

CITY OF SANGER
MEASURE "S" GANG/DRUG PREVENTION & INTERVENTION
GRANT PROGRAM

SANGER POLICE DEPARTMENT
G.R.E.A.T. PROGRAM
(Gang Resistance Education and Training)



March 2017



CITY OF SANGER
GANG/DRUG PREVENTION/INTERVENTION SERVICES GRANT PROGRAM

APPLICATION COVER SHEET

Date: March 30, 2017

Amount of Grant Request: \$ 86,029

Name of Project, Program, Activity or Event: Sanger Police GREAT Program

Lead Organization: Sanger Police Department

Partnering Organizations: Sanger Unified School District

Brief Description of Project, Program, Activity or Event (25 words or less):

Sanger Police desires to implement the Gang Resistance Education And Training (GREAT) program at elementary and middle schools in the Sanger Unified School District. This is an evidence based gang and drug prevention program aimed at teaching our youth the dangers of choosing such a lifestyle.

CITY OF SANGER
GANG/DRUG PREVENTION/INTERVENTION GRANT SERVICES PROGRAM

APPLICATION CHECK LIST

Review the following list of the items required in your grant application packet. Place a checkmark next to each item that is included and indicate "N/A" if the item is not applicable.

Tab A

- Application Cover Sheet
- Application Check List
- Contact Information
- Partner Contact Information
- Conflict of Interest
- Organizational Capacity

Tab B

- Program Summary
- Program Details
- Program Eligibility
- Program Participation Cost/Fees
- Performance Measures

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- Program Budget

Tab D

- Letter(s) of Support – Optional

Tab E – For Original Copy Only

- Audited Copy of Lead Organization's Financial Report
- Lead Organization's Annual Budget
- Job Descriptions (for positions funded through Measure S only)
- Staff Resumes (for positions funded through Measure S only) Staff person to be identified
- Approval of Facility Use (if applicable) Not Applicable
- General Liability Insurance Certificate Not Applicable- City is self-insured
- Non-Profit Status Documentation Not Applicable
- Articles of Incorporation Not Applicable
- Organization By-laws Not Applicable

CITY OF SANGER
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CONTACT INFORMATION

Lead Applicant/Organization: Sanger Police Department

Address: 1700 7th Street

City: Sanger, State: CA Zip Code: 93657

Phone Number: (559) 875-8522 Fax Number: (559) 875-5391

Website Address: www.ci.sanger.ca.us/police

Federal Tax ID #: 94-6000425

Tax-Exempt Designation: _____

Primary Contact Person: Silver Rodriguez

Title: Chief of Police

Phone Number: (559) 876-6362 Other: (559) 875-8522

Email Address: Silver.Rodriguez@fcle.org

Other Contact: Kent Matsuzaki

Title: Police Captain

Phone Number: (559) 876-6367 Other: (559) 875-8522

Email Address: Kent.Matsuzaki@fcle.org

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GANG/DRUG PREVENTION/INTERVENTION SERVICES GRANT PROGRAM

PARTNER CONTACT INFORMATION

Name of Project, Program, Activity or Event: Sanger Police GREAT Program

Partnering Applicant/Organization: Sanger Unified School District

Address: 1905 Seventh

City: Sanger, State: CA Zip Code: 93657

Phone Number: (559) 524-6521 Fax Number: (559) 875-0311

Website Address: www.sangerk12.ca.us

Primary Contact Person: Adela Jones

Phone Number: (559) 524-6579 Other: _____

Email Address: adela_jones@sangerk12.ca.us

Federal Tax ID #: _____

Tax-Exempt Designation: _____

CITY OF SANGER
GANG/DRUG PREVENTION/INTERVENTION SERVICES GRANT PROGRAM

CONFLICT OF INTEREST

Name of Project, Program, Activity or Event: Sanger Police GREAT Program

Lead or Partnering Applicant Organization: Sanger Police Department

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between the City of Sanger, Sanger City Council, or Citizens Oversight Committee and your personal interests, financial or otherwise that may exist with the/your request for grant funding.

I (we) have no conflict of interest to report

I (we) have the following conflict of interest to report

1. _____
2. _____
3. _____

Date: March 30, 2017

Signed: Silver Rodriguez

Printed Name: Silver Rodriguez

Please note that listing conflict of interest or potential conflict of interest does not necessarily preclude you or the organization from applying for or receiving grant funding.

CITY OF SANGER
MEASURE "S" GANG/DRUG PREVENTION & INTERVENTION
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Organizational Capacity

The Sanger Police Department is a full service police department. This means the department provides all general public safety services in the community. The department has an authorized strength of 36 full-time sworn police officers and four non-sworn civilian employees and operates on a \$5.5 million budget. The men and women of the Sanger Police Department stand ready to render a wide array of services, to meet the community's public safety needs.

The task of preventing crime and maintaining peace and order in a community can be a daunting and challenging one. The most effective means to accomplish this is to create divisions, units and sub-units within the organization to handle specific functions related to policing. The Sanger Police Department operates on a command and control type structure, with a strict chain of command. In an effort to ensure operational efficiency and effectiveness, every unit and sub-unit is overseen by a department supervisor. Through such a system, personnel can be held accountable and there is a clear sense of direction and purpose in all assignments.

The Police department provides policing services to a community of approximately 26,000 people on a 24-hours a day/7-days a week basis. In 2016, Police Department staff responded to 39,843 calls or requests for police services. Additionally, Officers initiated 18,317 police contacts or activities while policing the city. They made 1055 total arrests of persons suspected of criminal activity and conducted 382 Field Interviews. In 2016, the Police Department saw a 9% reduction in Part 1 Crimes from 2015. Part 1 Crimes are the 7 crimes recorded by the FBI and Dept. of Justice and primarily used to assess the rate of crime in a community.

While the Police Department was pleased with the overall reduction in crime, police staff was challenged by the number of gang related activities in the community. Primarily, we saw a sharp increase in the number of "drive-by shootings" which occurred in the community. Furthermore, we tragically experienced three homicide cases in the city, all which appeared to have gang connections. In an effort to prevent and reduce the number of gang violence incidents, the department deployed various strategies aimed at achieving this goal. One of the primary strategies involves saturation patrols of the areas where gang activity seems to be occurring. While this seemed effective in the short term, it lost effectiveness in the long term. The primary responsibility of all Sanger PD Officers is to police the community and respond to reports of crime, accidents, or other public safety concerns. In their policing efforts, they focused on seeking out gang members and

contacting them to determine if they were engaged in crime, gang activity, or other suspicious conduct. We believe this proactive effort aimed at gang activity was the primary reason for a decline in gang activity/crime in the latter part of 2016, through early 2017.

During the interaction between Police Officers and gang members, we see many different attitudes. Some are positive, courteous and respectful, while some can be hostile and strongly resent law enforcement. During positive interactions, Police Officers are able to engage in dialogue with gang members about why they joined the gang, why they stay and what it would take to get out. Again, the responses vary and some have no desire to leave the gang and consider them family. Others, describe being tired of the lifestyle and desiring to get out, just not able to for various reasons. Throughout the year, I hear of several instances where Sanger Officers are assisting gang members with getting out of a gang or getting out of the city, with the goal of leaving the gang lifestyle behind. These type of conversations occur out in the gang member's neighborhood or in a jail setting after an arrest. Most non-profit groups are not positioned to be able to assist gang members in such situations.

