

**SAN BERNARDINO COUNTY SHERIFF'S DEPARTMENT
INITIAL PROPOSAL FOR LAW ENFORCEMENT SERVICES**

CITY OF SAN BERNARDINO

December 2012

*introduced
closed session
1/7/13*



ROD HOOPS, SHERIFF - CORONER

December 26, 2012

Mrs. Andrea M. Miller, Interim City Manager
City of San Bernardino
710 North "D" Street
San Bernardino, CA 92401

SUBJECT: Proposal for Contract Law Enforcement Services

Dear Mrs. *Andrea Miller*:

On November 5, 2012, the Mayor and Common Council approved a Resolution authorizing the Mayor to request a proposal from the San Bernardino County Sheriff's Department for contract law enforcement services.

As requested, attached is a proposal for law enforcement services for the City of San Bernardino. For fifty years, we have provided municipal law enforcement in vastly diverse geographic and demographic areas throughout the County and thus have developed an expertise in tailoring services to meet the needs and desires of the communities we serve.

The San Bernardino County Sheriff's Department is dedicated to providing the best law enforcement service possible as an economically viable alternative to maintaining a municipal police department. We continue to develop strategies and implement new technology to keep pace with crime trends and new methods of policing throughout the County.

Our proposal, in the amount of \$61.8 million, includes \$8.7 in one-time and \$53.1 million in ongoing costs. In addition, the City would be billed quarterly for overtime, fuel and vehicle maintenance. The City would continue to be responsible for utilities and maintenance of its police facility as well as any existing City obligations related to police services. This proposal does not include Animal Control or Code Enforcement services.

It is important to note this proposal is operational in nature and there remain a number of contractual issues to be resolved, including protections for the County regarding guarantee of payment as the City works through its bankruptcy. If the City decides to further pursue contracting with the Sheriff's Department after reviewing this operational proposal, those contractual issues should be discussed promptly as they may take a substantial amount of time and effort to address.

It would be our goal to employ as many of the City's police personnel as possible. However, all personnel would be required to successfully complete a full background investigation as well as a physical, polygraph and psychological examination.

Thank you for the opportunity to provide this information. If you would like to discuss this proposal or explore other law enforcement staffing options, please contact Deputy Chief Scott Mesa at (909) 387-3636 or via e-mail at smesa@shcsd.org.

Sincerely,

Rod Hoops, Sheriff-Coroner

RH/SPH/wb

EXECUTIVE SUMMARY

History:

The San Bernardino County Sheriff's Department has provided contract law enforcement services since 1962, when the City of Victorville selected us to be their Police Department shortly after incorporation. Since then, thirteen other cities in the County have chosen to rely on the established patrol and investigative services of the Sheriff's Department for their police protection. Previously, two cities disbanded their own Police Departments in favor of lower cost and what has proven to be a reliably reduced incidence of crime as compared to other jurisdictions.

Local Control:

It is only natural for city officials to want influence over department policy, enforcement priorities and the selection/promotion of police officers. But with this control comes the assumption of significant civil liability, as well as ongoing personnel issues associated with collective bargaining, recruitment, training and disciplinary action. The Sheriff's Department always assumes these responsibilities when handling police services for a community and works to regularly assign the same employees to contract city stations, thus facilitating a sense of ownership and pride in the city they serve. In fact, many of our officers reside and/or grew up in their assigned city.

With regard to command staff/executive accountability, city leaders can be assured the Sheriff is committed to establishing and maintaining a positive working relationship with all of the cities that contract with the Sheriff's Department. Station Commanders routinely attend all city council meetings, city staff meetings and community events. It's also not uncommon for Sheriff's Department personnel of all ranks to be involved with many of the various civic groups found in each community.

Benefits of Contract Law Enforcement:

Cities that contract with the Sheriff's Department for police protection enjoy a defined level of police service that is responsive to the traditional calls for service needs, as well as other public safety issues that are unique to each community. Officers are also fully trained, which means cities do not have to absorb costs associated with sending new-hires to a training academy.

The extensive support that officers receive from the Sheriff's Department's specialized units help many municipalities respond effectively to critical incidents that occur in their jurisdictions. These specialized units include Homicide, Crimes Against Children, Bomb/Arson, Narcotics, SWAT, Crime Scene Investigation, Crime Impact, Gang, Aviation and High-Tech Crime. All of these units enjoy the highest credibility within their profession, thus cities are assured of experienced, specialized assistance that is built into the cost of the contract.

