



STRATEGIC PLAN - PROGRESS REPORT *(Third Quarter, 2009)*

CHAPTER 1: PERSONNEL				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
1.1 Assistant Chief of Police position	Better define the duties assigned to this position			Completed
	Explore re-assignment of specific duties now carried out by the Assistant Chief to other supervisors			Completed
	Prior to the Assistant Chief's retirement, review this position as to the appropriateness of two Admin positions for an agency this size			Completed – Two Lieutenants now in place
1.2 Administrative Duties	Establish a short-term goal of having the Asst. Chief oversee Training until other alternatives can be investigated			Completed - Support Lieutenant has taken on these duties
	Establish an independent position that can oversee all Training			Complete - Fully carried out by Support Lt. (but not "independent")
	Establish a position that will oversee Recruitment	Innovative hiring process has been designed and implemented Hiring brochure created Recruiting visits to Academies conducted	Work on-going to create a high quality recruit video Additional new recruiting methods being explored and implemented	
1.3 Patrol Supervision	Eliminate the practice on patrol shifts of an employee being answerable to more than one supervisor			Completed – new schedule in place that makes this happen
1.4 Patrol Staffing Issues	Establish a Minimum Staffing Policy			Completed
	Conduct a Patrol Workload Study			Completed – Results indicate we are above the norm in workloads
	Explore alternatives to the 12-hour shift with the Police Association			Completed – 12 hr schedule remains but with improvements



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1.5 Patrol Operations Concerns	Standardization of Patrol Beat configurations and patrol techniques	Added to the Annual Goals and Objectives to be pursued in 2009	Patrol Lieutenant working towards making "ownership" of beats and neighborhoods by officers	
	Standardization on how Dispatchers accept requests for police responses	On-going monitoring of calls being tracked by the new Dispatch Supervisor	Additional tracking needed now with adoption of new policy on Response Codes being utilized	
	Standardization of how to officers are dispatched and respond to Calls for Service			Completed
1.6 Community Service Officers	Review current duties and refine as needed	New Job Description adopted Different scheduling in place	Job assignments under review due to loss during budget cuts	
1.7 Investigations	Evaluate and provide additional specialized training as needed	On-going specialized training is occurring; specialized training provided in a number of areas	Additional specialized courses continue to be sought	
	Explore the establishment of a Mentoring Program with larger agencies	County showing a willingness to create a Mentoring program	Discuss with County of what protocols need to be created – Pending review by Support Lt.	
	Establish a more formalized Case Management System		Support Lieutenant and Detective Sergeant are being tasked with this effort as a 2009 Goal & Objective	
	Expansion of this Unit by adding additional Investigator(s) and/or civilian staff	Increased to four investigators in January 2008, Additional Detective assigned to Regional Drug Task	Preparing a Crime Suppression Team linked with Patrol Officer	
1.8 Records Supervision	Establish a Records Supervisor position			Completed – Records Supervisor now in place
	Review all functions within Records to address inefficiencies	Review of some systems conducted and minor changes adopted; Document Imaging now fully operational Additional Records staff now on duty	Full review of all systems still needs to be conducted – CSO's to work 8 hours each in Records to assist Possible additional staff under review	
	Improve coordination with other City departments and State agencies	CLETS security issues are being addressed. Training certification has been provided to all CLETS users	CLETS and UCR are still considerable problems to be addressed with State and our software vendor	
	Take over most daytime telephone inquiries of a business nature from Dispatch	New telephone system installed that reduces some calls to Dispatch	Additional staffing in Records will need to occur before this can be completed.	



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1.9 Dispatch Supervision	Establish a Dispatch Supervisor position			Completed
	Investigate the possibility of a civilian supervisor to oversee Records, Communications and other non-police areas	This objective will be eliminated as it now appears the Dispatch and Records supervisors adequately meet this need		
1.10 Community Services Unit	Establish a CSU overseen by a police supervisor			Completed
	Place SRO, Volunteers, CSO's Reserves, Traffic Safety and Special Enforcement into the CSU			Completed – Additional reorganization may be needed as other changes progress
1.11 Court Liaison	Long-term problem of hour limitations on current liaison needs to be investigated			Completed – New Job Description, schedule, and liaison duties in place
1.12 Gang Expert	Establish a Gang Expert within the police department			Completed with 2 officers – Additional persons to be trained as Gang experts in the future
1.13 K-9 Unit	Complete a full review of this unit's operational readiness and value			Completed – Review and changes implemented including a new policy
	Complete a review of current training, records and call-outs			Completed
	Review the viability of Unit size as K-9 retirements draw near	Changeover of K-9 officers completed. No further action contemplated until K-9 retirement appears imminent or funding issues for a fourth K-9 resolved	Retirement of existing K-9's anticipated with transition to new dogs to occur over the next 18 months	



