City Council
Special Meeting Agenda

MARCH 3, 2015
6:00 p.m.
City of Turlock Yosemite Room
156 S. Broadway, Turlock, California

choose civility
www.stancoe.org/civility

Mayor
Mayor
Gary Soiseth

Council Members
William DeHart, Jr. **Steven Nascimento**
Matthew Jacob **Amy Bublak**
Vice Mayor

City Manager
Roy W. Wasden
City Clerk
Kellie E. Weaver
City Attorney
Phaedra A. Norton

SPEAKER CARDS: To accommodate those wishing to address the Council and allow for staff follow-up, speaker cards are available for any agendized topic or any other topic delivered under Public Comment. Please fill out and provide the Comment Card to the City Clerk or Police Officer.

NOTICE REGARDING NON-ENGLISH SPEAKERS: The Turlock City Council meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

EQUAL ACCESS POLICY: If you have a disability which affects your access to public facilities or services, please contact the City Clerk's Office at (209) 668-5540. The City is committed to taking all reasonable measures to provide access to its facilities and services. Please allow sufficient time for the City to process and respond to your request.

NOTICE: Pursuant to California Government Code Section 54954.3, any member of the public may directly address the City Council on any item appearing on the agenda, including Consent Calendar and Public Hearing items, before or during the City Council's consideration of the item.

AGENDA PACKETS: Prior to the City Council meeting, a complete Agenda Packet is available for review on the City's website at www.cityofturlock.org and in the City Clerk's Office at 156 S. Broadway, Suite 230, Turlock, during normal business hours. Materials related to an item on this Agenda submitted to the Council after distribution of the Agenda Packet are also available for public inspection in the City Clerk's Office. Such documents may be available on the City's website subject to staff's ability to post the documents before the meeting.

1. CALL TO ORDER

2. PUBLIC PARTICIPATION – LIMITED TO ITEMS DESCRIBED IN THE NOTICE FOR THIS MEETING

This is the time set aside for citizens to address the City Council concerning any item that has been described in the notice for the meeting before or during consideration of that item. You will be allowed three (3) minutes for your comments. If you wish to speak regarding an item on the agenda, you may be asked to defer your remarks until the Council addresses the matter.

3. PUBLIC SAFETY DISCUSSION –City Council will receive an update on the past, present and future of Police and Fire Services in Turlock. The update is informational and will include a discussion about future service directions and any other matters that may fall within the jurisdiction of Police and Fire Services.

4. ADJOURNMENT

The foregoing meeting is hereby called by Mayor Gary Soiseth at the above mentioned date and time pursuant to California Government Code §54956.

GARY SOISETH, Mayor

2015 City Council Workshop

Mission Statement

"Protecting your quality of life with pride and compassion"

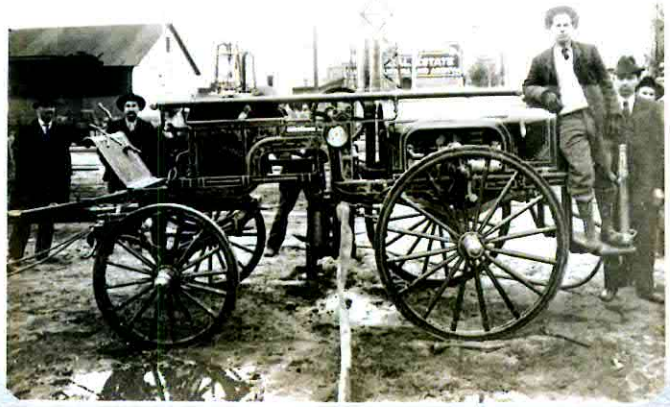
Vision Statement

"Protecting what matters most"

Topics for Presentation

- Fire
  - Historical Perspective
  - Current Trends
  - Future Considerations
- Neighborhood Services
  - Quality of Life
  - Current Trends

- 1908 Fire Department was formed
- 1944: First full time firefighter was hired
- 1954: A rescue squad was formed
- 1957: First full time fire Chief was hired
- 2009: Transitioned to a full time dept.



Historical

Services Provided to the Community

- EMS Response (BLS)
- Fire Response
- Haz Mat Response
- Rescue Response
- Emergency Management
- Public Assists
- Annual Inspections
- Abatements
- Smoke Detector Inspections
- Prevention
- Public Education
- **Customer Service**

- 1954: First Rescue Squad
- 1970's: Upgraded to a new Rescue Squad
- 1980's: Upgrade to BLS Model