Benefits of Contract Law Enforcement (Continued):

Increased efficiencies in the Sheriff's Department's other established support services keep the overall costs down for contract cities due to economy of scale; specifically as it relates to Command Staff, Human Resources, Communications (Dispatch Services), Technical Services, Internal Affairs, Public Affairs, Training, Fleet Management, Criminal Records Management, and Volunteer Forces. As a result, the per capita cost for cities with their own police departments is consistently higher than those who contract with the Sheriff's Department. This cost savings, combined with efficient and effective policing, enhance the value of every dollar cities spend on public safety.

Crime Statistics and Staffing Analysis for the City of San Bernardino:

The proposed Law Enforcement Services Contract (Schedule A) for the City of San Bernardino is primarily based on specific data provided by the San Bernardino Police Department and San Bernardino County Sheriff's Department. An initial staffing analysis was conducted to determine the appropriate amount of staff required to maintain appropriate police service levels.

This staffing analysis utilized the San Bernardino Police Department's 2011 and 2012 crime statistics, sworn officers per 1,000 ratios and demographics (size, population, ethnicity, etc.). This data was compared to local, like-sized, cities with their own Police Departments (Fontana and Ontario), as well as select contract cities within the Sheriff's Department. As a result of this staffing analysis and comparison study, it appears there are no other local cities that truly compare to the City of San Bernardino in terms of overall crime rate, call volume and service level demands.

Although the geographic and population size of some of the larger comparison cities are similar to the City of San Bernardino, they vary significantly in terms of their FBI Violent/Property Crime Index, FBI City Crime Rate Rankings ("CQ" Safest Cities Ranking), Part I & II Crimes, Calls for Service, Crime Reports, Arrests and Traffic Collisions.

For example, the City of San Bernardino's 2011 Violent Crime Index (8.76) is ninety-two (92%) percent higher than the City of Ontario, one hundred forty-one (141%) percent higher than the City of Fontana, four hundred (400%) percent higher than the City of Rancho Cucamonga, fifty (50%) higher than the City of Victorville, and one hundred thirteen (113%) higher than the State of California's average (4.11).

While San Bernardino's population is only 21% greater than Ontario and 9% higher than Fontana, its overall Part I Crime rate is twice as high. In fact, San Bernardino's Part I Crime rate is 92% higher than Ontario and 108% higher than Fontana.

Crime Statistics and Staffing Analysis for the City of San Bernardino (Continued):

Despite having nearly the same population size as Fontana, the City of San Bernardino has twice the crime rate and currently deploys about nineteen (19) additional patrol officers (154 to 173, respectively).

With regard to demographics, the City of San Bernardino is fairly consistent with Fontana and Ontario, especially in terms of ethnicity. However, significant differences exist when median income, percent of population on cash-aid, poverty rate and unemployment rate data is examined. In each of these statistical categories, the City of San Bernardino varies considerably. For example, San Bernardino's percent of population receiving cash aid (13.2%) and percent of population below poverty (29.9%) is, on average, about two times greater than the Cities of Fontana and Ontario.

The following table demonstrates how much **higher** (displayed as a percentage) the City of San Bernardino's crime rate is compared to other like-sized cities utilized in this study:

2011 Data	Pop.	Part I	Violent Crime Index	Property Crime Index	Homicide	Rape	Robbery	Burglary	GTA
Ontario	21%	92%	195%	36%	400%	185%	244%	151%	92%
Fontana	9%	108%	141%	87%	500%	97%	199%	127%	111%
Rancho Cucamonga	25%	122%	400%	70%	400%	492%	599%	101%	359%
Victorville	79%	85%	50%	19%	400%	108%	176%	73%	240%

Comparison of 2011 Demographic & Part I Crime Data:

	SBPD	Ontario PD	Fontana PD	Rialto PD	Rancho Cucamonga (Sheriff)	Victorville City (Sheriff)
Population	210,110	173,690	192,595	99,171	168,181	117,219
City Area	59	50	42	22	37	73
White	19.0%	18.2%	15.4%	12.6%	42.7%	28.3%
African American	14.2%	5.9%	9.3%	15.6%	8.8%	16.0%
Asian	3.8%	4.9%	6.4%	2.1%	10.1%	3.7%
Hispanic	60.0%	69.0%	66.8%	67.6%	34.9%	47.8%
Median Income	\$35,978	\$53,224	\$59,185	\$49,977	\$73,103	\$50,496
% of Pop. Cash Aid	13.2%	4.9%	5.6%	7.0%	2.0%	9.7%
Unemployment Rate	16.9%	12.6%	12.3%	15.1%	7.7%	14.2%
% Below Poverty	29.9%	15.8%	14.5%	17.0%	4.4%	22.6%
CCQ Rating (Safest Cities)	367	181	159	251	52	249
Violent Crime Index	8.76	2.97	3.63	4.78	1.75	5.85
Viol. Crime State Ave.	4.11	4.11	4.11	4.11	4.11	4.11
Property Crime Index	39.84	29.29	21.35	29.68	23.41	33.52
Prop. Crime State Ave.	25.84	25.84	25.84	25.84	25.84	25.84
Homicide	30	6	5	6	6	6
Rape	77	27	39	18	13	37
Robbery	720	209	241	204	103	261
Aggravated Assault	1,034	251	435	252	171	382
Burglary	2,359	939	1,041	934	1,173	1,359
Larceny	4,446	3,057	2,411	1,524	2,381	2,086
Vehicle Theft	1,656	862	783	520	361	486

2011 Workload Per Officer:

Agency	Officers	CFS	CFS per Officer	DR (Reports)	DR per Officer	Arrests	Arrests per Officer
Upland PD	50	46,233	925	9,773	195	4,034	81
Chino Hills	38	35,495	934	3,846	101	908	24
Apple Valley	37	51,104	1,381	8,561	231	1,675	45
Rancho	105	108,247	1,031	13,434	127	4,300	41
Hesperia	37	54,077	1,462	9,634	260	2,262	61
Victorville	64	91,304	1,426	15,888	248	3,656	57
San Bernardino PD	173	207,680	1,200	35,448	205	9,924	57
SBPD Proposal	174	207,680	1,193	35,448	204	9,924	57
Ontario PD	116	150,031	1,293	21,965	189	4,703	41
Fontana PD	154	151,691	985	20,565	133	4,151	27

Note: The above San Bernardino Police Department Arrest and Report data excludes the workload of officers holding rank within the agency (i.e. Detective and higher), as well as follow-up investigations. Also, SBPD's Calls for Service (CFS) excludes Broadcast/Information Only CFS, as well as Administrative duties such as report writing, training, meals, meetings, etc.

Based on the above, the current number of proposed officers/deputies (174) results in workload per officer ratios that are fairly consistent with most of the comparison cities. In particular, San Bernardino's projected Calls for Service per Officer ratio of 1:1,193 and Reports per Officer ratio of 1:204 are slightly lower than most of the High Desert contract cities, which are historically some of the busiest in the entire county. Assuming the call volume is accurate and these projections hold true, it appears the number of officers/deputies established in this proposal will be sufficient to maintain desired service levels and maintain workload demands within the existing margin.

Sworn / Officer Per 1,000 Resident Ratio:

	2011 Population	Square Miles	Officer Positions	Officer to Resident Ratio	Officer per 1,000 Population	Safety Positions	Safety Positions per 1,000 Population
Upland PD	73,341	15	49	1,497	0.67	77	1.05
Chino Hills SD	75,345	45	38	1,983	0.50	52	0.69
Apple Valley SD	69,668	74	37	1,883	0.53	51	0.73
Rancho Cucamonga SD	168,181	37	105	1,602	0.62	135	0.80
Hesperia SD	90,726	73	37	2,452	0.41	52	0.57
Victorville SD	117,219	73	64	1,832	0.55	85	0.73
San Bernardino PD	210,110	59	173	1,215	0.82	270	1.29
San Bernardino Proposal	210,110	59	174	1,208	0.83	251	1.19
Ontario PD	173,690	50	116	1,497	0.67	225	1.30
Fontana PD	200,232	42	154	1,300	0.77	180	0.90
Rialto PD	99,171	22	77	1,288	0.78	112	1.13

Workload Data:

	2011 Violent Crime Index	2011 Property Crime Index	2011 Calls for Service	2011 Reports Taken	2011 Arrests	2011 Traffic Collisions	2011 Traffic Citations	Police Budget 2011-12	Cost Per Capita
Upland PD	2.45	29.68	46,233	9,773	4,034	683	7,543	\$16,258,640	\$221.69
Chino Hills SD	0.90	25.10	35,495	3,846	908	385	3,786	\$10,527,800	\$139.73
Apple Valley SD	2.24	27.91	51,104	8,561	1,675	776	4,813	\$10,837,583	\$155.56
Rancho Cucamonga SD	1.75	23.41	108,247	13,434	4,300	1,181	16,898	\$27,385,770	\$162.84
Hesperia SD	3.43	24.65	54,077	9,634	2,262	809	2,793	\$11,902,792	\$131.19
Victorville SD	5.85	33.52	91,304	15,888	3,656	1,361	7,738	\$18,368,894	\$156.71
San Bernardino PD	8.76	39.84	230,813	35,448	9,924	2,321	15,218	\$61,915,700	\$294.68
Ontario PD	2.97	29.29	150,031	21,965	8,838	1,640	11,594	\$65,467,764	\$376.92
Fontana PD	2.97	21.35	151,691	20,565	4,151	2,363	17,513	\$42,013,400	\$209.82

Detective / Clerical Workload Analysis:

	2011 Part I	2011 Part II	2011 Part I & II Total	2011 Reports Taken	Detective Positions	Officer Positions	Clerical Positions	Detective to Part I & II Sum Ratio	Detective to Officer Ratio	Clerical to Officer Ratio	Clerical to Reports Taken Ratio
Upland PD	2,889	4,371	7,260	9,773	9	50	8	807	5.56	6.25	1,222
Chino Hills SD	1,087	2,409	3,496	3,846	4	38	9	874	9.50	4.22	427
Apple Valley SD	2,574	6,038	8,612	8,561	5	37	8	1,722	7.40	4.63	1,070
Rancho Cucamonga SD	4,652	8,831	13,483	13,434	15	105	19	899	7.00	5.53	707
Hesperia SD	3,065	6,651	9,716	9,634	5	37	8	1,943	7.40	4.63	1,204
Victorville SD	5,570	10,710	16,280	15,888	9	64	12	1,809	7.11	5.33	1,324
San Bernardino PD	10,322	11,960	22,282	35,448	44	173	39	506	3.93	4.44	909
SBPD Proposal	10,322	11,960	22,282	35,448	42	174	40	531	4.14	4.35	886
Ontario PD	5,376	10,000	15,376	21,965	30	116	19	513	3.87	6.11	1,156
Fontana PD	4,955	10,515	15,470	20,565	14	154	45	1,105	11.00	3.42	457

Note: The City of San Bernardino's overall 2012 Part I Crimes (January 1 – August 31, 2012) are nearly twenty-three (23%) higher than those during the same time period the previous year. To date, there have been forty-five (45) Homicides in the city, which represents a 50% increase from the year-end total in 2011 of thirty (30).

PROPOSED STAFFING MODEL:

The proposed staffing levels, outlined below, account for the significant challenges posed by the city's above average crime rate and significant service demands. These staffing levels represent the number of personnel required to appropriately handle the corresponding workload demand per officer, while also ensuring sufficient clerical and supervisory support. The ultimate goal in establishing adequate staffing levels is to ensure public safety, deliver high quality, professional service and deploy sufficient resources to maintain officer safety.

Based on the size of the city (59 square miles) the proposed contract city staffing model utilizes the patrol operations configuration currently utilized by the San Bernardino Police Department. Specifically, the city is divided into four (4) Patrol Districts - Northwest, Northeast, Southwest and Southeast - each having seven (7) patrol beats. Because of the high level of calls for service, as well as the sheer volume of other related service demands, this proposal bases its deputy staffing levels and corresponding command, supervisory and support personnel on the following calculation:

The proposed staffing level for patrol operations is thirty-five (35) deputies. Utilizing a 3/12 hour patrol schedule and a conservative relief factor of 5.0, thirty-five deputies would enable the deployment of seven (7) patrol positions - 24 hours per day, 7 days per week, 365 days per year - in each for the four districts. This would enable a minimum staffing level of seven (7) beat positions in each district (twenty-eight beats total). Note: This is one of several different beat configuration previously deployed by the San Bernardino Police Department prior to their recent staffing/budget shortfalls, which resulted in a four-beat pattern in each District.

North-South Region Model:

This staffing model retains the four distinct Districts. However, it separates them into a North Region and a South Region. Under this model, the command structure is configured with one Lieutenant assigned to the North Region and one Lieutenant assigned to the South Region. Each Lieutenant is responsible for patrol and investigative operations in their respective Regions.

