

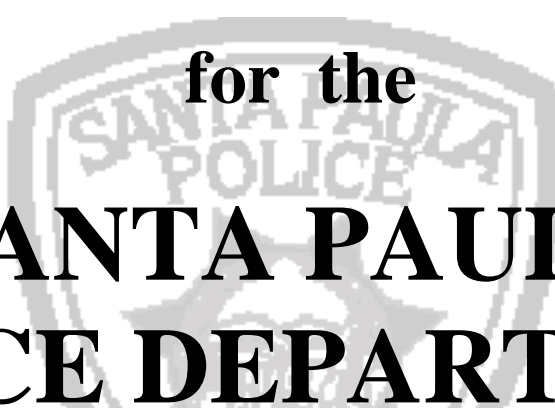
**A**

**STRATEGIC PLAN**

**for the**

**SANTA PAULA**

**POLICE DEPARTMENT**



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Council Review Date: February 21, 2006

# INTRODUCTION

A proposed Strategic Plan can mean many things to different people. It is our intent to use this Plan to identify community and police department needs for the future. If no long-term goals are set, there can be no progress in improving our delivery of services. This Plan then becomes an exercise in identifying the tools we have at our disposal, what levels of services we wish to supply and the City demands, and how best to achieve those identified goals and objectives.

This Plan should by no means be viewed as a "Wish List". We are ever cognizant of the competing needs of the community and only limited resources that may be available for all municipal services to draw from. Many of the thoughts expressed in this document have no price tag attached, but are actually efforts that should be pursued, regardless of any cost factor. As efforts go forward to implement the ideas contained within this Strategic Plan, we need to study the financial ramifications in greater detail. The success of implementation shall be our ability to prove the worthiness of that particular direction. Only then should those ideas become concrete.

This Strategic Plan acknowledges a Management Study was produced a little more than two years ago. Many of the areas give a nod to those recommendations, while also acknowledging that Study was a snapshot in time. Rather than using this Study as a guiding force in the new directions for the Santa Paula Police Department, the Arroyo Study was used as a reference point while conducting research as to possible directions to consider.

It should be emphasized this Strategic Plan is a fluid document. In that we mean it should be emphasized the Plan should be considered a "guide". As we progress it is likely we could add/remove/modify proposals, and/or even fully change a direction proposed for the agency within this Plan.

We hope you take the time to review this vision and consider the possibilities for our agency. The entire police department will be involved in achieving the potential this document holds for us. Many of the ideas are a result of in-house discussions. We are confident the concepts described in the following pages will improve and expand services, make us more efficient and effective, and potentially develop us into a leading police agency within the State.

Respectfully submitted,

Stephen MacKinnon  
Chief of Police

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# PERSONNEL

## Introduction

This section addresses possible personnel issues for the entire agency over the coming year and beyond.

The current command structure has been revised somewhat towards how the Arroyo Study envisioned by creating an Assistant Police Chief position. But the Support Personnel oversight element has not been adopted and the Assistant Chief duties appear to be a “catch-all” – meaning if no one else has that particular assignment, it falls to the Assistant Chief.

Directions in the area of Personnel will consider:

***Assistant Chief Position*** - The Arroyo Study made specific recommendations as to what responsibilities the Assistant Chief position, if adopted, should carry out. I would disagree with some of their conclusions since too many duties would likely fall on an Assistant Chief's shoulders. This has been proven to be true now that the position formally exists.

The Assistant Chief's duties will be better defined in the opening months of 2006. This position will be made the first point of contact for all police supervisors and will be expected to oversee Patrol and Investigations operations. Rather than having him catch all other unassigned duties, we will explore re-assigning specific duties he is carrying out to other supervisors until other personnel alternatives can be explored.

Several personnel alternatives can be weighed in recognizing that the Assistant Chief has expressed some desire to retire within the first half of 2006. This will prompt a review of this position as a strictly administrative function since it is questionable to have two administrative positions for an agency this size. It would be more appropriate to divide these skills to mid-managers at a rank above Sergeant to be more effective. This would also address the Arroyo Study's suggestion for a “Lieutenant-level manager” referenced in the next section.