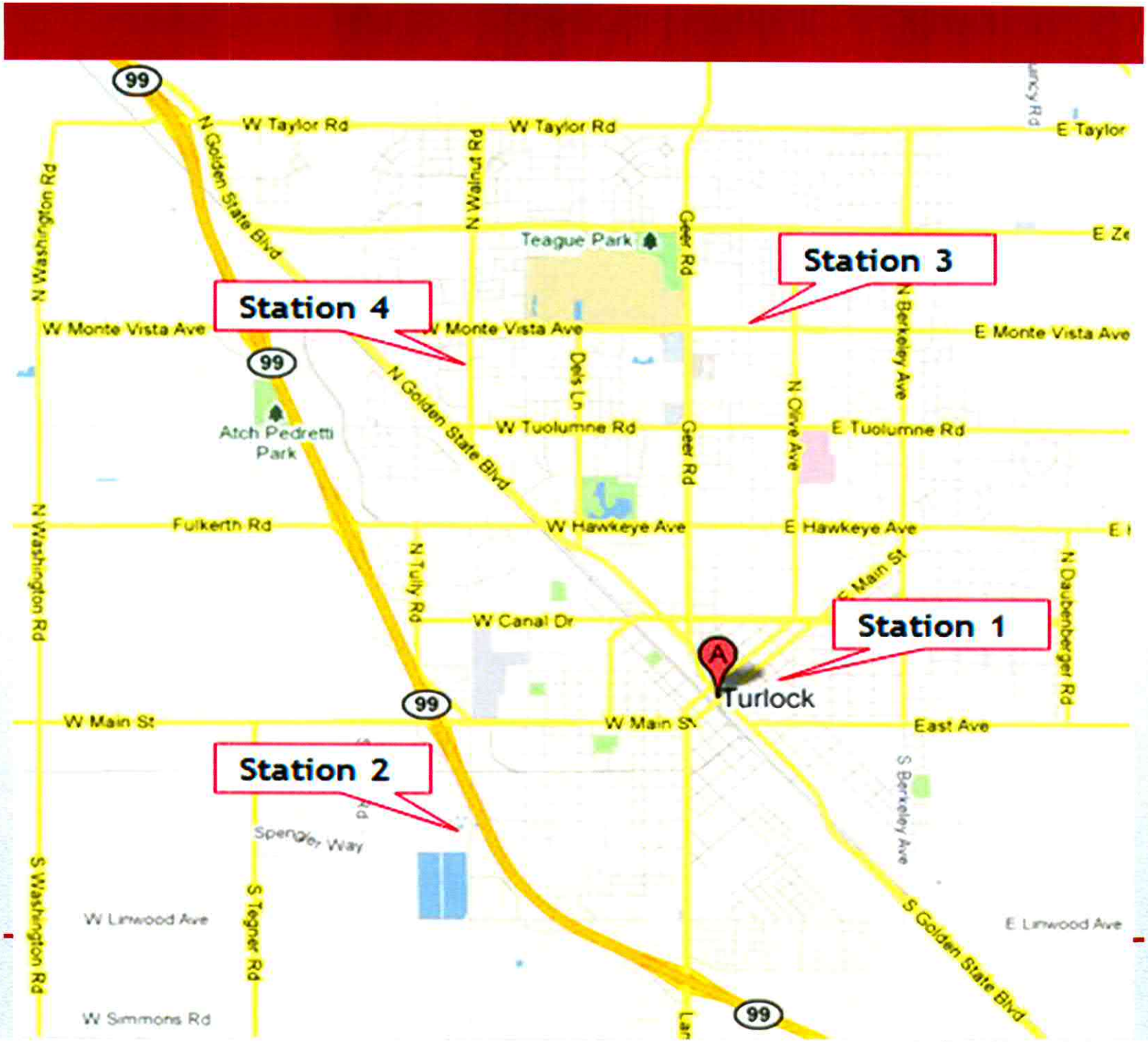
  Integrate Defibs on the fire engines

  Enhanced 911 System
- Influences on EMS
- Squad 51 & Wars

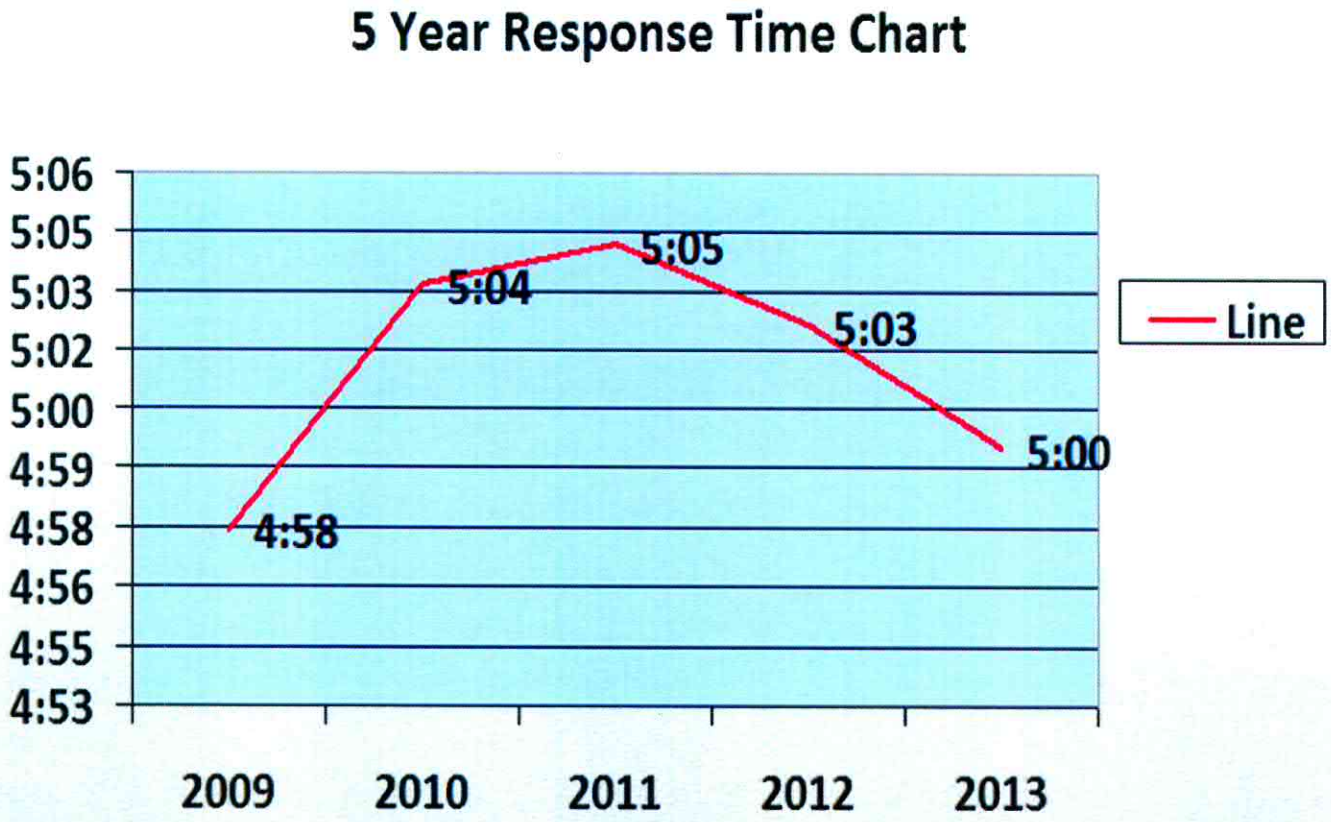
Development of EMS

- 1950: Current Location for Fire Station 1
- 1950: Original Location for Fire Station 2
- 1974: Original Location for Fire Station 3
- 1980: Fire Station 2 was relocated to current location
- 1993: Current location for Fire Station 4

Growth of the Department


Station 4
Station 3
Station 1
Station 2
Turlock
99
W Taylor Rd
E Taylor
N Golden State Blvd
N Walnut Rd
Geer Rd
Teague Park
W Monte Vista Ave
E Monte Vista Ave
N Berkeley Ave
Dels Ln
W Tuolumne Rd
E Tuolumne Rd
N Olive Ave
Atch Pedretti Park
N Washington Rd
Fulkerth Rd
W Hawkeye Ave
E Hawkeye Ave
N Tully Rd
W Canal Dr
E Main St
N Daubenberger Rd
W Main St
East Ave
Spengler Way
S Berkeley Ave
S Golden State Blvd
W Linwood Ave
E Linwood Ave
S Tegner Rd
W Simmons Rd

Response Times



Average Response Times

Critical Elements for Response Times

EMS

- Rapid Access
- Rapid CPR
- Rapid Defibrillation
- Rapid ALS
  - When CPR and defibrillation are delivered within minutes of collapse, the patient has an increased chance of survival and good neurological recovery.

FIRE

- Bigger Houses
- Open Floor Plans
- Synthetic Materials
- Shorter Time to Flashover

Staffing

- 3 on each engine
- 13 on duty
- National Fire Protection Association (NFPA)
- National Institute of Standards & Technology (NIST)
- Local policy decision

- Compilation of codes, standards, recommended practices, & guides
- Volumes 1-12 contain codes & standards
- Volumes 13 & 14 contain recommended practices & guides (1710)
- NFPA recommends staffing engines with 4
- NFPA recommends staffing trucks with 4

NFPA

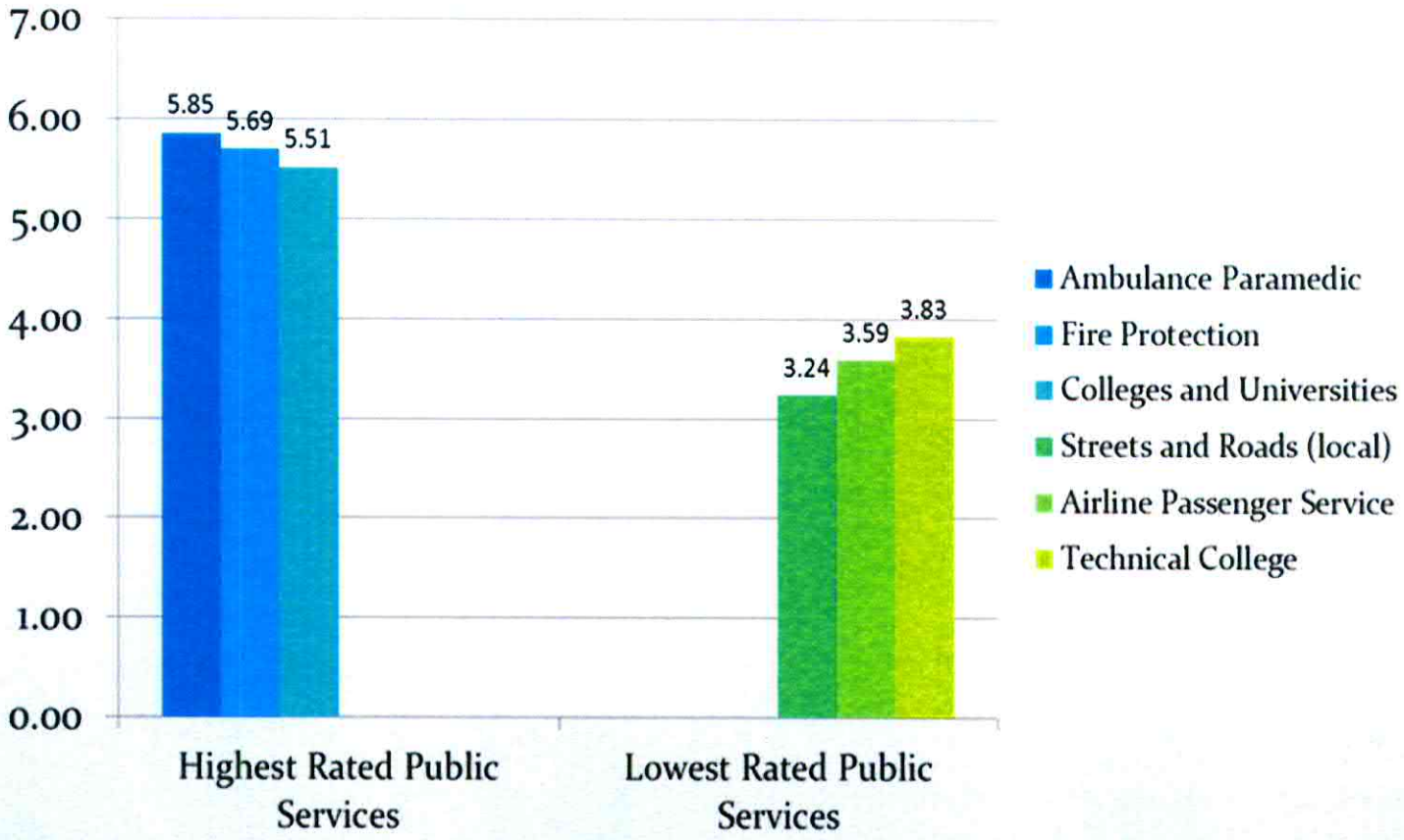
A landmark study issued today by the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) shows that the size of firefighting crews has a substantial effect on the fire service's ability to protect lives and property in residential fires.

