: \_\_\_\_\_

Date \_\_\_\_\_

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.



**GAVIN NEWSOM**  
MAYOR

POLICE DEPARTMENT  
**CITY AND COUNTY OF SAN FRANCISCO**  
THOMAS J. CAHILL HALL OF JUSTICE  
850 BRYANT STREET  
SAN FRANCISCO, CALIFORNIA 94103-4603



**GEORGE GASCÓN**  
CHIEF OF POLICE

February 9, 2010

*File 100170*

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2010 FEB 10 AM 11:29  
BY SL

President David Chiu  
Board of Supervisors  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

Re: Request to release \$14,112,750 in reserved funds

Dear President Chiu:

The San Francisco Police Department requests the release of reserved funds in the amount of \$14,112,750 for the purpose of supporting the COPS Hiring Recovery Program.

As part of the accept and expend process for the COPS Hiring Recovery Program grant, an amendment to the Annual Salary Ordinance (Ordinance # 233-09, File # 091169) was approved by the Board of Supervisors on November 3, 2009. Funding in the amount of \$16,562,750 was appropriated through the acceptance of the grant to support the creation of 50 grant-funded police officer positions for 36 months.

A portion of the appropriated funds (\$14,112,750) was placed on Budget and Finance Committee reserve, and the department was requested to provide a report regarding its community policing strategies and the use of personnel hired through the COPS Hiring Recovery Program to meet these strategies. The requested report has been provided, and the department now requests that the \$14,112,750 in reserved funds be released.

Please contact Ken Bukowski, the department's Chief Financial Officer, at 553-1425 if you have any questions regarding this request.

Thank you for your assistance with this matter.

Sincerely,

  
GEORGE GASCON  
Chief of Police

Cc: Supervisor John Avalos, Budget and Finance Committee Chair  
Ben Rosenfield, Controller's Office  
Greg Wagner, Mayor's Office

**Item 4**  
**File 10-0170**

**Department(s):**  
**Police Department**

## **EXECUTIVE SUMMARY**

### **Legislative Objective**

- Request to release \$14,112,750 of funds on reserve for the Police Department's Community Oriented Policing Services (COPS) Hiring Recovery Program (CHRP).

### **Key Points**

- On November 2, 2009, the Board of Supervisors (a) authorized the Police Department to retroactively accept and expend \$16,562,750 of Federal American Recovery and Reinvestment Act (ARRA) COPS Hiring Recovery Program (CHRP) grant funds, (b) amended the FY 2009-2010 Annual Salary Ordinance to create 50 new Q2 Police Officer<sup>1</sup> grant-funded positions, and (c) placed on Budget and Finance Committee reserve \$14,112,750 of the \$16,562,750 in grant funds, pending a presentation to the Committee from the Police Department regarding its plans for community policing, as outlined in the CHRP grant application (Ordinance No. 233-09; File 09-1169).
- The Board of Supervisors authorized the expenditure of \$2,450,000 without a reserve, (\$16,562,750 total grant less \$14,112,750 placed on reserve) of the CHRP grant funds because the Police Department had already commenced an academy class of 42 Q2 Police Officer grant-funded recruits on October 20, 2009, to allow completion of the 26-week academy training.
- Although the Police Department requested a hearing date for its presentation on its plans for community policing, there has not yet been a presentation to the Budget and Finance Committee, as required for the release of the \$14,112,750 on reserve. However, the Police Department provided the Attachment to this report (*2010 Community Policing in San Francisco*) and states that staff will attend the March 10, 2010 Budget and Finance Committee to respond to the Committee's questions related to community policing, the CHRP program, and the requested release of the subject reserved funds of \$14,112,750.

### **Fiscal Impact**

- As of February 19, 2010, the Police Department had expended \$1,432,873 of the \$2,450,000 in previously authorized CHRP grant funds. At the anticipated rate of spending of the CHRP grant funds for the new academy class, it is estimated that the Police Department will fully expend the remaining \$1,017,127 (\$2,450,000 less \$1,432,873) CHRP funds by approximately May 14, 2010.

<sup>1</sup> The Q-2 Police Officer position is the entry-level position for the sworn ranks in the San Francisco Police Department.

### Recommendation

- Given that the Police Department had not yet made its presentation to the Budget and Finance Committee, which was a condition for the release of the \$14,112,750 on reserve, the Budget and Legislative Analyst considers the requested release to be a policy decision for the Budget and Finance Committee.