North Region:

- 1 Lieutenant - Station Commander, responsible for all District operations in their Region
- 12 Sergeants - Patrol Watch Commander – 10, Administrative – 1, Detective/Traffic – 1
- 12 Detectives – 6 Detectives assigned to each District
- 70 Patrol Deputies – 35 Deputies assigned to cover the 7 Beats in each District (14 beats total)
- 4 Traffic/Motor Deputies – 2 Traffic/Motor Deputies assigned to each District

North Region Total Deputies = 74

North Region Total Sworn = 99

South Region:

- 1 Lieutenant - Station Commander, responsible for all District operations in their Region
- 12 Sergeants - Patrol Watch Commander – 10, Administrative – 1, Detective/Traffic – 1
- 12 Detectives – 6 Detectives assigned to each District
- 70 Patrol Deputies – 35 Deputies assigned to cover the 7 Beats in each District (14 Beats total)
- 4 Traffic/Motor Deputies – 2 Traffic/Motor Deputies assigned to each District

South Region Total Deputies = 74

South Region Total Sworn = 99

North-South Region Patrol Operations Grand Total:

Deputies = 148

Sworn = 198

Police Headquarters Sworn Personnel:

- 1 Captain – Serves as the city's Chief of Police
- 1 Lieutenant – Serves as the Executive Officer/Administration Lieutenant

STATION SPECIALIZED TEAMS:

	Sergeant	Detective	Deputy	Crime Scene Specialist	Crime Analyst	Total
North Gang	1	4	4	1*		10
South Gang	1	4	4	1*		10
Narcotics	1	4	4	1*		10
MET/POP	1	3	4	1*		9
Special Projects	1	1	2		1*	5
Retail Theft		1	2			3
CFMH/Sec.8	1	1	2			4
SRO	1		4			5
TOTAL	7	18	26	4	1	56

Police Headquarters Total Sworn = 53

* Excludes 4 (Civilian) CSI and 1 Crime Analyst

Police Headquarters and North-South Region Patrol Operations Combined:

Total Sworn = 251

Total Deputy (only) = 174

Sworn & Deputy per 1,000 Population Ratios:

Based on the above staffing levels and a city population of 210,110, the sworn per 1,000 residents and deputies per 1,000 residents ratios are as follows:

1.19 Sworn per 1,000 Residents
0.83 Deputies per 1,000 Residents

Comparatively, the San Bernardino Police Department's per 1,000 ratios are as follows:

1.29 Sworn per 1,000 Residents
0.82 Officers per 1,000 Residents

**North-South Region Model
Proposed Staffing:**

SWORN PERSONNEL	Patrol Base	Station Specialized	Total
Captain	1		1
Lieutenant	3		3
Sergeant	24	7	31
Detective	24	18	42
Deputy	148	26	174
Sworn Sub-Total	200	51	251
PROFESSIONAL STAFF			
SSS	20		20
SOS	2		2
Secretary	2		2
Office Specialist	40		40
Crime Analyst		1	1
Crime Scene Specialist		4	4
Prof. Staff Sub-Total	64	5	69
GRAND TOTAL	264	56	320

2012 Proposed Staffing Comparison:

SWORN POSITIONS	SBPD SWORN (CURRENT)	SHERIFF SWORN (PROPOSED)	SHERIFF'S NET DIFFERENCE
Chief	1	0	-1
Assist. Chief	1	0	-1
Captain	3	1	-2
Lieutenant	9	3	-6
Sergeant	39	31	-8
Detective	44	42	-2
Officer	173	174	+1
Sworn Sub-Total	270	251	-19
PROFESSIONAL STAFF	SBPD PROFESSIONAL STAFF (CURRENT)	SHERIFF PROFESSIONAL STAFF (PROPOSED)	SHERIFF'S NET DIFFERENCE
Exec. Assist.	3	2	-1
Admin. Analysts	2	2	0
Office Assist.	6	40	+6
Records Clerk	28		Included above
Crime Analysts	4	1	-3
Property/Evidence	3		-3
Forensic	9	4	-5
Parking Officer	5		-5
Fleet	1		-1
Asset/Forfeiture	1		-1
Dispatcher	28*	32*	0
Dispatch Supervisor	4*		0
CSO	26	20	-6
Personnel/Training	1		-1
Prof. Staff Sub-Total	89	69	-20
GRAND TOTAL	359	320	-39
*Not included In Total			