Officers of the Sanger Police Department are uniquely positioned to step in and intervene in the lives of troubled or "at-risk" youth. In many instances, the Police are called by the school or parents, specifically to deal with youth. When a young person is acting out or engaging in anti-social, criminal or inappropriate behavior, most people will call the Police to assist in controlling the situation. In such situations, Police Officers are skilled in counselling and coaching them and have a lengthy list of resources they are able to refer them to for assistance. Based on the responsibilities and authority of Police Officers, most schools or other public service agencies are not restricted from releasing the most confidential of information to officers about the youth they are striving to assist. This ability to receive and share information puts Police Officers in a unique position to formulate plans or approaches to serve those youth most needing help.

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Program Summary

The Gang Resistance Education and Training (G.R.E.A.T.) Program is an evidence-based, national and international gang and violence prevention program that has been building trust between law enforcement and communities for almost 30 years. The mission of the G.R.E.A.T. program is to prevent youth crime, violence and gang involvement.

The Gang Resistance Education and Training (G.R.E.A.T.) program is a gang and delinquency prevention program provided to middle and elementary school students. G.R.E.A.T. is intended as an immunization against delinquency, youth violence, and gang membership. It is designed for children in the years immediately before the prime ages for introduction into gangs and delinquent behavior. The G.R.E.A.T. Program is built around school-based, law enforcement officer-instructed classroom curricula. It provides a continuum of components for children and their families. These components include a 13-lesson middle school curriculum, a 6-lesson elementary school curriculum, a summer component, and a family component.

A specially trained uniformed law enforcement officer will teach the G.R.E.A.T. curriculum in the classroom and train students to avoid gang pressure and youth violence. The G.R.E.A.T. curriculum also can work with other prevention programs that encourage positive relationships with parents, schools and community, and law enforcement organizations.

The Police Department is in communication with officials from the Sanger Unified School District to work out details related to Police Officers providing education to the children of the school district. They have expressed concern and desire to prevent Sanger youth from engaging in gang activity and joining gangs. Through a collaborative effort, we expect to work out the details of implementation and entering into a Memorandum of Understanding or Agreement on all relevant matters.

The implementation of such a program could have long lasting success and move the Sanger community to shed its reputation for being a "gang town." However, this program, if it proves to be successful as it has done in so many other places, cannot be a one-year program. The request from the Police Department is to implement the GREAT Program in our school district for a minimum of three (3) years. The request for funding from the Measure S Fund is for a three year commitment. During this time, the department will be gathering data to determine its effectiveness and level of success.

Program Details

In an effort to increase the Police Department's prevention and intervention goals, the department seeks to add a Police Officer position, specifically assigned to teach prevention skills to the children in our School District. The Officer will receive specialized training to teach the G.R.E.A.T. curriculum. This program is in use throughout the United States and has proven to be highly effective. Through this program, the GREAT Officer will provide classroom instruction and instill the message to our children that the gang lifestyle comes with huge negative consequences. In addition to providing classroom instruction, this Officer will engage local youth who are considered "at-risk", are in the criminal justice system for criminal acts, or are leaning towards a gang lifestyle. The Officer will work closely with the schools, parents, Probation, other public service agencies, private and non-profit groups in this effort to intervene in these young lives. Through these collaborative efforts, the focus will be on getting youth the skills needed to make good life choices, get them on "right track" and steer them away from gang membership and activity.

Elementary School G.R.E.A.T. program

G.R.E.A.T.'s six-week, skills-based, elementary school curriculum for fourth and fifth graders provides information that produces attitudinal and behavioral changes in youth. The program is taught in schools and focuses on positive behavior rehearsals, cooperative and interactive learning techniques, and teacher activities. Researchers believe children who display aggressive behavior during their elementary school years are more likely to display antisocial and violent behavior as adolescents and young adults. With the G.R.E.A.T. program and other prevention efforts, researchers believe there is an opportunity to stop negative behavior.

Middle School G.R.E.A.T. program

The middle school G.R.E.A.T. program is a 13-week curriculum that is designed for sixth and seventh graders. In the first evaluation of the G.R.E.A.T. program in 1995, researchers recommended teaching the core curriculum at the entry level of middle school rather than in the seventh and eighth grades. Evaluators indicated that children undergo major transitions as they move from the fifth to the sixth grade, form new peer groups and become more susceptible to the lures of gangs and peer group pressures.

Evidence for Program Effectiveness

The most frequent questions asked about the G.R.E.A.T. Program are "Is G.R.E.A.T. effective?" and "How do you know if it works?" G.R.E.A.T. is a rarity among youth violence and gang prevention and intervention programs in that it has been subjected to rigorous scientific evaluation and has data to demonstrate that it has a measurable impact on the attitudes and decisions of students who complete the G.R.E.A.T. lessons. Recently, there has been increasing demand from public policymakers for implementation and dissemination of "evidence-based" practices, yet there has been a

surprising lack of quality research on promising or effective gang programs. The G.R.E.A.T. Program is an exception.

G.R.E.A.T.'s core middle school curriculum was the focus of a rigorous, long-term, multisite evaluation. Commissioned by the National Institute of Justice, the national evaluation of the G.R.E.A.T. Program was initiated in 2006 and concluded in 2012. This evaluation was a follow-up to an earlier study (1995–2000) that returned promising but inconclusive results and led to a rigorous programmatic review that resulted in substantial program and curriculum modifications. The second study followed students who received the revamped curriculum and was designed to determine whether the modified program would produce measurably improved results. Utilizing a field trial, this study assigned classrooms randomly to treatment and control conditions at 31 schools in seven geographically and demographically diverse cities representing a cross-section of the United States. Results of the latest study, which concluded in the spring of 2012, have been published in peer-reviewed professional journals, and the investigators have released reports providing data and analysis of the full study.

The investigators concluded: "Our multicomponent evaluation found that the G.R.E.A.T. Program is implemented as it is intended and has the intended program effects on youth gang membership and on a number of risk factors and social skills thought to be associated with gang membership. Results one year post-program showed a 39% reduction in odds of gang joining among students who received the Program compared to those who did not and an average of 24% reduction in odds of gang joining across the four years post-program." The reports note that in the one-year and four-year post-program surveys, the G.R.E.A.T. students, compared to non-G.R.E.A.T. students, showed statistically significant positive program effects on the following measures:

- More-positive attitudes toward police
- Less-positive attitudes about gangs
- More use of refusal skills
- Higher collective efficacy (research correlates higher collective efficacy with lower crime rates in neighborhoods)
- Less use of hitting neutralizations
- Less anger
- Lower rates of gang membership
- Higher levels of altruism
- Less risk-seeking

Program Fidelity

In the search for "what works," it is equally important to understand how and why interventions are successful. A substantial body of research indicates that lack of program fidelity—rather than failure of the program design—is one of the primary explanations for the failure of prevention programs. Without evidence that a program has been implemented properly, it is difficult to determine whether a program "works," or meets its intended goals. In addition to measuring outcomes, the national evaluation of the G.R.E.A.T. Program utilized multimodal process evaluations to measure Program fidelity, among other factors. Investigators concluded that "the G.R.E.A.T. Program was

implemented with fidelity in the vast majority of classrooms . . . thereby providing confidence in outcome results." This high degree of fidelity is attributed to the success of the instructor training program and the level of instructor commitment to the G.R.E.A.T. Program and also has positive implications for the capability to successfully replicate the Program in multiple settings.