Guidelines

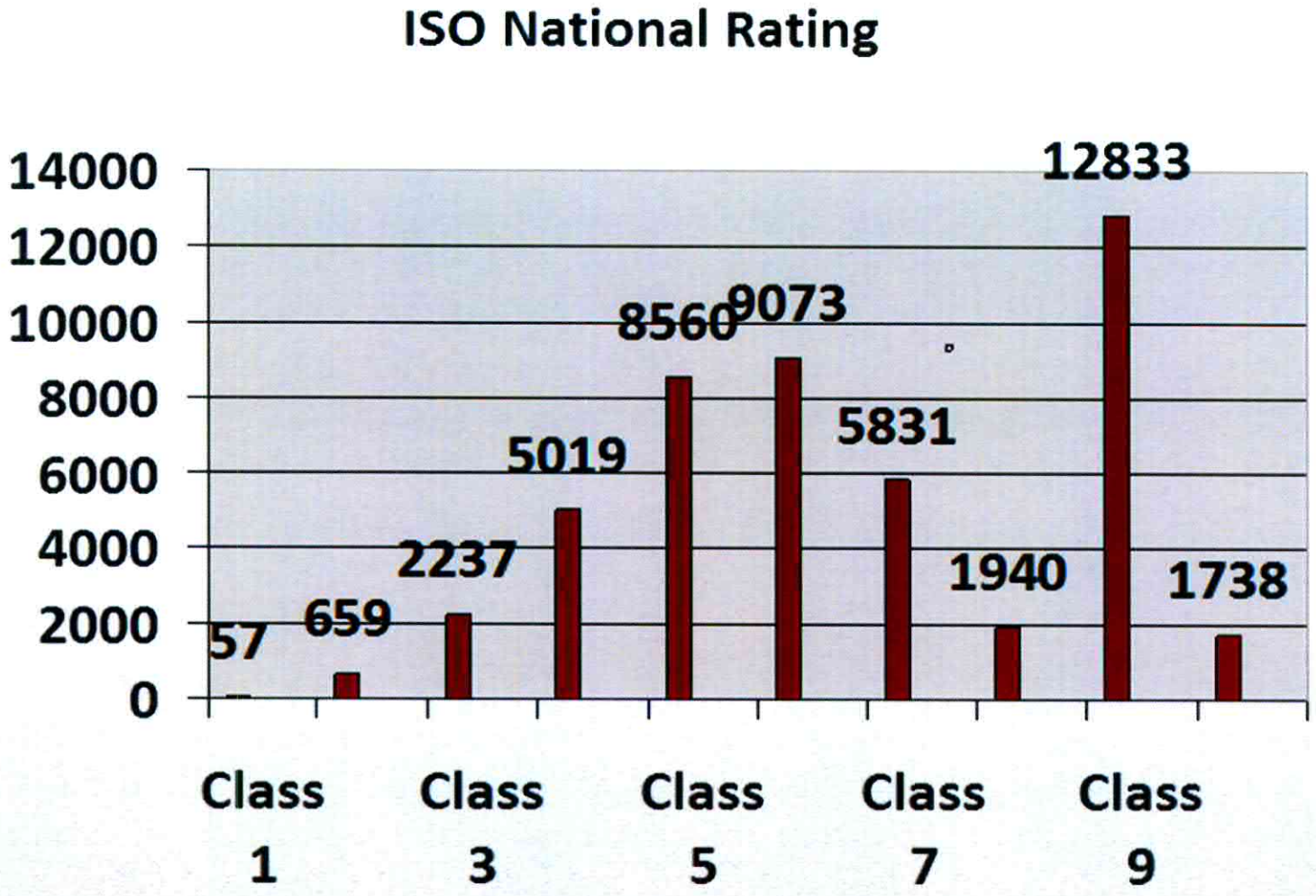
Performed by a broad coalition in the scientific, firefighting and public-safety communities, the study found that four-person firefighting crews were able to complete 22 essential firefighting and rescue tasks in a typical residential structure 30% faster than two-person crews and 25% faster than three-person crews.

Guidelines

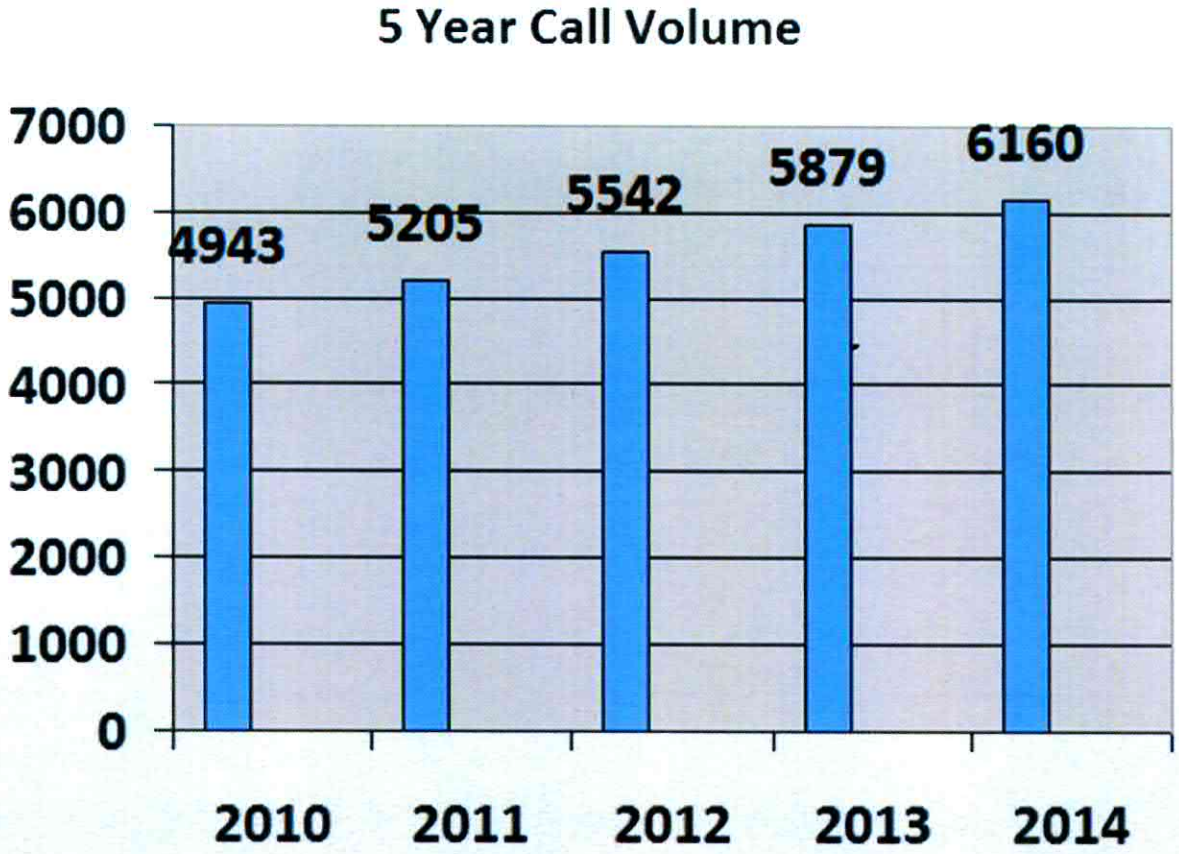
Fire Department	1st Alarm Response	1st Alarm Personnel	Engine Staff	Truck Staff	Department Budget
Modesto	4 engines, 1 trk, 1 B.C.	18	3	3 or 4	25.2 Million
Tracy	3 engines, 1 trk, 1 B.C.	15 to 16	2 or 3	3	16 Million
Clovis	4 engines, 1 trk, 1 B.C.	16	3	3	12.5 Million
Manteca	4 engines, 1 trk, 1 B.C.	15 or 16	2 or 3	3	8.0 Million
Merced	3 engines, 1 trk, 1 B.C.	13	3	3	10.5 Million
Davis	3 engines, 1 trk MA, 1 B.C.	13	3	3	10.1 Million
Lodi	3 engines, 1 trk, 1 B.C.	13	3	3	9.0 Million
Stanislaus Consolidated	3 engines, 1 trk, 2 B.C.'s	16 to 17	2 or 3	3	13 Million
Turlock	3 engines, 1 B.C.	10	3	0	7.2 Million
Ceres	2 engines, 1 quint, 1 B.C.	10	3	3	5.7 Million