**SCHEDULE A
 LAW ENFORCEMENT SERVICES CONTRACT
 CITY OF SAN BERNARDINO
 FY 2012-13**

<u>LEVEL OF SERVICE</u>	<u>FY 2012-13</u> <u>COST</u>
1.00 - Captain	\$ 282,185 ¹
3.00 - Lieutenant	654,299 ¹
31.00 - Sergeant	5,812,629 ¹
42.00 - Detective/Corporal	6,837,650 ¹
162.00 - Deputy Sheriff	24,031,127 ¹
8.00 - Deputy Sheriff - Motorcycle	1,226,897 ¹
4.00 - School Resource Officer	593,361 ¹
4.00 - Crime Scene Specialist II	361,559 ¹
20.00 - Sheriff's Service Specialist	1,380,400 ¹
2.00 - Supv Office Specialist	156,985 ¹
1.00 - Crime Analyst	101,313 ¹
2.00 - Secretary	130,167 ¹
40.00 - Office Specialist	2,595,370 ¹
94.00 - Marked Unit	1,127,920 ²
7.00 - Crown Vic - Slick Top	81,425 ²
65.00 - Unmarked Unit	469,755 ²
22.00 - Full Size Pickup	116,600 ²
1.00 - Unmarked SUV (Captain)	9,835 ²
8.00 - Motorcycle	65,856 ²
Dispatch Services	2,693,245 ¹
2.00 - Radar Unit	920
280 - HTs (Amortized over 7-years)	134,960
280 - HTs (Access & Maint Only)	174,720
20 - Additional MDCs	13,200
247 - Taser Replacement (Amortized over 4-years)	82,251
Administrative Support	223,560
Office Automation	54,846 ³
Services & Supplies	388,800
Vehicle Insurance	192,582
Personnel Liability & Bonding	751,465
County Administrative Cost (5%)	2,354,037
Vehicle Startup Costs	6,716,857 ⁴
Startup Costs	2,025,975
TOTAL COST:	\$ 61,842,751 ¹

Monthly Payment Schedule

1 st payment due July 15, 2012:	\$5,153,569
2 nd through 12 th payments due the 5 th of each month:	\$5,153,562

¹ Personnel costs include salary and benefits and are subject to change by Board of Supervisors' action.

² Vehicle costs include amortization of vehicles and equipment for replacement. Vehicle costs do not include fuel and maintenance. The City is responsible for fuel and maintenance of all contract vehicles. Any fuel and maintenance costs charged to the Count

³ Office Automation costs are subject to change and would require an in-dept analysis to determine City's actual requirements.

⁴ Vehicle Startup Costs include one-time cost to purchase vehicles and equipment for fleet. Cost may be reduced based upon County's ability to assume City's existing fleet.

Other Costs Not included in the Schedule A

Overtime	\$	2,700,000	
Fuel	\$	600,000	
Vehicle Lease Payments	\$	845,000	
Vehicle Maintenance	\$	500,000	
Utilities			
Electric	\$	291,600	
Gas	\$	36,000	
Telephone	\$	168,900	
Water/Sewer	\$	6,000	
Building Maintenance		unknown	
Cal-ID Assessment	\$	221,630	
Pension Obligation Bond	\$	2,038,700	
New World Software Contract	\$	600,000	
Lease Payment Parking Lot/Lighting	\$	<u>40,000</u>	
Total Other Costs:	\$	8,047,830	
Sheriff's Proposal (Schedule A):	\$	<u>61,842,751</u>	¹
Estimated Total Cost:	\$	69,890,581	
City's Adopted Police Budget for 2011-12 (Less Animal Control)	\$	61,915,700	
Less Estimated Total Cost	\$	<u>(69,890,581)</u>	
Estimated Additional Funding Required:	\$	(7,974,881)	

¹ Sheriff's Proposal includes \$8.7 million in one-time startup costs; net ongoing cost is \$53.1 million.

Sources:

- 2011 and 2012 Data/Statistics provided by the San Bernardino Police Department's command staff and Department website.
- 2011 San Bernardino County Sheriff's Department Annual Report and Crime Analysis Unit.
- 2011 Population and area size figures based on data from the State of California, Department of Finance.
- 2010 Demographic data (Ethnicity, Median income, etc.) obtained from Wikipedia and the U.S. Census Bureau.
- 2011 Cash Aid data obtained from the 2011 County of San Bernardino Human Services Report, titled "County Residents Receiving Aid."
- 2012 Unemployment Rate figures obtained from the website "City-Data.com." and the U.S. Census Bureau.