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1.14 Special Response Team	Conduct a Needs Assessment			Completed – SRT Management Group continues to meet on a monthly basis
	Review and upgrade current records management			Completed – Manual adopted, records management in place
1.15 Regional Drug Task Force	Review Santa Paula-related intelligence and crime data related to drug activity		Sheriff's department to provide updated regional data that includes Santa Paula	
	Review and act on joining Regional Drug Task Force			Completed – Officer now assigned to VCATT
1.16 Evidence Management	Upgrade security of this area	Audit is complete and extra security measures identified	Quotes for air handling and security received – to occur in fourth quarter of 2009	
	Conduct a full Audit			Completed – Lengthy process over 2 years in length
	Conduct a Police Auction and/or other measures to dispose of purged property			Completed
1.17 Reserve Police Officers	Review hiring methods for Reserves and Regular Officers in order to streamline the process			Completed - New procedures now in effect
	Research and adopt possible incentives for recruitment and retention of reserve officers	Reserves now compensated for Film details, sign up for Weed and Seed Overtime, are now paid for Court	Research now pursuing other possible incentives	
	Review and Evaluate current Reserve operations – make improvements as needed	<p>Several policies adopted for Reserve operations</p> <p>Reorganized Reserve Unit with new ranks of Reserve Lieutenant; promotions for a reserve Sergeant and 2 Senior Officers</p> <p>FY 08/09 allowed 10 more reserves to be added to the Unit (now 30 officers)</p>	<p>Reserve FTO program being designed</p> <p>First of the Level II Reserves in training to achieve Level I status</p> <p>Extensive training program in place</p> <p>New schedule being designed to maximize utilization of Reserve Unit with patrol</p>	



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<p>1.18 Animal Control Officer</p>	<p>Review current operation methods – make improvements as needed</p>	<p>Patrol Lieutenant now overseeing this function</p> <p>Hours and call-out procedures now better defined – new policy in place. Weekly activity sheets being turned in, Kennel area cleaned up with new storage area created</p> <p>New ACO truck now on the streets, ACO now in new uniforms</p> <p>Current ACO retired in 07/09. New job description and selection process in place</p>	<p>Possible Part-time ACO to be proposed in with FY 09/10 Budget – funded through more assertive dog licensing</p> <p>New ACO hired. Ordinances being revised with new fee schedules, new policies and procedures.</p> <p>Moving forward with new Animal Shelter to be built</p>	
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CHAPTER 2: PROGRAMS				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
2.1 Community Oriented Policing	Take steps to more formally adopt the philosophy of "Community Oriented Policing"	Community Policing efforts on-going (Example of "Quality of Life" efforts)	Goals and Objectives for 2009 have incorporated this concept extensively	
2.2 External Programs	Adopt Neighborhood Programs	Neighborhood Watch being reinstated. Additional training received. Participated in Nat'l Night Out	Plan to implement "Crime-Free Multi-Housing" program for 2009 – Major push for Neighborhood Watch in various neighborhoods	
	Establish a Senior Citizen Liaison	One detective provided Seniors-related fraud seminar	Further review of possible programs now that we have 2 certified in this area	
	Adopt Business programs	Courses to the Main St merchants on business-related crimes (i.e., counterfeit, fraud detection, Business Watch)	Further review of possible programs now that we have 2 certified in this area Possible CCTV program to be considered for the downtown area	
	Enhance Lobby Services			New hours allowing us open later; Front Counter re-designed to be more effective
	Expanded use of the Tip Line			Moved from We Tip to VC Crimestoppers, weekly ads in VC Star, have our own liaison
	Reintroduce D.A.R.E.	This program will likely not be introduced in the near future. Police are supporting a set of programs funded through grants with the Elementary School District which have similar Goals (i.e., Innovative Violence Prevention program, Street Smarts, Mentoring, "Too Good for Violence", "Loving Solutions", and Peacemakers)		
	Establish a G.R.E.A.T. Program		Grant rejected by DOJ, waiting for next grant cycle	
	Establish a Police Explorer program			Completed - Post with 20 members now in place including grant funding
	Traffic Safety	New traffic officer trained and in place; new motorcycle on the road, programs for pedestrian safety, schools, DUI in place, Project Blue Book now operating	Safety programs in planning stages for Fourth Qtr of 2009 following new M/C back on road	