### BACKGROUND

The COPS Hiring Recovery Program (CHRP) is a national competitive grant program which provides funding directly to State and local law enforcement agencies to hire and rehire police officers in an effort to create and preserve jobs, and increase community policing<sup>2</sup> capacity. CHRP grant monies may be used to hire new police officer positions or rehire officers who have been laid off due to State or local budget reductions. The grant monies provide full funding for approved entry-level salaries and fringe benefits of full-time police officers for three years.

On July 28, 2009, the United States Department of Justice Community Oriented Policing Services (COPS) Program awarded \$16,562,750 in Federal American Recovery and Reinvestment Act (ARRA) CHRP grant funds, to be expended by the Police Department from July 1, 2009 through June 30, 2012 on salary and fringe benefits for 50 new sworn Q2 Police Officers. Under the terms of this CHRP grant, the City is required to retain all 50 new Q2 Police Officer positions for at least one year after the three-year Federal ARRA CHRP grant funding expires on June 30, 2012.

On November 2, 2009, the Board of Supervisors (a) authorized the Police Department to retroactively accept and expend the \$16,562,750 of CHRP grant funds, (b) amended the FY 2009-2010 Annual Salary Ordinance to create 50 new Q2 Police Officer<sup>3</sup> grant-funded positions, and (c) placed on Budget and Finance Committee reserve \$14,112,750 of the \$16,562,750 in grant funds, pending a presentation by the Police Department to the Budget and Finance Committee regarding the Department's plans for community policing, as outlined in the CHRP grant application (Ordinance No. 233-09; File 09-1169). The Budget and Finance Committee had requested that this presentation be provided by the end of November, 2009.

The Board of Supervisors authorized the expenditure of \$2,450,000 without a reserve (\$16,562,750 total CHRP grant less \$14,112,750 placed on reserve) of the CHRP grant funds on the advice of the Controller in order to allow completion of a 26-week Police Academy training

<sup>2</sup> According to the U.S. Department of Justice, community policing is "a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime." For more information, see <http://www.cops.usdoj.gov/default.asp?Item=36>.

<sup>3</sup> The Q-2 Police Officer position is the entry-level position for the sworn ranks in the San Francisco Police Department.

class that began on October 20, 2009. When the Budget and Finance Committee met to consider this legislation on October 21, 2009, the Police Department had already hired a Police Academy class of 42 Q2 Police Officers to be funded with the requested CHRP grant funds. The Police Department started their Police Academy class on October 20, 2009, prior to obtaining Board of Supervisors spending authority and was using General Fund monies, pending retroactive permission from the Board of Supervisors to expend the CHRP grant funds (Ordinance No. 233-09; File 09-1169).

## DETAILS OF PROPOSED REQUEST

The Police Department is now requesting the release of the remaining \$14,112,750 of funds on reserve (total \$16,562,750 less previously authorized \$2,450,000 for expenditure with no reserve) for the Police Department's Community Oriented Policing Services (COPS) Hiring Recovery Program (CHRP).

## FISCAL ANALYSIS

According to Mr. Ken Bukowski, Chief Financial Officer of the Police Department, the \$14,112,750 requested for release would be expended by the Police Department as previously outlined in the original legislation (Ordinance No. 233-09; File 09-1169) approved on November 2, 2009. Ordinance No. 233-09 provided a total of \$16,562,750 in CHRP grant funds for salary and fringe benefits for 50 new sworn Q2 Police Officers over three years, from July 1, 2009 to June 30, 2012, as summarized in the table below.<sup>4</sup>

Estimated Salary and Benefits Costs for 50 New Q2 Police Officers					
	ARRA CHRP Grant Funds				General Fund monies
	FY 2009-2010	FY 2010-2011	FY 2011-2012	Total Three-Year ARRA CHRP Grant Period	FY 2012-2013
Salary	\$78,156	\$87,795	\$95,415	\$261,366	\$98,277
Benefits	20,044	23,799	26,046	69,889	28,651
Total Salary and Benefits Per Officer	\$98,200	\$111,594	\$121,461	\$331,255	\$126,928
Total Salary and Benefits for 50 Officers	\$4,910,000	\$5,579,700	\$6,073,050	\$16,562,750	\$6,346,400

<sup>4</sup> Mr. Bukowski advises that the salary increases listed in the above table were calculated using known and projected wage increases for Q2 Police Officers per the Memorandum of Understanding (MOU) with the San Francisco Police Officer's Association (SFPOA).