***Administrative Duties*** – The Arroyo Study suggested a “Lieutenant-level manager” be created to oversee a number of managerial functions in support of the Chief of Police. I would disagree with this general approach, primarily because many of the duties identified would require minimal attention resulting in a waste of resources for that level of management (i.e., internal investigations oversight when we have a low number of complaints that can most often be assigned to a police sergeant).

Two important administrative areas that lack direct administrative oversight are Training and Recruitment. Training in particular is a critical component that currently

goes unaddressed. Significant POST issues are impacted by this lack of direct administrative control.

A medium- to long-range goal will be to have someone assigned to oversee these tasks. On the short-term, the Assistant Chief will be asked to step in to control training opportunities, records and mandates. Recruiting and the hiring process will need to be joint administrative effort with HR participation for the interim.

**Patrol Supervision** – With the current 12-hour, 3-day schedule we have two Sergeants with two Senior Officers providing support on each of the two shifts. In general this approach is efficient but creates a situation where an officer is answerable to two supervisors (and two acting supervisor) with no one person having clear exclusive authority over the shift or individual employee. This creates accountability issues, difficulty in accurately documenting employee performance and annual evaluations, and clear articulation of a chain of command.

While discussions will be on going to explore shift options, the need for firming up direct supervision of individual employees will still need to be addressed.

**Patrol Staffing Issues** - When full staffing is achieved each of the two patrol watches should have 10 officers (including supervisors). With days off, Vacations, Training, Sick time and other leaves staffing has been known to drop as low as a supervisor and two officers on duty on some rare occasions.

There is no formal Minimum Staffing policy, so supervisors informally attempt to keep three officers on the road at all times with a preference for four officers. A Minimum Staffing policy needs to be adopted.

Before this occurs a workload survey will be conducted. This will educate us on how busy our officers are as compared to nationally accepted standards. This study will also provide support should we recommend an increase of police personnel for a November ballot initiative. My sense is that a Minimum Staffing level will likely be a minimum of no less than three officers per shift (plus a supervisor) with some specified days and times to drop no lower than four officers; I recognize it is possible minimum staffing could be justified at the four officer level for much of a given day.

While recognizing the Arroyo Study recommended the elimination of 12 hour shifts, I equally recognize the resistance of the rank and file to make such a change. There are 12-hour shift alternatives that may better address the “one employee-one supervisor” issue. An additional consideration would be to have flexible scheduling options while still maintaining the 12/3 schedule (i.e., having officers stagger arrival times based on work demands). A workload study will also provide guidance on such scheduling options.

More in-depth study on shift options will be conducted in the coming year. This will include a joint committee with the Police Association as agreed to in the soon-to-be-adopted Memorandum of Understanding.

**Patrol Operations Concerns** - General practices on how Patrol Operations are conducted varies widely from shift to shift and between supervisors. While a Beat map exists, little standardization exists for routine patrol or methods on how to respond to calls for service. Such standardization will be adopted while still allowing supervisor flexibility.

The Arroyo Study recognized the need to set policy on how Dispatchers will accept calls from the community, and then the method in which they will be dispatched, responded to and investigated. This approach will be incorporated into an overall re-vamping of patrol shift standards.

**Community Service Officers** – These employees are an excellent support tool to Investigations and Patrol operations. It is noted that the use of their services is inconsistent by Watch Commander. I have some concern about the use of these positions where a police officer may be more appropriate. Similar to the issue of call prioritization and management in Communications, the methods in how we utilize these positions will need to be better managed.

In the coming months it is likely we will scale back the reliance of these positions as we re-define patrol operations and the expectation of the officers to become re-engaged with the community. Then, the CSO duties can be better defined and their services more effectively utilized.

**Investigations** – This Unit has an authorized strength of a Sergeant and four officers (either Senior Officers or Police Officers paid at the Senior Officer level). The Arroyo Study recognized the heavy caseload this unit carries.

A general evaluation has been conducted but a more in-depth review is needed. Based on reviews thus far (including input from outside resources) it is suggested additional training and specialization is needed. Exploration to establish a mentoring program with larger agencies has been offered and will be explored. A more formalized Case Management system and expansion of this unit would be long-range goals that could be linked with a November ballot initiative.