Perceptions of G.R.E.A.T.

The process evaluation also included comprehensive surveys of teachers and school administrators to measure their responses to the Program. Surveys of school personnel found that:

- 91 percent of teachers and administrators support having law enforcement in schools.
- 94 percent of administrators and 87 percent of teachers are in favor of having G.R.E.A.T. in their schools.
- 100 percent of administrators and 83 percent of teachers say that G.R.E.A.T. addresses problems facing their students.
- 88 percent of administrators and 80 percent of teachers agree that G.R.E.A.T. teaches students the skills needed to avoid gangs and violence.

The instructing officers also expressed strong support for the Program, stating that it improved their relationships with the children, the school, and the community as a whole.

Program Eligibility

The six-week evidence based G.R.E.A.T. curriculum will be presented in the school setting to fourth and fifth graders at all schools in the Sanger Unified School District. The 13-week middle school G.R.E.A.T. curriculum will be presented to all sixth and seventh graders in the Sanger Unified School District.

Program Participation Costs

There are no costs for participation by any students in this program. The presentation of the G.R.E.A.T. curriculum will take place during the course of their school day and will be scheduled through coordination with school administrators.

Performance Measures

During the course of the school year, the GREAT Officer will have delivered the G.R.E.A.T. curriculum to numerous classes in the Sanger Unified School District. The number of students reached and receiving this training is not determined at this time, but should be a substantial. During the National evaluation of the G.R.E.A.T. program, they observed a 39% reduction in odds of gang joining among students who received the Program compared to those who did not and an average of 24% reduction in odds of gang joining across the four years post-program." As this program is clearly an evidence based program, I would expect to have similar outcomes or results in Sanger.

During the summer months or when school is not in session, The G.R.E.A.T. Officer will engage with "at-risk" youth who have been identified as associating with gang members or seem to be heading toward gang membership. This Officer will be able to receive information from fellow Police Officers, school officials, Probation Dept., Social Service providers, families, etc. The Officer will make home visits and meet with the young person, parents, and family members, with the goal of getting everyone working to steer the youth away from gang membership, gang affiliation or delinquency in general. The G.R.E.A.T. Officer will have access to many resources that are available to assist in each individual case. The Officer will be able to conduct follow up checks at the home, check school status and determine if youth is still in need of intervention. The Officer will be able to maintain records of such efforts and track outcomes/results.

The community of Sanger has been challenged by a longstanding gang problem that does not seem to be going away. By teaching our youth to steer clear of gangs and drugs, and giving them the skills to effectively refuse and walk away from such situations, we can lessen the number of kids likely to join local gangs. We have to start early and we have to start now.

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Sanger Police GREAT Program Budget

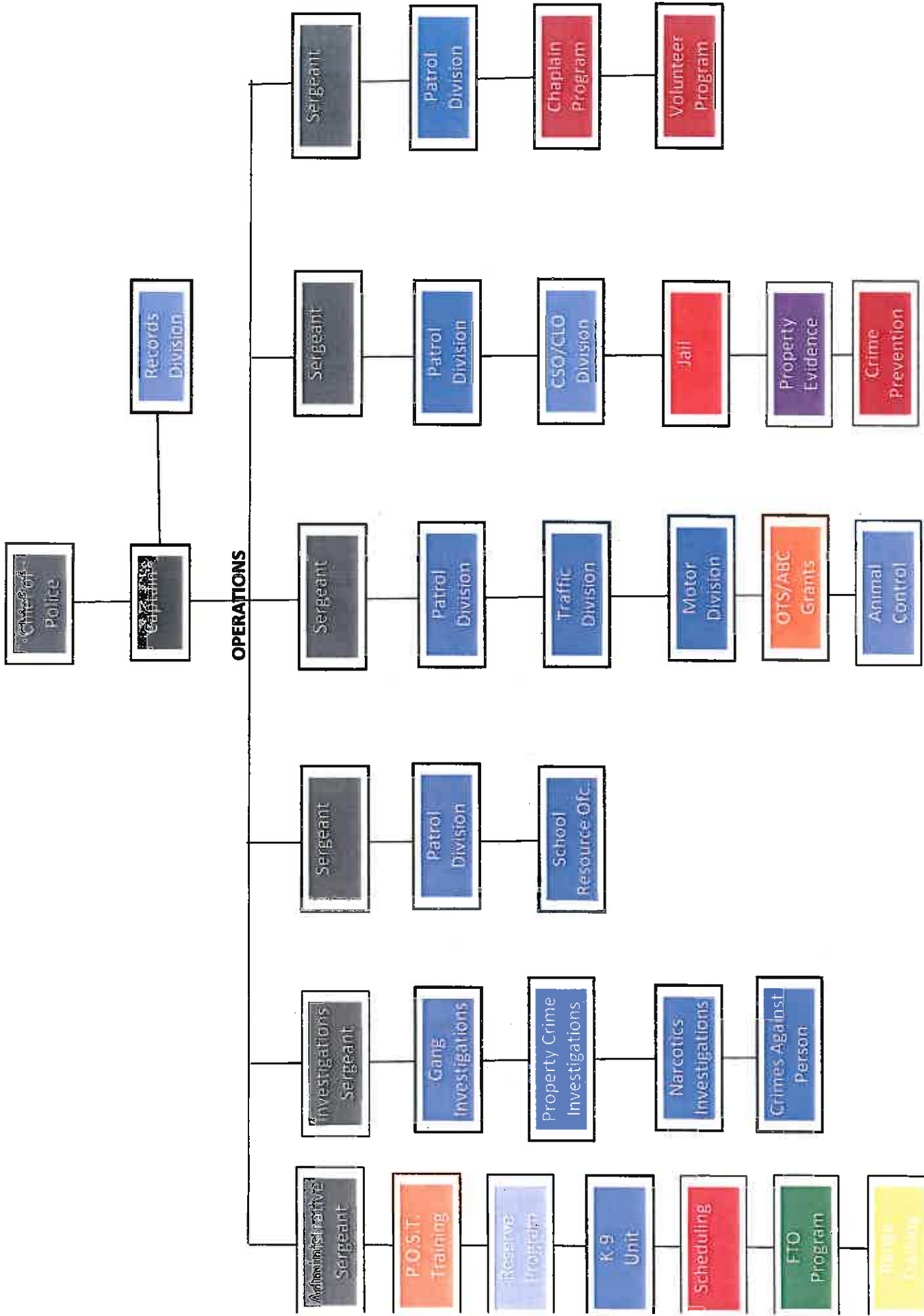
Revenue:

Revenue Source	Amount	Percent of Program Budget
BSCC Grant Funds	\$19,000	17.5%
Ed Byrne JAG Grant	\$5,000	4.5%
Measure S Grant Funds	\$86,000	78%
Total Revenue	\$110,000	100%

Expenses:

Expense Description	Budget	BSCC	JAG	Measure S	Percent of Grant
Operating Expense					
• Training (travel, meals, lodging)	\$2,000		\$2,000		
• Pamphlets/Material	\$3,000		\$3,000		
Sub Total Operating Expense	\$5,000	0	\$5,000	0	
Staffing Expense					
• Salary (GREAT Officer)	\$70,888	\$19,000		\$51,888	60%
• Benefits	\$34,141			\$34,141	40%
Sub Total Staffing Expense	\$105,029	\$19,000	0	\$86,029	
TOTAL EXPENSE	\$110,029			\$86,029	100%

Sanger Police Department Organizational Chart



**POLICE DEPARTMENT
101-040-101**

	AUDITED 2012-2013	AUDITED 2013-2014	AUDITED 2014-2015	AMENDED 2015-2016	PROJECTED 2015-2016	ADOPTED 2016-2017
STAFFING						
Chief of Police	1.00	1.00	1.00	1.00		1.00
Captain	1.00	1.00	1.00	1.00		1.00
Administrative Secretary	1.00	1.00	1.00	-		-
Records Comm Clerk/Supervisor						
Records Communication Clerk I	1.50	1.50	1.00	1.00		1.00
Police Lieutenant	-	-				
Sergeant	4.00	4.00	4.00	4.00		5.00
Corporal	5.00	5.00	5.00	5.00		4.00
Police Officer	25.00	25.00	23.00	25.00		25.00
Community Services Officer	1.50	1.50	2.00	2.00		2.00
Crime Scene Investigator	-	-				
CSO/Animal Control	1.00	1.00	1.00	1.00		1.00
Graffiti Truck Operator	1.00	1.00	1.00	1.00		1.00
Total Staffing	42.00	42.00	40.00	41.00		41.00
EXPENDITURES BY CATEGORY						
Wages & Benefits	4,340,726	4,574,153	4,051,197	4,002,275	4,019,616	4,285,104
Operations & Maintenance	835,361	915,916	950,412	927,240	834,577	1,010,392
Capital Outlay	90,489	277,473	76,757	421,500	442,000	142,413
Other Charges	163,715	110,695	141,720	135,600	94,500	100,500
Transfers Out	172,097	120,149	163,335	219,358	232,183	319,000
Total Expenditures	5,602,389	5,998,386	5,383,421	5,705,973	5,622,876	5,857,409
SOURCE OF FUNDS						
General Fund						
Intergovernmental	82,863	68,060	137,429	60,000	68,890	61,204
Licenses & permits						
Charges for Services	28,203	41,530	42,937	42,700	34,500	30,000
Reimbursements	186,615	210,951	212,033	203,992	203,992	204,000
Fines & Forfeitures	52,892	47,819	48,471	52,000	66,200	50,000
Other	4,714	6,998	11,093	5,000	9,000	5,000
Taxes	4,208,117	3,937,496	3,535,531	3,664,129	3,638,144	4,050,049
Total General Fund	4,563,404	4,312,855	3,987,494	4,027,821	4,020,726	4,400,253
Special Revenue Funds						
Fund 208 - Measure S	571,657	1,257,332	867,652	1,164,474	1,135,646	863,856
Fund 248 - ABC Grant	20	-	866	17,126	17,992	14,000
Fund 255 - Local Public Saf Augumention	90,000	110,951	105,803	90,000	90,000	113,365
Fund 256 - Supplemental Law Enf Grant	90,130	100,000	106,230	100,000	100,000	100,000
Fund 257 - Edward Byrne Memorial (JAG)	4,809	19,219	22,681	30,477	17,961	15,000
Fund 258 - PetSmart Grant	21,480	33,504	21,448	13,500	3,200	3,500
Fund 261 - Community Facilities Dist. #1	222,626	140,996	235,443	224,696	224,696	249,700
Fund 267 - DUI Enforcement	4,189	8,476	4,996	25,000	8,000	17,000
Fund 271 - Bulletproof Vest Program	-	-	2,841	12,879	4,000	4,100
Fund 272 - Vehicle Impound Program	34,075	15,054	27,967	-	655	76,635
Total Revenues	5,602,389	5,998,386	5,383,421	5,705,973	5,622,876	5,857,409