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	Expanded Victim/Witness Assistance			
	Provide additional Citizen Outreach	New Weed and Seed grant included several additional programs for 07/08	New funding for the Weed and Seed area to be received in 01/2010 will allow for future expansion	
	Establish a Citizen's Police Academy			Two classes now completed; third class started Sept 08
	Expand the Volunteer Base	Backgrounds for 8 completed, training class in progress	Recruitment campaign being designed to expand on this program	
	Create a Crime Prevention Officer position			Completed – Two officers now certified, have started programs
	Establish programs that address “Quality of Life” issues	Supervisors and officers actively enforce issues in a number of areas	Expansion of this effort ongoing in 2009 with Goals and Objectives for the year	
2.3 Internal Programs	Establish a Career Tracking program	Discussed in general terms with HR Manager	Additional research and possible program to be developed	
	Create an enhanced recruitment and selection process			Completed – New system now in place
	Create an enhanced promotional process			Completed – Conducted a full Assessment Center for last 2 promotional processes
	Improve the Personnel Evaluation System			Completed – new policy adopted, all evaluations caught up, all evals being done electronically



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Creation/Management of an interactive Police Web Site			Completed – Efforts to continue to improve and update site
Improve the ability to submit UCR (Uniform Crime Reports) in a timely fashion and electronically	Improvement seen - UCR stats now being submitted 2-3 months late (from a start of 8 months behind)	Review and adopt TRAC-NET's ability to do this with current software Additional in-house training expected from DOJ to train Records personnel	
Adopt a new Policy and Procedures manual			Adopted – policies now in place, this will be a living document that continues to grow
Establish a Traffic Accident Reconstruction Team			Completed – Policy in place, Patrol Lt oversees the team, 4 officers trained, grant funding has secured equipment
Establish a Wellness Program	Discussions started with SPPOA on the establishment of such a program Association contract now includes language agreeing to establish the program	Pilot program is being used as a test Second informal program being tried by a number of officers	
Pursue National Police Accreditation	Received the Accreditation manuals Introduced the concept at the Department-wide meeting New policy manual established using Accreditation standards – all new policies now meet CALEA* standards Now subscribe to Lexipol and IACP-NET in support of this effort	Training opportunities being explored to educate command staff Review occurring for the pursuit of Accreditation for the Communications Unit Continue to develop policy manual to meet CALEA standards	

* Commission on Accreditation for Law Enforcement Agencies



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CHAPTER 3: TRAINING				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
3.1 POST and In-Service Training Programs	Address the shortage of training hours for individual police officers			Completed - Training now caught up – Recent POST audit completed with no issues
	Adopt a set of Training Goals and Objectives	Training Policy adopted with a Training Committee created; have identified Goals & Objectives with their first meeting in 2008	Training Committee to meet semi-annually to review progress on goals and objectives	
	Create an Annual Training Schedule	Annual Firearms Training scheduled adopted	In-Service training program will be designed by newly formed Training Committee	
3.2 Upgrade the FTO Program	Have the current FTO Program certified by POST			Completed - POST has certified the FTO Program
	Add additional FTO's to the program			Completed - Six FTO's have been added to the program
	Expand the FTO concept to specialty assignments	CSO manual adopted for Field training; Reserve Officer FTO Manual adopted	Reviewing methods to train Reserve Officers include Level I certification – format and policy drafts under review	
3.3 Create a FTO Supervisory program	Create the program			Completed – Program now in use for all new supervisors
3.4 Formalize a Speciality Training program	Identify training needs and specific programs to attend		Newly formed Training Committee assigned to address this area	
3.5 Establish Roll Call Training	Create a Roll Call training program			Completed – Electronic and other forms of training in place, in use
3.6 Establish Training Bulletins	Create a training bulletin format and method of distribution			Completed – Bulletins now being generated at least bi-monthly.
3.7 Acquire Training Software	Evaluate available software	Several possible scheduling programs were evaluated. During this review we adopted a new patrol schedule. Following the adoption of the current scheduling method, it was determined we can be track activity without the use of outside software.		
	Obtain and install software			