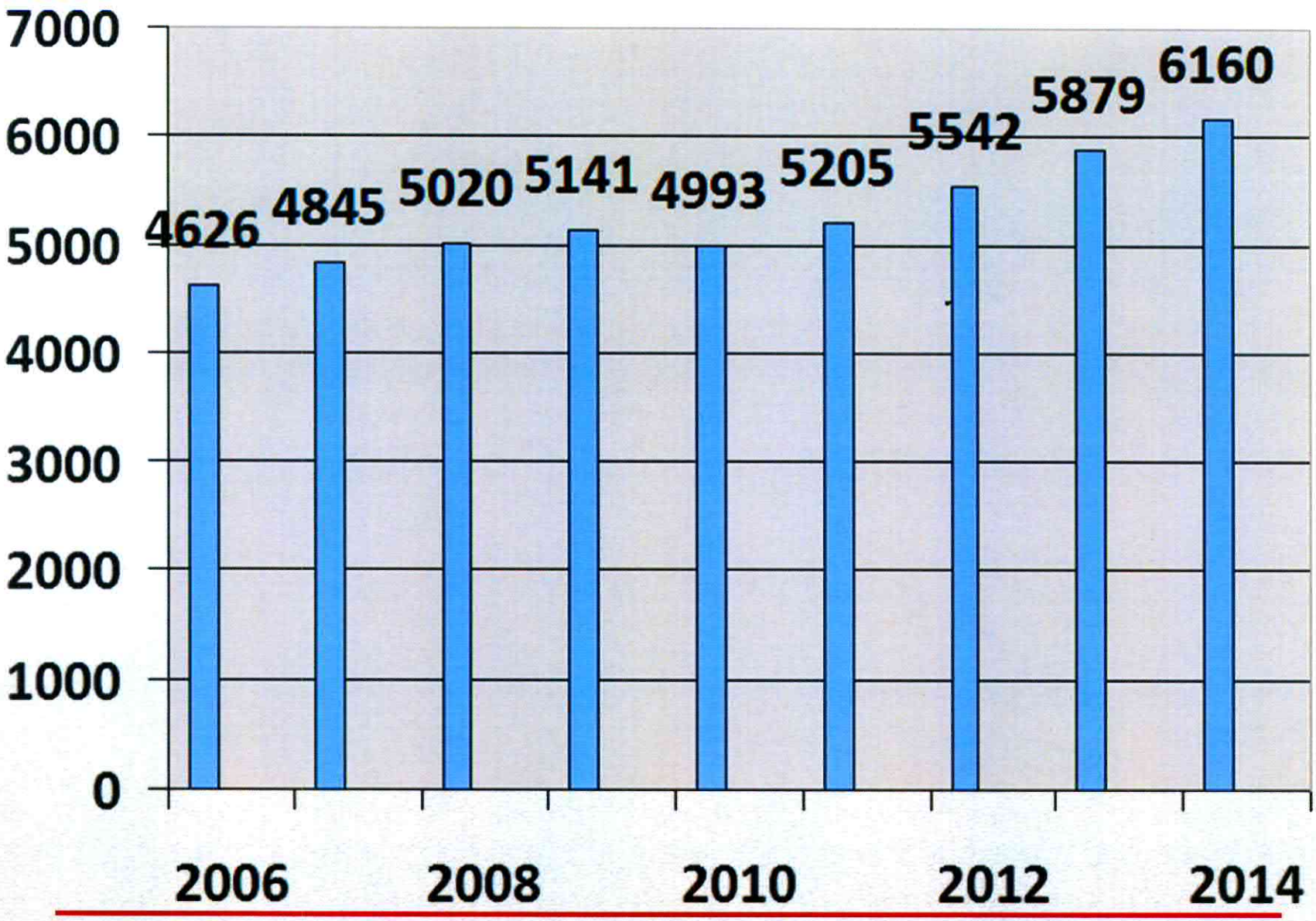
Turlock: Protection and Higher Education Score Highest While Air Service and Streets/Roads Score Lowest