As noted above, pursuant to the terms of the CHRP grant, the City is required to retain all 50 new Q2 Police Officer positions for at least one year after the three-year Federal ARRA CHRP grant funding expires on June 30, 2012, or from July 1, 2012 through June 30, 2013.

As shown in the table above, the City would incur total estimated General Fund costs of \$6,346,400 in FY 2012-2013, after the Federal grant funds have been fully expended. In addition, Mr. Bukowski advised that the Police Department intends to retain all of these newly hired Q2 Police Officers after June 30, 2013, when the requirements of the Federal grant funds expires.

Mr. Bukowski advised that, as of the writing of this report, currently there are 39 Q2 Police Officer recruits remaining in the CHRP grant-funded academy class that began on October 20, 2009 with 42 recruits. According to Mr. Bukowski, the 11 remaining Q2 Police Officer positions (50 new Q2 positions less 39 remaining recruits) would be filled with a class of lateral hires<sup>5</sup> in May of 2010.

According Mr. Bukowski, as of the pay period ending February 19, 2010, the Police Department had expended \$1,432,873 of the \$2,450,000 of previously authorized CHRP grant funds, for a remaining balance of \$1,017,127. Mr. Bukowski estimates that the Police Department will fully expend the \$2,450,000 of available CHRP funds by approximately May 14, 2010. The cost of salary and fringe benefits for the pay period ending February 19, 2009 equaled \$157,237, and should personnel costs remain constant, there would be sufficient funds to cover approximately 6.5 additional pay periods after the period that ended February 19, 2010, or through May 14, 2010. The Budget and Legislative Analyst notes that if 11 lateral hires are made in May of 2010 as Mr. Bukowski advises, this will affect the date at which the remaining balance is expended.

## POLICY CONSIDERATIONS

As noted above, the Budget and Finance Committee placed on reserve \$14,111,750 of the CHRP grant funds, pending a presentation by the Police Department to the Budget and Finance Committee by the end of November, 2009 regarding further explanations of the Police Department's plans for community policing. Mr. Bukowski advises that in December of 2009 the Police Department requested a hearing date for its presentation on its community policing plans. The Attachment, entitled *2010 Community Policing in San Francisco*, provided by Mr. Bukowski, is the Police Department's explanation of the Department's plans for community policing.

Mr. Bukowski states that a senior member of the Police Department staff will attend the March 10, 2010 Budget and Finance Committee to make a presentation to the Committee and to respond to the Committee's questions related to community policing, the COPS program, and this related request for the release of reserved funds totaling \$14,111,750.

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<sup>5</sup> Lateral hires are hires from police departments in other jurisdictions, and therefore do not require the full academy training.

Although the Police Department previously requested a hearing and provided the Budget and Finance Committee with the Attachment, and although the Police Department states that a senior member will be present at the March 10, 2010 Budget and Finance Committee meeting, as of the writing of this report, the Budget and Legislative Analyst considers the requested release to be a policy matter because the Police Department had not yet made a presentation to the Budget and Finance Committee, which was a condition for the release of the \$14,112,750 on reserve.

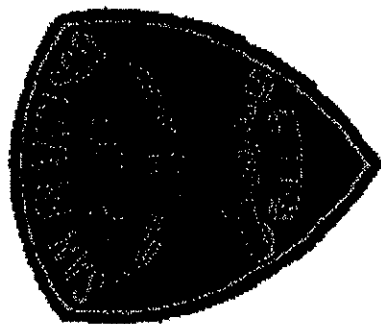
## RECOMMENDATION

Given that the Police Department had not yet made a presentation to the Budget and Finance Committee, which was a condition for the release of the \$14,112,750 currently on reserve, the Budget and Legislative Analyst considers the requested release of the reserved funds to be a policy decision for the Budget and Finance Committee.