**POLICE DEPARTMENT
101-040-101**

APPROPRIATIONS

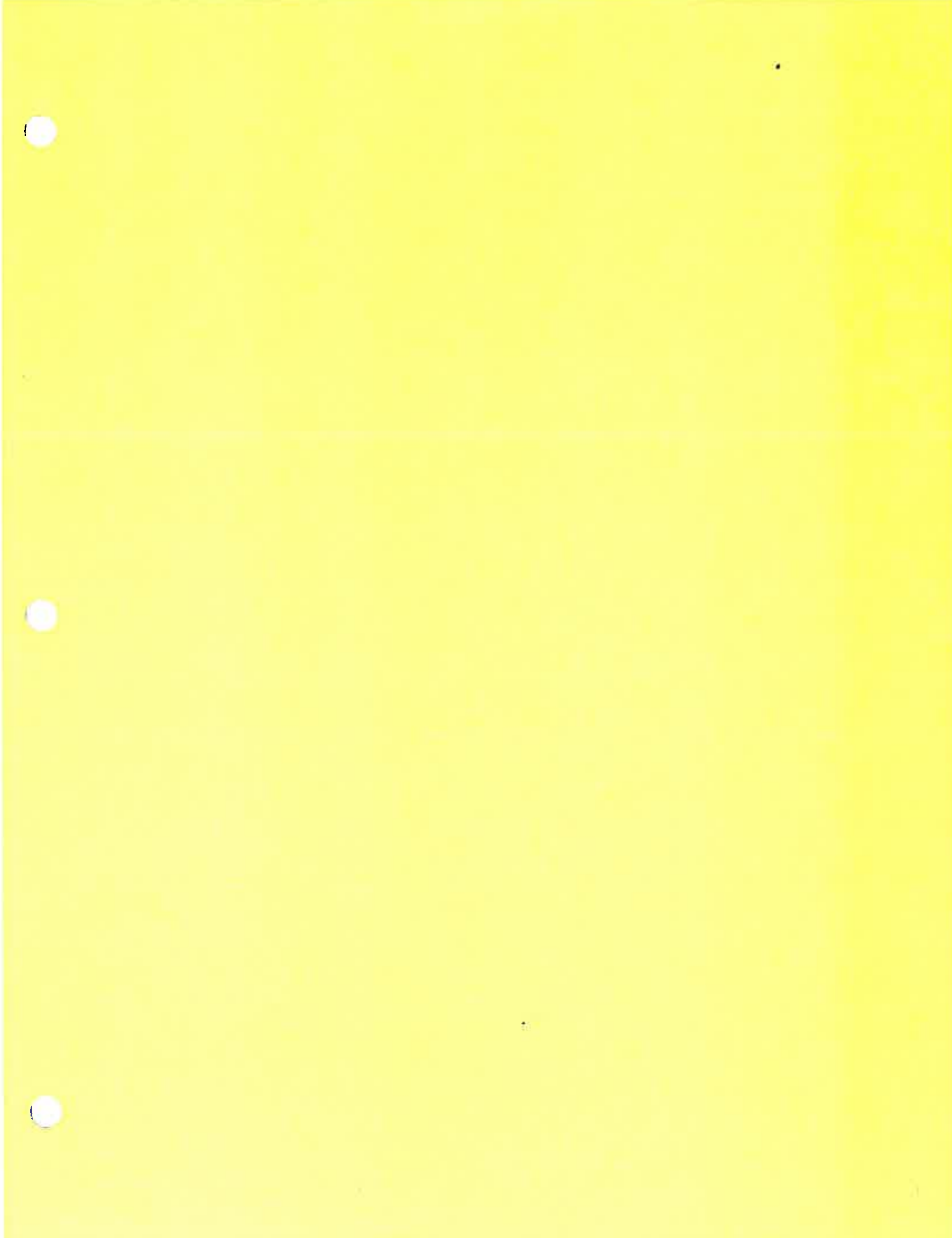
	AUDITED <u>2012-2013</u>	AUDITED <u>2013-2014</u>	AUDITED <u>2014-2015</u>	AMENDED <u>2015-2016</u>	PROJECTED <u>2015-2016</u>	ADOPTED <u>2016-2017</u>
<u>5000 WAGES & BENEFITS</u>						
5110 DIRECT LABOR-REGULAR	2,069,380	2,156,711	2,100,631	1,962,364	1,859,124	2,195,513
5120 DIRECT LABOR-TEMPORARY	30,469	28,311	15,459	20,000	77,611	20,000
5130 OVERTIME	218,696	241,051	208,767	100,000	278,800	100,000
5210 PERS EXPENSE	674,489	725,281	554,645	613,120	529,415	512,915
5220 SOCIAL SECURITY	181,070	189,504	180,753	154,272	163,523	172,022
5310 HEALTH INSURANCE	528,163	582,365	422,361	450,924	368,000	475,109
5320 WORKERS COMPENSATION	150,640	173,843	164,732	152,382	150,000	157,452
5340 EMPLOYEE ASSISTANCE PROGRAM	1,285	1,315	1,137	1,076	975	1,190
5350 FITNESS PROGRAM	831	851	744	4,939	650	5,460
5411 CELL PHONE ALLOWANCE	6,660	7,830	6,030	6,840	5,544	10,440
5420 UNIFORM ALLOWANCE	34,248	36,319	28,100	31,000	31,000	34,000
TOTAL WAGES & BENEFITS	3,895,941	4,143,380	3,684,359	3,496,917	3,464,642	3,684,101
<u>8000 OPERATIONS & MAINTENANCE</u>						
6110 OFFICE SUPPLIES	7,986	6,562	5,959	4,000	7,500	8,000
6111 POSTAGE	306	400	236	200	6,000	200
6115 PUBLICATIONS/SUBSCRIPTIONS	512	762	845	1,500	250	1,000
6121 SUPPLIES-YOUTH SERVICES	34	114	57	300	300	300
6122 SUPPLIES-SHOP AND FIELD	5,145	3,467	1,184	1,500	2,000	2,000
6123 SUPPLIES-SAFETY	26,331	1,623	3,120	1,500	4,500	2,000
6124 SUPPLIES-OTHER	491	1,026	3,823	4,000	2,200	2,000
6125 SUPPLIES-JAIL	3,773	2,927	447	700	500	800
6126 SUPPLIES-RESERVE PROGRAM					500	500
6127 SUPPLIES-VOLUNTEER PROGRAM	3,031	32	1,153	500	200	500
6128 SUPPLIES-CRIME PREVENTION	5,965	4,911	7,482	5,000	6,000	4,000
6129 CRIME SCENE MANAGEMENT			4,081	8,500	7,500	9,000
6141 MINOR EQUIPMENT-SMALL	451	333	28			
6142 MINOR EQUIPMENT-OFFICE	992	788	209	500	300	500
6145 GRAFFITI/INFORMANT REWARDS	500	1,500		1,500	500	1,500
6146 MINOR EQUIPMENT-OTHER	3,493	2,738	774	1,500	1,000	1,000
6147 PATROL CAR UNIT EQUIPMENT	768	115	93			
6213 ANIMAL ADOPTION FEES	282	265	140	200		200
6215 ANIMAL CONTROL SERVICES	11,689	8,743	10,322	9,000	6,000	8,000
6240 SERVICES-LEGAL COUNSEL	6,787	4,115	2,449	3,000	300	3,000
6290 SERVICES-PROFESSIONAL SERVICES	34,559	43,060	70,485	40,000	64,000	50,000
6291 CONTRACT DISPATCH SERVICES	322,758		125,580	370,000	370,000	380,000
6292 DRUG/ALCOHOL TESTING	4,773	8,267	5,066	5,000	2,500	4,000
6310 TIRES EXPENSE	10,404	5,574	10,845	8,700	5,000	8,000
6332 FUEL-UNLEADED	147,713	114,545	93,010	100,000	90,000	95,000
6420 PRINTING & BINDING	1,504	7,645	3,066	5,000	500	3,000
6431 GENERAL LIABILITY PREMIUMS						46,858
6432 PROPERTY INSURANCE						7,642
6437 HEALTH ADMIN						8,230
6438 UNEMPLOYMENT INSURANCE						2,984
6448 RISK MGT ADMINISTRATION						5,451
6449 ERMA PERSONNEL INSURANCE						10,776
6454 GRANT EXPENDITURES			28,089			
6455 LOW/HIGH VEHICLE INSURANCE						9,711

**POLICE DEPARTMENT
101-040-101**

	AUDITED 2012-2013	AUDITED 2013-2014	AUDITED 2014-2015	AMENDED 2015-2016	PROJECTED 2015-2016	ADOPTED 2016-2017
6510 UTILITY-ELECTRIC/GAS	26,546	27,487	28,600	23,000	25,000	20,000
6521 TELECOMMUNICATIONS	38,145	37,886	43,309	38,000	38,000	38,000
6610 R&M-BUILDINGS & IMPROVEMENTS	8,901	2,827	4,434	5,000	9,000	5,000
6620 R&M-EQUIPMENT	8,158	5,000	2,203	3,000	2,500	3,000
6730 TRAINING-WORKSHOPS-MEETINGS	5,684	3,584	7,174	4,000	10,000	4,000
6750 P.O.S.T. TRAINING	14,598	8,049	8,472	5,000	15,000	3,000
6830 MEMBERSHIPS-OTHER	918	1,124	912	1,000	1,200	2,000
6920 FEES AND FILINGS	4,737	5,115	2,481	5,000	1,500	3,300
6940 MISCELLANEOUS EXPENSES			289	500	300	-
TOTAL OPERATIONS & MAINTENANCE	705,929	310,584	476,517	658,600	680,050	754,252
7000 CAPITAL OUTLAY						
7230 MACHINERY & EQUIPMENT			9,570	9,000		11,100
7XXX Police Cars (2)						100,000
TOTAL CAPITAL OUTLAY	-	-	9,570	9,000	-	111,100
8000 OTHER CHARGES						
8310 PHOTOCOPY CHARGES	9,559	16,314	10,304		9,000	10,500
8321 COMPUTER SOFTWARE	5,945				5,500	
8322 COMPUTER HARDWARE	1,268					5,000
8350 VEHICLE MAINTENANCE CHARGE	140,022	83,592	98,417	90,000	80,000	85,000
TOTAL OTHER CHARGES	156,794	99,906	108,721	90,000	94,500	100,500
GRAND TOTAL DEPARTMENT BUDGET	4,758,664	4,553,851	4,279,167	4,252,517	4,239,192	4,649,953