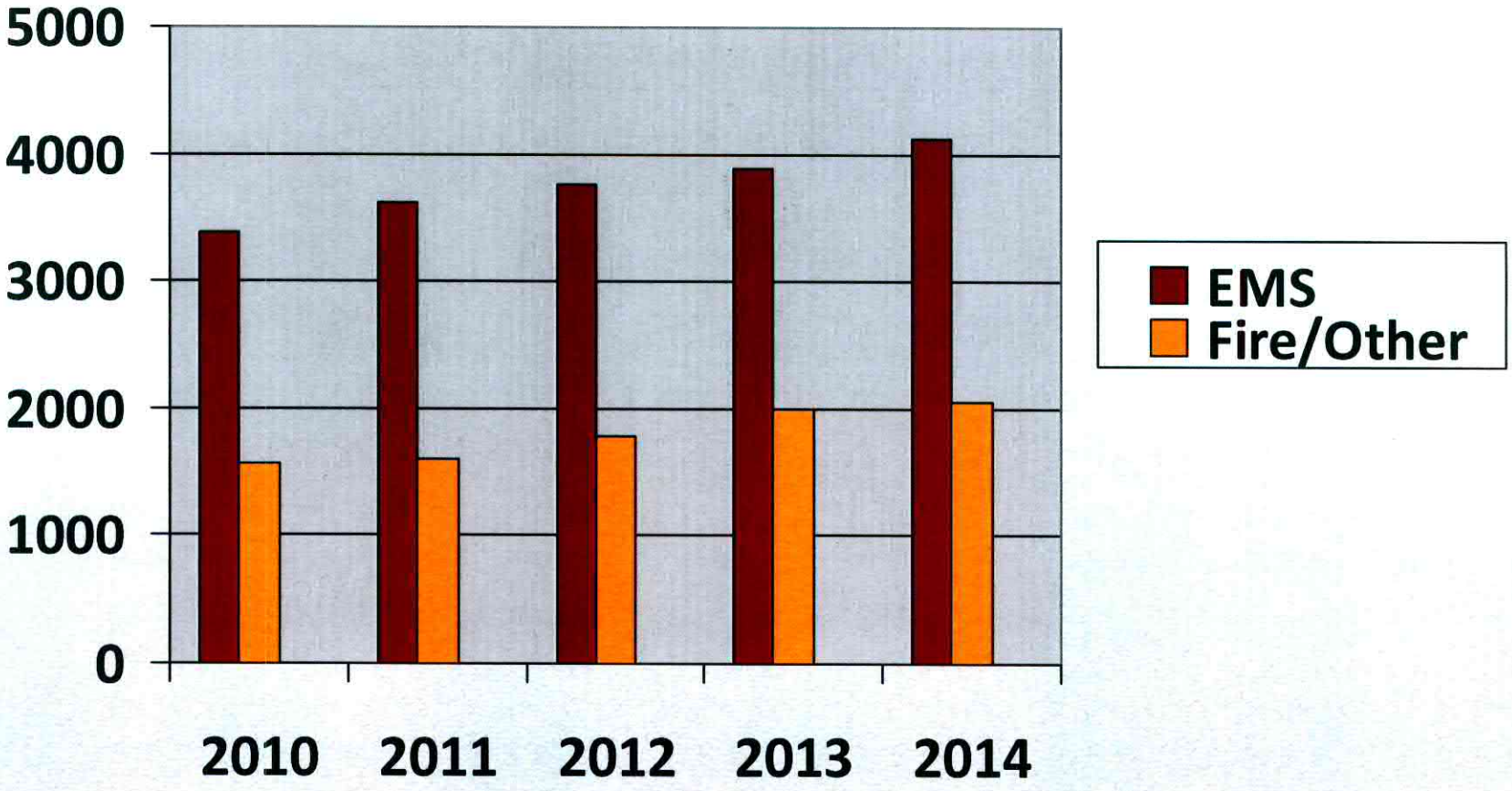
Fire Departments National Ranking



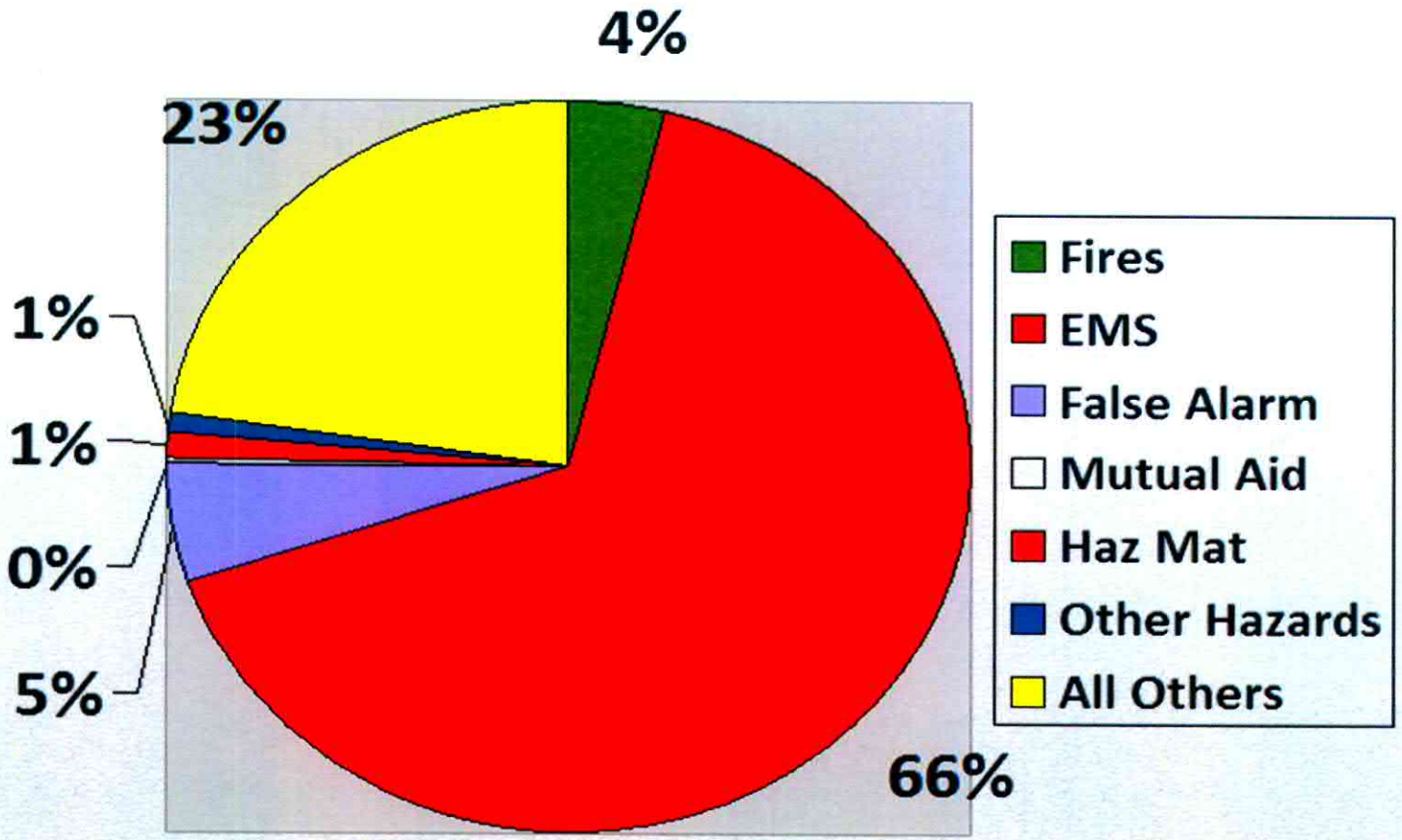
Current Challenges


7000
6000
5000
4000
3000
2000
1000
0
4626
4845
5020
5141
4993
5205
5542
5879
6160
2006
2008
2010
2012
2014

5 Year Call Volume



2013 Incident Types



- Hazardous Materials
- Confined Space Rescue
- Ventilation (Truck Operations)
- Rescue Systems I
- Emergency Management

Special Operations

- Station 3 Firefighter Vacancies
- Administrative Staff Person
- Affordable Care Act (ACA)
- Advanced life Support (ALS)
- Station 5 Location
- Dispatch
- Partnerships: Red Cross, Resource Sharing, OES, etc.