# San Francisco Police Department

## George Gascón

### Chief of Police



## 2010

### Community Policing

#### In

## San Francisco



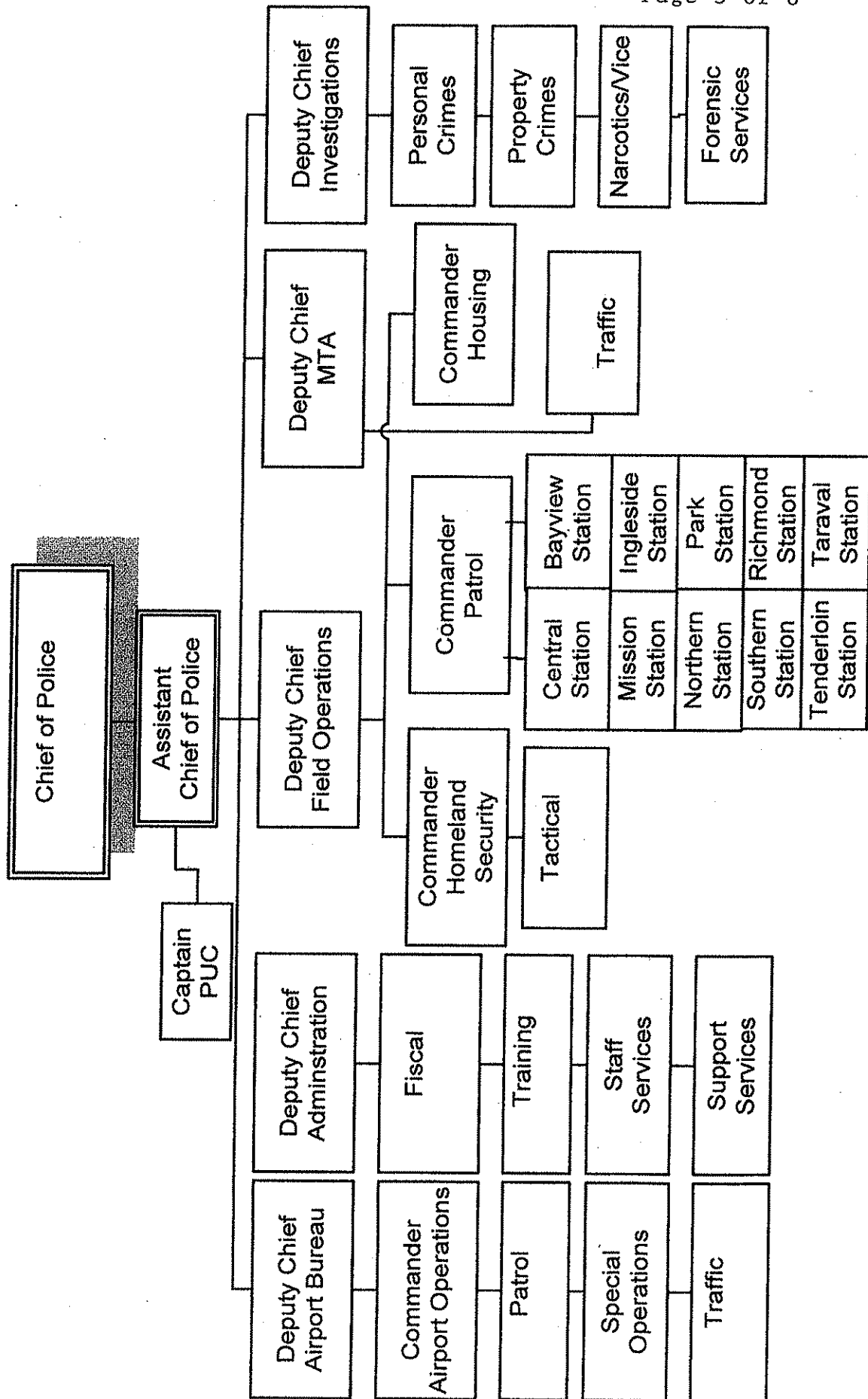
# SFPD's Evolution of Community Policing