**MEASURE S POLICE
208-040-101**

<u>APPROPRIATIONS</u>						
	<u>AUDITED</u> <u>2012-2013</u>	<u>AUDITED</u> <u>2013-2014</u>	<u>AUDITED</u> <u>2014-2015</u>	<u>AMENDED</u> <u>2015-2016</u>	<u>PROJECTED</u> <u>2015-2016</u>	<u>ADOPTED</u> <u>2016-2017</u>
<u>5000 WAGES & BENEFITS</u>						
5110 DIRECT LABOR-REGULAR	249,553	238,250	215,498	293,115	296,195	337,481
5120 DIRECT LABOR-TEMPORARY	688	525	258	1,500	6,305	750
5130 OVERTIME	6,981	11,710	14,983		58,393	
5210 PERS EXPENSE	82,940	77,201	42,785	55,897	57,127	61,848
5220 SOCIAL SECURITY	19,957	19,395	18,150	22,921	26,234	28,257
5310 HEALTH INSURANCE	54,850	47,400	43,684	77,000	70,000	103,289
5320 WORKERS COMPENSATION	20,359	22,807	19,464	27,181	26,000	47,518
5340 EMPLOYEE ASSISTANCE PROGRAM	184	157	156	204	197	204
5350 FITNESS PROGRAM	123	104	104	936	131	936
5411 CELL PHONE ALLOWANCE	960	660	60	720	554	720
5420 UNIFORM ALLOWANCE	4,000	4,088	6,700	5,000	5,838	5,000
TOTAL WAGES & BENEFITS	440,596	422,297	361,842	484,474	546,974	584,003
<u>8000 OPERATIONS & MAINTENANCE</u>						
6123 SUPPLIES-SAFETY	385	11,715	32,006	37,000	20,000	38,000
6124 SUPPLIES-OTHER	17,898	17,350	15,301	17,000	10,000	18,000
6126 SUPPLIES - RESERVE PROGRAM		1,275	765	20,000	-	20,000
6127 SUPPLIES - VOLUNTEER		3,735	1,152	5,000	500	5,000
6146 MINOR EQUIPMENT-OTHER						
6147 PATROL CAR UNIT EQUIPMENT		925	314	1,500	1,000	1,500
6240 SERVICES-LEGAL COUNSEL	1,964	495	1,848	2,000	3,422	4,000
6245 GANG INTERVENTION/PREVENTION	66,093	98,600	127,431	125,000	98,350	125,000
6290 SERVICES-PROFESSIONAL SERVICES		134	877		900	
6291 CONTRACT DISPATCH SERVICES		394,454	249,073			
6410 LEGAL ADVERTISING	79					
6420 PRINTING & BINDING	236					
6431 GENERAL LIABILITY PREMIUMS						8,112
6432 PROPERTY INSURANCE						1,323
6437 HEALTH ADMIN						1,425
6438 UNEMPLOYMENT INSURANCE						547
6448 RISK MGT ADMINISTRATION						944
6449 ERMA PERSONNEL INSURANCE						1,866
6455 LOW/HIGH VEHICLE INSURANCE						823
6521 TELECOMMUNICATIONS			449		500	
6730 TRAINING-WORKSHOPS-MEETINGS	8,648	16,109	3,468	10,000	6,000	7,000
6950 P.O.S.T TRAINING		21,113	907	10,000	6,000	15,000
TOTAL OPERATIONS & MAINTENANCE	95,302	565,904	433,591	227,500	146,672	248,540
<u>7000 CAPITAL OUTLAY</u>						
7230 MACHINERY & EQUIPMENT	35,758	267,276	14,092			
7241 SURVEILLANCE CAMERAS			53,095	51,000	150,000	
7243 TASERS				17,500		
7242 RADIOS				14,000	12,000	31,313
7236 PATROL VEHICLES				330,000	280,000	
7XXX FORD POLICE SPORT SUVS (5)						
7XXX CHEVROLET TAHOES (5)						
TOTAL CAPITAL OUTLAY	35,758	267,276	67,187	412,500	442,000	31,313
<u>8000 OTHER CHARGES</u>						
8321 COMPUTER SOFTWARE		1,814		5,000		
8322 COMPUTER HARDWARE MDC		40	5,032	35,000		
8350 VEHICLE MAINTENANCE CHARGE						
TOTAL OTHER CHARGES	-	1,854	5,032	40,000	-	-
GRAND TOTAL DEPARTMENT BUDGET	571,657	1,257,332	867,652	1,164,474	1,135,646	863,856



**General Fund
Fund Summary
Fiscal Year 2016/17**

	FY 2012-2013 Audited	FY 2013-2014 Audited	FY 2014-2015 Audited	FY 2015-2016 Projected	FY 2016-2017 Adopted
Revenues:					
Total Property Taxes	1,646,138	1,838,312	1,704,981	1,679,232	1,705,800
Sales Tax	1,809,016	1,875,587	1,837,828	2,363,354	2,126,777
Total Utility Users Tax	1,252,053	1,291,497	1,345,430	1,310,000	1,357,000
Franchise Taxes	713,861	770,745	637,293	547,000	553,000
Other Taxes	122,635	132,925	137,307	137,706	138,200
Total Taxes	5,543,703	5,909,066	5,662,839	6,037,292	5,880,777
Licenses & Permits	94,123	147,508	423,012	330,150	330,400
Intergovernmental Revenue	2,349,548	2,621,413	2,509,136	3,062,981	3,119,727
Service Charges	1,630,184	1,122,777	1,350,685	1,521,020	1,501,750
Fines & Cost Recovery	120,258	49,909	51,028	68,100	52,000
Other Revenue	490,283	236,588	184,850	185,147	92,000
Other Financing Sources	36,204	2,611	5,537	2,000	2,000
Total Revenues	10,264,303	10,089,872	10,187,087	11,206,690	10,978,654
Expenditures:					
City Council	500,333	409,166	386,324	360,922	351,004
Non Departmental	585,302	525,484	650,195	808,033	477,265
Recreation	484,060	418,031	421,965	427,933	533,241
Police	4,758,666	4,553,850	4,279,169	4,239,192	4,649,953
Fire	3,301,056	2,874,071	3,317,580	3,427,343	3,638,779
Planning	172,992	167,381	275,594	294,861	672,882
Building	336,316	177,539	281,499	306,583	505,515
Ecnomic Development					146,024
Streets	608,807	683,564	611,913	588,227	753,282
Parks	533,481	609,777	582,661	669,077	1,001,541
Facility & Pool	206,364	207,709	269,625	337,805	475,521
Total Expenditures	11,487,377	10,626,572	11,076,525	11,459,976	13,205,007
Transfers In (Out)	2,138,133	1,427,997	1,461,293	1,310,932	1,556,027
Net Revenues (Expenditures)	915,059	891,297	571,855	1,057,646	(670,326)
Beginning Fund Balance	512,726	1,427,785	2,319,082	2,890,937	3,948,583
Financial Statement Adjustments					
Committed Fund Balance	250,000	250,000	250,000	250,000	250,000
Assigned Fund Balance	-	518,347	496,587	298,587	248,673
Unassigned Fund Balance	1,177,785	1,550,735	2,144,350	3,399,996	2,779,584
Total Ending Fund Balance	1,427,785	2,319,082	2,890,937	3,948,583	3,278,257
Unassigned fund Balance/Expenditures	10.25%	14.59%	19.36%	29.67%	21.05%
Components of Assigned Fund Balance:					
Hwy 180 Monument Sign			198,000		
Pool Repairs			60,000	60,000	
Sanger Park Restroom Repairs					
Unused Accrued Annual & Sick Leave			176,313	176,313	186,399
General Plan			62,274	62,274	62,274
Total Assigned Fund Balance			496,587	298,587	248,673