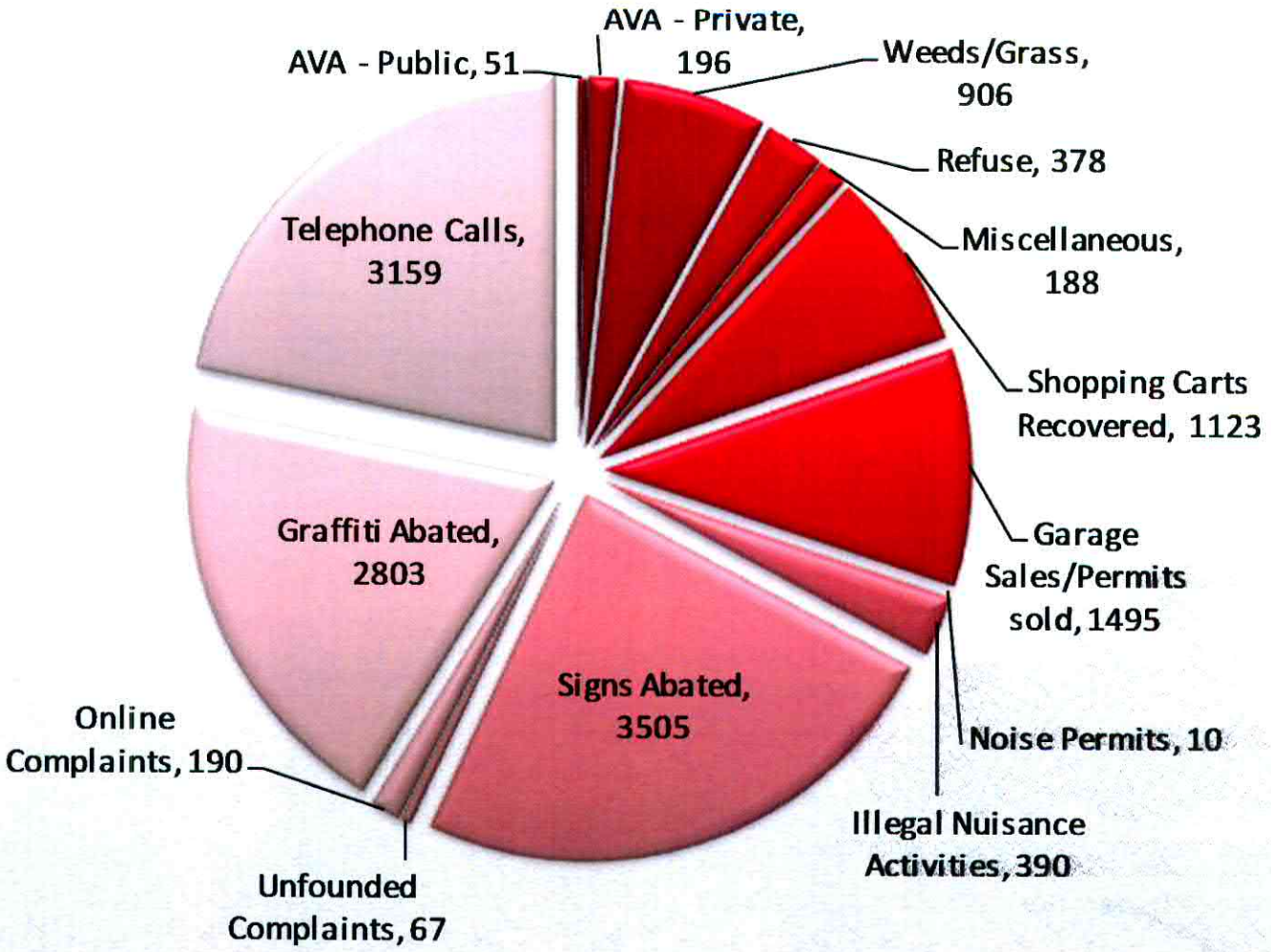
Future

Neighborhood Services

Helping maintain and improve the quality of life in our community.

- Weed Abatement
- Graffiti Abatement
- Illegal Nuisance Activities
- Illegal "Snipe" Signs (Yard Sale Signs, etc.)
- Refuse/Personal Property
- Noise Permits
- Shopping Carts
- Abandoned Vehicles
  - Public Property
  - Private Property

What We Do



2014 Neighborhood Services Stats

Upcoming Work for NS

- Quarterly Alley Clean-Up with Covenant Church
  - March 28th

- Weed Abatement – Mid March
  - 292 Lots to inspect

R e-establishing
E veryone's
S afety
T hrough
O versight and
R esponsible
E fforts

Committee
Established Sept. 2014

Neighborhood Services
Police Dept.
Fire Dept.
Building Dept.
Planning Dept.
Housing Dept.
Municipal Services
City Attorney

Successes for R.E.S.T.O.R.E.

- Committee was established in September 2014 to resolve nuisances that multiple departments have been continuously working on
- 4 Successes to date

Most Recent Closed Case:

Before

After

QUESTIONS

Strategic Planning
Turlock Police Department
2015

- History 2006 – 2013
- Present 2014 – 2015
- Future 2015 – Forward

Mission Statement

As Police Professionals,
We Commit Ourselves to
Public Safety, Service,
and Excellence

History 2006 - 2014

- 2006 - At council direction, a plan was developed for the future of the department
- 2007 – A strategic plan was created which included a three-year staffing plan
- 2007/2008 – Department started expanding organization by hiring more staff
- 2009 – Was the last year of expansion
- 2010/2014 – Cuts began and continued until 2014 (Police Chief leaves in July 2011)
- 2012 – New Police Chief is selected
- 2013 – Partnership continues with Fire – Neighborhood Services moved to Fire to help staff Fire needs and it was determined a better fit for current staffing

Growth 2006/2009

- From 2006/2009 department was in a build out phase to better serve the community
- 2006 71 sworn – 41 non-sworn – 112 total FT
- 2007 78 sworn – 41 non-sworn – 119 total FT
- 2008 81 sworn – 46 non-sworn – 127 total FT
- 2009 86 sworn – 44 non-sworn – 130 total FT
- 2010 81 sworn – 44 non-sworn – 125 total FT
- 2011 78 sworn – 42 non-sworn – 120 total FT
- 2012 74 sworn – 40 non-sworn – 114 total FT
- 2013 74 sworn – 40 non-sworn – 114 total FT
- 2014 78 sworn – 36 non-sworn – 114 total FT

Results from staffing reductions, vacancies and budget limitations

- No longer participating in
  - Central Valley Gang Impact Team (CVGIT)
  - Stanislaus County Auto Theft Task Force (STANCATT)
- Suspension of Street Crimes Unit (CAGE)
- Elimination of Canine Unit
- Elimination of Crime Analyst
- Reduction of Community Service Officers
  - No longer have CSO in Traffic or Investigations
- Consolidation of 3 divisions into 2
  - Non-sworn division commander position eliminated
- 2 rotational Detectives reassigned to Patrol to help with minimum staffing requirements March 2014

Present 2014/2015 (Staffing Sworn Officers)

- Department is currently at:
  - 78 allocated
  - 72 are currently filled
  - 62 fully operational (70% cleared to work)
    - 6 vacancies, 2 in training, 4 in academy and 4 long term injuries
    - This is being worked through and in six months to a year we will have these positions fully operational
    - To maintain Patrol Officers, we moved 2 Detectives back Patrol until staffing improves

Present 2014/2015 (non-sworn staffing)

- Non-sworn full time staffing has been reduced from a high of 46 to our current of 36 which is the lowest it has been over the last decade
- Dispatch, Records and Animal Services all are in need of additional staff for future and present service needs

External Influences

- Passage of AB 109 (state prison realignment)
- Passage of Proposition 47 (Safe Schools Act)
  - Both have dramatically changed the landscape of the criminal element found in our community – (Specifically in our Transient Population)
- This impacts Police and Fire (Neighborhood Services)
  - Criminal element in community seems to be more violent and sophisticated
  - Less accountability for law violators
- These changes have placed us in a position of reevaluating our methods of policing
  - Prevention will be key as accountability now less of a deterrent

Future 2015 - Forward

- 86 sworn and 46 non-sworn at our highest staffing level - now are at 78 and 36
  - Three phase plan to get back to those numbers
  - Now we will talk about what we plan to do as we make progress
  - Instead of developing a three-year plan, we have done it in phases as history showed that the budget and not time dictates when we can expand or when we must reduce

Phase One Slide (Staffing – Ongoing Cost)

This phase will take a year to implement due to recruitment and training requirements

1. Police Corporal (Assigned to Investigations)
2. Crime Analyst
3. Convert Rotational Detective to permanent
4. 2 Police cadets to staff of front desk
5. Convert part time property position to full time
6. Add a part time Animal Services Clerk
7. Add a full time Animal Services Officer
8. 4 Dispatch Call Takers

Phase One
Non-Staffing

1. Formulating a Canine Unit
   - Equipment and training
2. Equipment for SCU (CAGE)
   - Previous equipment was repurposed
3. Crime Analyst Equipment
   - Office equipment, software and training
4. Armored Rescue Vehicle – (not an armored delivery vehicle)
   - Currently dependent on other agencies – <30 min response
   - Looking for a fast action response vehicle to be used in emergencies where ballistic protection is needed.