## January 2010

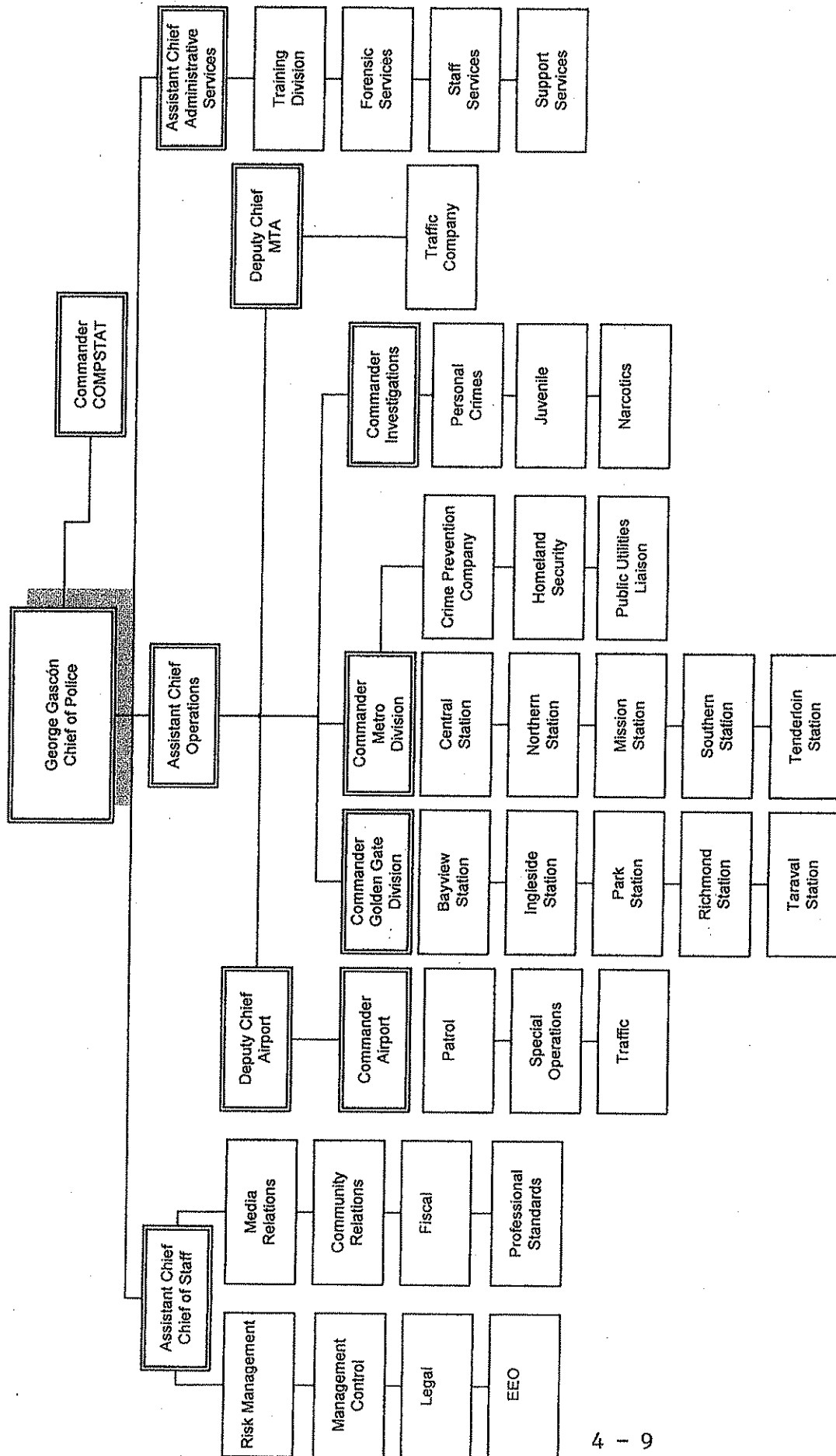
### Organizational Changes

- ✓ Reorganization to Improve Span of Control, Authority and Accountability
- ✓ Institutionalize Community Policing/Problem Solving
- ✓ De-centralization of Investigative Units (November 2009)
- ✓ Implementation of Community Advisory Boards (November 2009)
- ✓ Implementation of the Chief's Community Relations Section (January 2010)
- ✓ Implementation of the Chief's Community Forums (February/March 2010)

# Previous Organizational Structure



# New Organizational Structure



# 2010 Operational Objectives

Reduce Crime and the Fear of Crime by:

- Institutionalizing Community Policing/Problem Solving
- Improved Police Accountability and Performance through the use of CompStat
- Employee Development
- Enhanced use of Technology

# SFPD's Community Policing Service Delivery Model

## Police Officer's Enhanced Role

- Community Interaction Through:
  - ✓ A Formalized Problem Solving Model
  - ✓ Participation in Community Meetings and Problem Solving Projects
  - ✓ Liaison with Community Stakeholders
- Patrol Functions (Motorized Vehicles, Bicycles, Foot Beats)
  - ✓ Respond to Calls for Service
  - ✓ Conduct Investigations
  - ✓ CompStat Driven Focused Enforcement