**Measure S (Public Safety Tax) Fund
Adopted Budget
Fiscal Year 2016-2017**

	FY 2012-2013 Audited	FY 2013-2014 Audited	FY 2014-2015 Audited	FY 2015-2016 Projected	FY 2016-2017 Adopted
Revenues:					
Taxes	1,545,683	1,925,420	1,976,528	2,089,201	2,160,371
Other revenues	655	14,565	47,841		
Interest Income	4,371	5,216	6,251		
Total Revenues	1,550,709	1,945,201	2,030,620	2,089,201	2,160,371
Expenditures - Police:					
Operating Expenditures:					
Wages & Benefits	440,596	422,297	361,842	546,974	584,003
Supplies & Services	29,210	467,304	306,160	48,322	248,540
Other Charges		1,854	5,032		
Total Operating Expenditures	469,806	891,455	673,034	595,296	832,543
Capital Outlay	35,758	267,276	67,187	442,000	31,313
Gang Prevention/Intervention	66,093	98,600	127,431	98,350	
Total Police Expenditures	571,657	1,257,331	867,652	1,135,646	863,856
Expenditures - Fire:					
Operating Expenditures:					
Wages & Benefits	410,603	433,991	274,120	391,040	321,127
Supplies & Services	32,012	47,879	44,510	55,000	66,956
Other Charges		6,572	74	2,500	
Total Operating Expenditures	442,616	488,442	318,704	448,540	388,083
Capital Outlay		91,534	443,190	155,000	787,500
Total Fire Expenditures	442,616	579,976	761,894	603,540	1,175,583
Total Operating, Capital Outlay, and Gang Prevention/ Intervention Expenditures	1,014,273	1,837,307	1,629,546	1,739,186	2,039,439
Net Income (Loss)	536,436	107,894	401,074	350,015	120,932
Beginning Fund Balance	1,797,087	2,333,523	2,441,417	2,842,491	3,192,506
Financial Statement Adjustments					
Ending Fund Balance	2,333,523	2,441,417	2,842,491	3,192,506	3,313,438

**City of Sanger
Water Fund 611
Fund Summary
Fiscal Year 2016-2017**

	FY 2012-2013 Audited	FY 2013-2014 Audited	FY 2014-2015 Audited	FY 2015-2016 Projected	FY 2016-2017 Adopted
Revenues:					
Sales-Residential	1,907,310	1,884,499	1,907,255	1,900,000	1,900,000
Sales-Commercial	348,671	359,425	353,433	355,000	350,000
Sales-Commercial X 10,000	10,475	10,641	14,036	15,000	13,000
Sales-Industrial	161,620	176,122	195,482	185,000	180,000
Sales-Special Schools	131,480	128,007	203,728	245,000	120,000
Sales-Government	1,650	1,365	1,398	1,400	1,400
Total Charges for Services	2,561,206	2,560,059	2,675,332	2,701,400	2,564,400
Meter Service/Installation	763	2,720	4,825	2,000	2,000
Meter Service/Turn On Fee					
Water Service/Penalties	88,349	99,748	88,831	90,000	90,000
Interest Income	57,339	46,107	7,511	7,000	6,500
Interest on DBCP Fund			36,405		
Water Major Facilities Fee	1,994	10,439	23,031		
Intergovernmental Revenue					
Misc Revenue	7,941	295	8,584	94,754	
Total Fees & Other Revenues	156,387	159,309	169,187	193,754	98,500
Total Revenues	2,717,593	2,719,368	2,844,519	2,895,154	2,662,900
Operating Expenses:					
Wages & Benefits	467,680	436,789	389,036	440,629	510,040
Services & Supplies	685,977	781,393	962,159	946,350	1,044,429
Other Charges	1,519,716	1,749,086	1,314,905	1,415,071	1,428,078
Total Operating Expenses	2,673,373	2,967,268	2,666,100	2,802,050	2,982,547
Operating Income (Loss)	44,220	(247,900)	178,419	93,104	(319,647)
Transfers In (Out)	(36,291)	(29,536)	(36,405)		
Loss on Transfer of Advance	(233,857)				
Change in Net Position	(225,928)	(277,436)	142,014	93,104	(319,647)
Debt Service Principal				45,000	45,000
Capital Outlay	197,099	210,707	713	275,000	460,000
Beginning Fund Balance	17,850,775	17,624,847	17,347,411	16,583,722	16,666,387
Prior Period Adjustments			(905,703)	(10,439)	
Net Investment in Capital Assets	11,885,612	11,456,156	11,121,142	10,852,874	10,756,089
Reserved for Plant Expansion	810,364	810,364	810,364	810,364	810,364
Reserved for DBCP Filtration	4,336,598	4,336,598	3,931,990	3,931,990	3,931,990
Unrestricted Fund Balance	592,273	744,293	720,226	1,071,159	848,297
Ending Fund Balance	17,624,847	17,347,411	16,583,722	16,666,387	16,346,740