Phase Two Staffing

1. 2 Police Corporals (Assigned to Patrol)
   - Will be able to have a Corporal on each of our 6 patrol shifts
2. IT Technician
   - Main focus will be on digital management of videos
   - Can also lessen burden placed on City IT for minor issues
3. 1 Police Lieutenant (Patrol)
   - Will allow for better watch commander coverage on patrol
   - Currently often times a Sergeant is required to fill this role

Phase Two
Non-staffing

1. Personal Video Recording Systems (Body Cameras)
   - Anticipate this being a mandate from state or federal government and are hopeful for funding for this
2. Equipment for additional staff
   - As new positions are obtained, equipment for staff will be needed
3. Automated License Plate Readers

Phase Three Staffing

1. Add 2 Agents to Turlock Narcotics Enforcement Team
   - Was the initial plan when team was developed
2. Add 1 full time Records Technician
   - As Department grows, so will the demand in Records
3. Add 1 Officer to fill CVGIT
   - One of the regional task forces that we once staffed
4. Add 1 Officer to fill StanCATT
   - The other task force we previously staffed
5. Add 1 Crime Scene Technician
   - This position will assist Investigations in the area of crime scene management and records keeping
6. Add 1 non-sworn manager
   - Bring back third division in department

Phase Three
Non-staffing

- Equipment for additional staffing

Critical Infrastructure Needs

- Replacement for Radio System – Required by January 1, 2018
  - End of life has passed for the system
  - Very difficult to maintain if system fails
  - Have been working on this for several years to include purchasing the "subscriber" portion of upgrade
    - $1.5 million of cost already taken care of
    - 2018 requirement by feds to be P-25 compliant
    - All digital system – ours is currently analog
  - Previous replacement study by a vendor estimated $1.1 million additional cost (2012)
  - Two options
    1. Partner with Stanislaus County who has been working on digital radio system for several years to better serve Modesto PD.
       - Many delays – original timeline would have had project already active
    2. Purchase our own system – This will not cause us to depend on a system under others' control and up to this point has not been able to come to functional operation

Critical Infrastructure Needs

- Computer Aided Dispatch and Records Management System upgrade or replacement – (Anticipated FY 2017-2018)
  - System is over 20 years old and is in need of replacement
  - Currently unable to retrieve data easily and data retrieved is not always accurate
  - Currently have a committee actively looking at options for this
  - Regional solutions as we feel it will better serve our area and possibly get a better deal on system

2015 Strategic Plan

- This is our plan for the future
- 86 sworn in 2009 – 86 sworn at conclusion of phase three of plan
- 46 non-sworn in 2009 – 47 non-sworn at conclusion of phase three of plan
- Some changes in place to meet changing needs from the first strategic plan in 2006
- Would like to make increases each year but understand it will be dependent on budget

QUESTIONS?

TURLOCK POLICE DEPARTMENT

STRATEGIC PLAN

Safety, Service, and Excellence

A symbol of office and badge of honor.

STRATEGIC PRIORITIES

Plan for Organizational Effectiveness
Enhance Internal Communications and Teamwork
Enhance Proactive and Preventive Policing Strategies
Develop Succession Planning and Leadership Building

Updated October 2012

INTRODUCTION

TURLOCK POLICE DEPARTMENT

STRATEGIC PLAN 2011 – 2012 – 2013

A STRATEGIC PLAN serves as a guide for an organization desiring to become better, to achieve specific goals, and to provide excellent service - It is as a roadmap guiding the way to these achievements. A strategic plan measures the performance of the organization to meet or exceed its codified goals, mission and values.

The initial Strategic Plan developed and implemented in 2007 served as guide that led the Department through a three-year period of growth. As a direct result of that plan, the Department developed programs, added much needed staff and updated equipment which has allowed us to serve our community more effectively.

This updated Strategic Plan was developed through many days and countless hours of work, discussion, compromise, inspiration, and debate and will serve as the roadmap for the next three years. This plan will lead the Department through the process of refining our resources and workgroups so that we may provide service to our community in a more efficient manner, following the guidelines of Community Oriented Policing.

This plan is a living document. It is designed to be evaluated constantly, revised when necessary, and reviewed in great detail each year to measure achievements and understand failures; all this in the pursuit of excellence, and with resolute determination to propel our agency into distinction among the citizens of Turlock, and in the industry of law enforcement and public safety.

VISION STATEMENT

Leading The Way Through Excellence.

MISSION AND VALUES STATEMENT

As Police Professionals, We Commit Ourselves to Public Safety, Service, and Excellence.

As dedicated public servants we will strive:

- ✓ *For the continual pursuit of justice.*
- ✓ *For fair and equal application of the law.*
- ✓ *To treat all persons with dignity and respect, and conduct ourselves in accordance with the Law Enforcement Code of Ethics.*
- ✓ *For innovative and effective management of our resources, responsive to community needs.*
- ✓ *To create and maintain an atmosphere that encourages community input, participation, and partnerships, in the spirit of Community Oriented Policing.*

PERSONAL CODES OF CONDUCT

In support of the Organizational Values, the Turlock Police Department Leadership Team ascribe to the following Personal Codes of Conduct:

Safety

Bring criminals to justice, making the most serious crimes our priority.
Be ever vigilant to respond to any crisis.
Maintain a healthy lifestyle and fitness.
Engage in proactive crime prevention.
Promote a safe work environment.

Service

Engage customers in problem resolution using proactive approaches and Community Oriented Policing.
Provide a complete and thorough work product in a timely manner.

Excellence

Be proud of who we are and what we represent.
Promote new, creative, and innovative ideas.
Hold ourselves and each other accountable.
Be a life long learner.
Exceed expectations.
Lead by example.

STRATEGIC PRIORITY #1: Plan for Organizational Effectiveness

Objective #1 - Obtain P.O.S.T. Management Consulting Services **(Command Oversight: Chief Jackson)**

	.1 Strategies	Time Frame	Fiscal Impact	Assignment of Responsibility
1.1	Annual SLOT / Organizational Effectiveness Assessment	Oct. 2013	$300	Command Staff
1.2	Annual Strategic Plan Review	Oct. 2013	$1K	Command Staff

Objective #2 - Create Deployment Plan **(Command Oversight: Chief Jackson)**

	.2 Strategies	Time Frame	Fiscal Impact	Assignment of Responsibility
2.1	Plan for staffing levels three years in future.	FY2013/14	$0	Exp. Cmd. Staff
2.2	Develop Organizational Chart for three years in future.	FY2013/14	$0	Chief Jackson
2.3	Annual update of Organizational Chart	Ongoing	$0	Chief Jackson

Objective #3 - Complete Infrastructure Needs Assessment / Plan **(Command Oversight: Captain Williams)**

	.3 Strategies	Time Frame	Fiscal Impact	Assignment of Responsibility
3.1	Annual review and update of Technology Plan	Ongoing	$0	Capt. Williams Supv. Medrano Supv. Riedel Sgt. Mercado
3.2	Annual Review of Equipment Committee and review equipment standard and needs assessment	In Progress	$0	Capt. Nielsen Lt. Pacheco Equip. Sgt.
	3.2.1 Develop capital equipment replacement schedule	Fiscal Year		Supv. Boyd
3.3	Continue new facility development	July 2013	$?	Capt. Lopes

Objective #4 - Track officer "Available Time" and detective caseloads to establish adequate staffing levels (Command Oversight: Capt. Nielsen)			
.4 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
4.1 Develop model to identify "available time" patrol officers have available	FY2012/13	$0	Capt. Nielsen
4.1.1 Issue monthly reports on "available time"	Ongoing		
4.1.2 From the data, project staffing required to achieve 35%, 40%, 45% and 50% free time for patrol officers on each shift	Ongoing		
4.1.3 Encourage / Implement the proper use of "available time" and tracking by radio / MDC	FY2012/13		
4.1.4 Identify Officer Productivity models	FY2012/13		
4.2 Develop Investigations case review system to insure cases are assigned and/or closed in a timely manner	In Progress	$0	Capt.Lopes Sgt. Morgan Lt. Reid
4.2.1 Develop an estimated average completion time for cases in designated categories	In Progress		
4.2.2 Determine number of detectives required to handle case loads in time span determine reasonable for completing investigation into cases	In Progress		

STRATEGIC PRIORITY #2: Enhance Internal Communications and Teamwork

Objective #5 - Develop a Culture of Positive Communication (Command Oversight: Command Staff)			
.5 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
5.1 Weekly one-on-one meetings with subordinates	On-going	$0	All
5.1.1 Announced and unannounced field visits	On-going	$0	All
5.2 Post positive communications	On-going	$0	All
5.3 Provide feedback	On-going	$0	All
5.3.1 Public praise / Private critique	On-going	$0	All
5.3.2 Conduct timely post incident debriefs	On-going	$0	All
5.3.3 Follow up on questions, comments, and concerns within legal limits.	On-going	$0	All