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CHAPTER 4: EQUIPMENT				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
4.1 Vehicle Needs	Research the expansion of the police fleet			Complete – Methods in place for future expansion
	Establish a maximum mileage policy for front-line vehicles			Complete – Leased vehicles and other methods in place
4.2 Vehicle Alternatives	Investigate the possibility of a Vehicle Re-conditioning program			Complete – program is used as finances and needs allow
	Research alternate vehicle packages including smaller engine sizes	Multiple new procedures in place to conserve fuel; Vehicle Re-hab program implemented as an alternative to new vehicles	New car purchases delayed by using Re-Hab program. Will consider vehicle alternatives in FY 10/11	
	Research alternative fuels	Electronic package installed in 2 vehicles as an experiment to measure fuel use and vehicle maintenance	Research continues to be conducted; outcome of electronic package to be analyzed	
4.3 General Vehicle Equipment	Evaluate current equipment and expand/improve as needed			Completed – LED light racks, new vehicle graphics, expanded trunk equipment now in all vehicles
4.4 Digital Photography	Research the possibility of changing over to all digital photography			Completed – Now used by all personnel
4.5 Computer Technology	Inventory and evaluate all current computers			Completed
	Establish a replacement plan			Completed
	Research to be conducted on other technology needs	MDT funding has purchased vehicle set-ups for all front line vehicles. MDT's now operational with police software.	CLETS installation continues to be a major stumbling block. Waiting on state and county approval after they added more requirements for another firewall	



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CHAPTER 5: CAPITAL PROGRAMS				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
5.1 The Police Facility	Conduct a Needs Assessment Study	After multiple meetings with architect, final expansion plans provided with cost estimates	Meet with Finance Director to discuss funding alternatives. Future City Council presentation on plan/funding options	
	Conduct interim improvements and upgrades to the facility	<p>Painting and upgrades completed in the two Lieutenants Office</p> <p>Storage areas now completed and in use</p> <p>Evidence work area painted, new wall erected, cabinets (from a grant) installed</p> <p>Lockers painted, hallways painted, new hallway flooring in place</p> <p>Records Unit painted and cubicles redesigned and increased</p> <p>Rear exterior painted, new patio in</p>	<p>Discussions held on improving Investigations and Roll Call work areas</p> <p>Fund raising will allow additional building improvements</p> <p>Electrical Engineer on board for design of a major upgrade to address current problems; design to include future expansion needs. RFP to go out in First Quarter of 2009</p> <p>Exploration of expanding into former IT/Fire offices to occur in 4th Qtr of 2009</p>	
5.2 Communication Needs	Conduct an Engineering review of current and future Communication needs	<p>Communicated with Communication Engineers for quotes on conducting review</p> <p>Quote for services now on file</p>	Engineering Review will depend on a future Ballot funding initiative, inclusion in a future budget year, or locating another funding source	
	Establish a long-range implementation plan based on the Engineering Study		Research moving forward on possible 9-1-1 Ordinance that can underwrite this cost through fees	
	Conduct interim improvements and upgrades to the Communications Center	<p>Installed CCTV in Sally Port</p> <p>Installed CCTV in last two jail cells that needed same</p>	<p>Grant funds for audio in Booking Area anticipated. Waiting for quotes from vendor.</p> <p>Minor upgrades (paint, organizational) under discussion</p> <p>Grant application submitted to fund new repeater site</p>	



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CHAPTER 6: POLICE FINANCING INITIATIVES				
Target Area	Objective	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
6.1 Funding through the Budget Process	Identify areas of the Strategic Plan that can be funded by the Budget	<p>Multiple areas in last two budgets approved by City Council and were expended</p> <p>City Council approved 2 additional officers in FY 07/08 Budget</p>	<p>Other funding options under consideration. Additional research required.</p> <p>Research moving forward – possible revenue opportunities and savings submitted to City Manager for consideration in FY 09/10 budget</p>	
6.2 Funding through Grants	Research and apply for grant opportunities that will fund areas of the Strategic Plan	<p>Public Safety Foundation has been incorporated and now actively raising funds</p> <p>Third Annual Public Safety Fundraising event occurred Aug 22 raising approx. \$45K more to go to Foundation</p> <p>Membership in Federal surplus program finalized</p>	<p>On-going research and applications being conducted on other grant opportunities</p> <p>Two Major Fundraising events on track for Spring and Summer 2010</p>	
6.3 Consider a Ballot Initiative to fund the Strategic Plan	Adopt a Ballot Initiative	City Council decides not to move forward on ballot initiative for 2007	Funding alternatives to be explored during 2009 in anticipation of major city deficits for FY 09/10 and likely in FY 10/11	

“SCORECARD”							
Number of Target Areas	38	Number of Objectives to be achieved to meet the Target Areas	97	Number of Objectives showing Progress to Date	96	Number of Objectives Completed	52