**City of Sanger
Sewer Fund 621
Fund Summary
Fiscal Year 2016-2017**

	FY 2012-2013 Audited	FY 2013-2014 Audited	FY 2014-2015 Audited	FY 2015-2016 Projected	FY 2016-2017 Adopted
Revenues:					
Sales Residential	2,789,700	2,798,073	2,903,721	2,750,000	2,750,000
Sales Commercial	703,521	720,144	738,180	740,000	735,000
Sales-Commercial X 10,000	13,915	12,749	19,724	25,000	18,000
Sales Industrial	340,759	495,304	583,863	600,000	550,000
Sales Special Schools	154,447	141,458	140,605	140,000	140,000
Sales Government	1,871	905	997	1,000	1,000
Total Charges For Services	4,004,213	4,168,633	4,387,090	4,256,000	4,194,000
Service Penalties	78,494	84,458	84,462	85,000	85,000
Solar Incentive			53,392	125,000	125,000
Interest Income	3,665	16,685	11,058		
Unrealized Gain (Loss) Investments			(403)		
Rental Land/Buildings/Improvements	5,600	5,600	5,600	5,600	5,600
Sewer Facilities Impact Fees-(From 221)	8,502	52,924	21,827		
Sewer Facilities Impact Fees-(From 221)			109,430		
Misc Income	89,958	7,670	19,113	38,340	2,000
Total Fees & Other Revenues	186,219	167,337	304,479	253,940	217,600
Total Revenues	4,190,432	4,335,970	4,691,569	4,509,940	4,411,600
Operating Expenses					
Wages & Benefits	819,559	835,806	702,836	767,678	853,943
Services & Supplies	961,421	1,187,085	986,625	815,950	871,129
Other Charges	2,244,389	2,549,138	2,905,051	2,469,279	2,475,022
Total Operating Expenses	4,025,368	4,572,029	4,594,512	4,052,907	4,200,094
Operating Income (Loss)	165,064	(236,059)	97,057	457,033	211,506
Transfers In (Out)					
Change in Net Position	165,064	(236,059)	97,057	457,033	211,506
Debt Service Principal				545,000	555,000
Capital Outlay	1,401		15,574	35,000	500,000
Beginning Fund Balance	(82,399)	82,665	(153,394)	(1,711,084)	(1,254,051)
Prior Period Adjustments			(1,654,747)		
Net Investment in Capital Assets	(1,296,427)	(516,762)	(2,044,742)	(2,870,951)	(3,232,160)
Unrestricted Fund Balance	1,379,092	363,368	333,658	1,616,900	2,189,615
Ending Fund Balance	82,665	(153,394)	(1,711,084)	(1,254,051)	(1,042,545)

**Disposal Fund 631
Fund Summary
Fiscal Year 2016-2017**

	FY 2012-2013 Audited	FY 2013-2014 Audited	FY 2014-2015 Audited	FY 2015-2016 Projected	FY 2016-2017 Adopted
Revenues:					
Sales Residential	1,782,452	1,810,366	1,836,812	1,750,000	1,750,000
Sales Commercial	597,367	567,957	555,200	583,000	560,000
Sales-Commercial X 10,000	917	1,034	1,481	900	900
Sales Industrial	6,424	6,455	6,424	6,200	6,200
Sales Special Schools	192,752	213,769	243,953	220,000	220,000
Sales Government	1,313	1,657	1,649	1,500	1,500
Recycle Fees	246,853	249,377	252,787	250,000	250,000
Disposal Special Pick Up	1,050	1,050	730	500	500
Sales - Street Sweeping	118,070	105,799	107,506	108,000	106,000
Composting Fees	8,928	9,025	6,896	6,900	7,000
Disposal Other Service	850			-	-
Garbage Cans	5,350	8,470	24,890	12,000	-
Recycle fees	13,466	21,673	20,317	20,500	-
Total Charges For Services	2,975,792	2,996,632	3,058,645	2,959,500	2,902,100
Service Penalties	57,873	61,846	60,391	60,000	60,000
Disposal Major Facilities Fee	3,600	17,420	32,191		
Interest Income	7,037	6,591	8,136	8,000	7,000
Unrealized Gain (Loss) Investments			(1,520)		
Sale of vehicles & equip	969,436				
Misc Income	9,784	6,768		6,831	
Total Fees & Other Revenues	1,047,729	92,625	99,198	74,831	67,000
Total Revenue	4,023,521	3,089,257	3,157,843	3,034,331	2,969,100
Operating Expenses:					
Wages & Benefits	303,398	177,743	172,051	196,539	178,699
Services & Supplies	1,732,700	2,121,889	2,040,980	2,045,700	2,059,393
Other Charges	769,392	775,771	830,683	868,078	872,694
Total Operating Expenses	2,805,490	3,075,403	3,043,714	3,110,317	3,110,786
Transfers In (Out)					
Net Income (Loss)	1,218,031	13,854	114,129	(75,986)	(141,686)
Debt Service Principal Capital Outlay					
					400,000
Beginning Fund Balance	1,670,955	2,888,986	2,505,730	2,619,859	2,543,873
Prior Period Adjustments		(397,110)			
Net Investment in Capital Assets	3,189	2,106	958	2,106	(397,575)
Unrestricted Fund Balance	2,885,797	2,503,624	2,618,901	2,541,767	2,799,762
Ending Fund Balance	2,888,986	2,505,730	2,619,859	2,543,873	2,402,187

DEFINITION

Under general supervision on an assigned shift; performs law enforcement and modern crime prevention work; controls traffic flow and enforces local and state regulations; performs investigative work; and other related law enforcement work as required.

EXAMPLES OF DUTIES

Under general supervision on an assigned shift:

- Patrol assigned area in car or on foot
- Answer calls for the protection of life and property and the enforcement of local, county, and State laws
- Stop drivers operating vehicles in violation of laws
- Warn drivers against unlawful practices and issue citations
- Observe assigned areas for suspicious acts and unsafe conditions
- Report abandoned vehicles
- Regulate traffic flow at times of emergency or congestion
- Give information and directions to the public
- Serve warrants and subpoenas
- Administer first-aid
- Prepare reports for arrests, investigations at crime or traffic accident scenes
- Collect and preserve evidence
- Transport prisoners
- May be assigned special investigations or liaison duties
- May assume responsibility for special department projects
- May work overtime or irregular hours
- And other related duties as assigned

DESIRABLE QUALIFICATIONS

Ability to:

- Demonstrate keen powers of observation and memory
- Learn standard radio codes and dispatch procedures
- Make mature independent decisions
- Analyze situations accurately and develop effective course of action
- Learn, understand, interpret and apply laws, regulations and ordinances in a fair and impartial manner
- Prepare clear and concise written reports
- Understand and carry out oral and written directions in a timely manner
- Meet and maintain standards for adequate physical endurance and agility
- Establish and maintain cooperative working relationships with all persons contacted in the course of work
- Demonstrate cultural awareness and ethnic sensitivity through mature interpersonal skills

- Bilingual fluency in Spanish and Asian languages is highly desired

Knowledge of:

- Local geography
- Safe operation of motor vehicles
- Basic law enforcement role in society

EXPERIENCE

Academy recruits currently enrolled in a California P.O.S.T. approved Basic Academy that have completed the majority of the Academy training but have not graduated may apply but will not be considered for appointment until successful graduation of their Academy training.

Applicants that do *not* possess a Basic P.O.S.T. Certificate but have completed a California P.O.S.T. approved Basic Academy within the past three years are eligible to apply.

Applicants that possess a current Basic P.O.S.T. Certificate or have recently been recertified and possess a Requalification Course Certificate are encouraged to apply and will be considered for appointment within the salary range commensurate to their previous service and training with the approval of the Chief of Police.

EDUCATION

Completion of the twelfth grade or equivalent and supplemental courses or special training in law enforcement work. Some college training desired.

LICENSE

Possession of an appropriate valid California operator's license issued by the Department of Motor Vehicles.

MEDICAL REQUIREMENTS

Must meet prior to appointment, and maintain during employment with the Sanger Police Department, medical, health and physical standards as required by the department.