5.4	Model individual accountability	On-going	$0	All
5.4.1	Admit our own faults, failures, and successes	On-going	$0	All
5.4.2	Begin accountability at the lowest appropriate level	On-going	$0	All
5.5	Maintain confidentiality	On-going	$0	All
5.6	Expand Communications Committee	On-going	$0	All
5.6.1	Standardize forms/format for (memo, e-mail, voice mail, verbal), outline circumstance each will be used to communicate to dept by administrations.	On-going	$0	All
5.7	Develop 360° evaluation for feedback	FY2012/13	$0	Capt. Nielsen
5.7.1	Develop standardized format	FY2012/13	$0	Capt. Nielsen
5.7.2	Encourage line employees to use as available option	On-going	$0	All
5.7.3	Mandatory completion by supervisory/management staff	On-going	$0	All
5.8	Know and respect the people you work with and around	On-going	$0	All
5.8.1	Value the differences in personalities	On-going	$0	All
5.8.2	Use situational leadership to tailor the style of communication to the individual interaction	On-going	$0	All

Objective #6- Dissemination of Communication / Information (Command Oversight: Chief Jackson)

.6 Strategies		Time Frame	Fiscal Impact	Assignment of Responsibility
6.1	Monthly newsletters / weekly bulletins	On-going	$0	O.A. Martin
6.1.1	Recognition of Participation in Collateral Duties	On-going	$0	Chiefs Office
6.1.2	Performance recognition	On-going	$0	Chiefs Office
6.2	Quarterly reports, monthly reports, and annual report (statistical data)	Ongoing	$0	Capt. Williams
6.3	Expand Operational Standards Manual for each Division, facilitating "Operational Directives" that can be developed within a division.	On-going	$0	Div. Cmdrs
6.4	Meaningful and Effective Briefings	On-going	$0	Exp. Cmd. Staff
6.4.1	Dispatchers to attend Patrol Briefings when possible	On-going	$0	Capt. Williams
6.4.2	Command Staff at briefings	On-going	$0	Ex. Cmd. Staff
6.5	Explore use of social media for external information release	On-going	$0	Capt. Lopes

6.6	Formalize action meeting minutes	On-going	$0	Exp. Cmd. Staff
6.6.1	Seek general agreement/clarification of points			
6.6.2	Review of minutes by meeting Chair prior to dissemination			
6.6.3	Timely dissemination through "S" drive			
6.7	Disseminate personnel actions	On-going	$0	Chief Jackson
6.7.1	Notification of direct supervisor	On-going	$0	Chief Jackson
6.7.2	Advance notification to supervisors of schedule changes	On-going	$0	Watch Cmdrs
6.8	Utilize "Change Management" communications plan	On-going	$0	Exp. Cmd. Staff
6.8.1	Chain of command provides talking points	On-going	$0	Cmd. Staff

Objective #7- Discourage Negative Communication (Command Oversight: Command Staff)			
.7 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
7.1 Confront Counter-productive Conduct / Behavior (& support those who do)	On-going	$0	All
7.2 Track-back & Eliminate Rumors	On-going	$0	All
7.3. Model Positive Communications & Conduct	On-going	$0	All
7.3 Respecting Individual Rights and Confidentiality Regarding Personnel Issues	On-going	$0	All
7.5 Provide "Effective Communications" training to expanded supervisors	On-going	$0	Sgt. Webb

STRATEGIC PRIORITY #3: Enhance Community Oriented Policing Strategies

Objective #8 – Develop Community Outreach and Crime Prevention Programs (Command Oversight: Captain Nielsen)			
.8 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
8.1 Enhance and expand Crime Prevention Unit	FY2012/13	$0	Capt. Nielsen CSO Backeroff
8.1.1 Youth & Senior Crime Prevention			
8.1.2 Media Participation with various TPD representative (not PIO)			
8.1.3 Community Hotline (recorded line for community issues)			
8.1.4 Community Meetings with Specific Units			
8.1.5 Annual National Night Out	On-going		
8.2 Annual Open House Event	On-going	$0	Capt. Nielsen
8.3 Enhance Volunteer Program (VIPs)	On-going	$0	CSO Backeroff

8.4	Enhance Police Activities League (PAL) w/ Recreation Division	On-going	$0	Chief Jackson Ofc. Briggs Cpl. Godoy
8.5	Community Surveys ~ Periodic	On-going	$0	Chiefs Office
8.6	Conduct Post Critical Incident reviews with impacted neighborhoods	On-going	$0	Watch Comm.

Objective #9 – Develop & Utilize Effective Crime Analysis (Command Oversight: Captain Nielsen)

	.9 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
9.1	Proactive Deployment of Resources	On-going	$0	Capt. Nielsen

Objective #10 – Address Specific Community Needs (Command Oversight: Captain Lopes)

	.10 Strategies	**Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**
10.1	Implement POP & SARA – training and utilization	FY2012/13	$0	Watch Cmdrs.
	10.1.1 Develop Team Concept in POP / SARA projects	On-going	$0	
	10.1.2 Provide Training on POP / SARA	FY2012/13	$0	Watch Cmdrs.
	10.1.3 Encourage continued Community Oriented Policing	On-going	$0	
10.2	Maintain Working Relationships with Allied Agencies	Ongoing	$0	Chief Jackson
10.3	Expanded Use of Non-Sworn (CSO's, etc)	On-going	$0	Cmd. Staff
10.4	Expand Neighborhood Preservation	On-going		Capt. Lopes Supv. Boyd
	10.4.1 Proactive Code Enforcement Unit	On-going	$65k	Supv. Boyd
	10.4.2 Animal Control / Licensing Enforcement	On-going	$0	Supv. Jackson
10.5	Implement Administrative Citation process	FY2012/13	Unk	Capt. Lopes

STRATEGIC PRIORITY #4: Develop Succession Planning and Leadership Building

Objective #11 - Promote & Facilitate Career Development (Command Oversight: Captain Lopes)

	.11 Strategies	Time Frame	Fiscal Impact	Assignment of Responsibility
11.1	Promote Mentorship Program	FY2012/13		Cmd. Staff
	11.1.1 First-line "shadow" program (Collateral/Special Assignments)	On-going	$0	Cmd. Staff
11.2	Provide Educational Opportunities, Assistance & Incentives	On-going		Chief Jackson
	11.2.1 SLI / West Point / FBI-NA / Command College	On-going	Pending	Div. Cmdrs
	11.2.2 Provide "Desirable Training" listed in the TPD training plan	On-going	Pending	Div. Cmdrs
	11.2.3 Develop "cross training" within work units	On-going	$0	Supervisors
	11.2.4 Develop "in-house" instructors	On-going	Pending	Div. Cmdrs
	11.2.4.1 Host "in-house" training on multiple topics	FY2012/13	Pending	Div. Cmdrs
11.3	Supervisors Identify Subordinates for Developmental Opportunities	On-going	$0	Sgt's & Lt's
	11.3.1 Promote FTO program participation			
	11.3.2 Promote Collateral Duties			
11.4	Create an "In-House" Leadership Training Program	On-going		Cmd Staff
11.5	Provide on-going Supervisory Development Training	FY2012/13		
11.6	Expand the Explorer & Cadet program as a hiring pool	On-going	$0	Capt. Nielsen
11.7	Identify rotation dates, retirements and open positions for career planning	On-going	$0	Mary Sousa
11.8	Review Operations Manuals; complete and publish	On-going	$0	Div. Cmdrs
11.9	Review Training Program and Protocol for All Promotional Positions	FY2012/13	$0	Div. Cmdrs

Objective #12 – Develop Job Specific Evaluations (Command Oversight: Captain Nielsen)

	.12 Strategies	Time Frame	Fiscal Impact	Assignment of Responsibility
12.1	Ensure consistency in evaluations	On-going	$0	All supervisors

Definitions:

Command Staff – Chief and Captains

Expanded Command Staff – Chief and Captains and Lieutenants

Divisions Commanders – Captains only

Supervisors – All sworn and non-sworn supervisors

Watch Commanders -Lieutenants