**Records Supervision** - Based on observations, this Unit is somewhat disjointed and has no clearly articulated Mission on how to best support police operations. This can be partly addressed with a Records Supervisor; the balance can be achieved through a work load study and analyzing how they carry out their daily duties. The easiest and cheapest way to create a Records Supervisor position is to seek an upgrade of an existing Records Clerk.

The first step in more effective performance in other records-related activities would be to have better articulation of job assignments. Specific duties such as statistics compilation, records management and customer service need to have increased training and better defined expectations.

Better coordination between Records and other City Departments will need to be addressed. There are several examples of inefficiencies that impact incoming revenue and the way we relate to the citizens. A long-range goal will also be to have this Unit field most daytime telephone inquiries of a business nature, thus reducing the workload of dispatchers.

***Dispatch Supervision*** – The Communications Unit is an example of having no direct supervision and using the Assistant Chief for day-to-day questions and issues. This is inefficient and allows too many issues to go unaddressed. The approach will be similar to the Records Unit in seeking an upgrade to create oversight for this Unit.

A short-term measure to address direct supervision will be to assign a Patrol supervisor the task of overseeing and supervising Communications operations. The mid-term goal will be to recommend a Dispatch Supervisor position be created. This would involve budgeting the upgrade of one Dispatcher position.

The Arroyo Study recommended a “Lead Dispatcher” be placed under a civilian supervisor overseeing both Communications and Records. A long-term goal could be to establish a civilian supervisor position not just overseeing Records and Communications but to also manage all non-police functions (i.e., finances, grants, computer technology, etc.).

***Community Services Unit*** – The Arroyo Study recognized a number of specialized functions and programs throughout the agency and made various recommendations to address them. My approach would be to establish a Community Services Unit, overseen by a police supervisor, to have a coordinated response to these services.

Services under this umbrella could include Community Policing and related programs, Volunteers, CSO's, Reserve Officers, Traffic Safety (Motorcycle Officer), School Resource Officer and school programs, and the various special enforcement efforts that currently exist.

To achieve this effort would require some minimal reorganization. We currently have a police supervisor being utilized in Special Enforcement. A re-definition of duties could easily address this need. Future additions of personnel and resources would be driven based on expanded programs and services being delivered to the community from this Unit.

The Special Enforcement Team continues to maintain an important role in street investigations, particularly in the area of narcotics, gangs and graffiti. Working under this Unit should better clarify this Team as to call-out and use during investigations.

**Court Liaison** – The District Attorney's office has expressed concern over our current method of maintaining a Court Liaison. While the employee in this position has been doing a good job, he is limited to 960 hours on an annual basis because of limitations placed on his pension. In 2005 he had to stop working in October after maxing out his hours and creating a three-month gap of fill-ins.

Because of a change in the PERS system, hourly calculations will be by fiscal year rather than calendar year. This means for one time only he can work 960 hours in 2006 up to June 30<sup>th</sup>, then the hours reset for the next 12-month fiscal cycle. This should address the annual hourly shortfall for 2006. A long-term solution will need to be adopted before the second quarter of 2007 where the maximum hour issue will be raised again.

**Gang Expert** – The District Attorney's office strongly advocates a "Gang Expert" be established within our agency. This will aid in the prosecution of Santa Paula cases as well as to obtain enhanced penalties by making gang connections to specific crimes. Investigation is moving forward now to establish such an in-house position.

**K-9 Unit** – I recognize the Arroyo Study recommended discontinuing this Unit. In reading the support material on this topic their justification for that recommendation was thin.

Based on my own experience with agencies both larger and smaller than Santa Paula, a K-9 unit has definite advantages to the community. While I have not completed a full review of this Unit's operational readiness and worth, my initial review suggests the Unit may be justified for now.

Further review including very close scrutiny of training, records keeping and call-outs is needed. Until that time I would intend to maintain this Unit.

It should be noted that two of the dogs are now seven years old and the third is five years old. Typical police dogs have an average useful service of eight years. If any reduction of this Unit is contemplated it may be easy to accomplish through simple attrition in the next 12-18 months. If a 3-dog unit were contemplated to be maintained, further justification would be needed.

**Special Response Team** – The Arroyo Study provided several reservations on the existence of this Unit. With that said, I would agree with their positive observations about the quality of their equipment and training (though their training records are less than adequate).

California POST recently published a SWAT Operational Guidelines manual that states in part:

*"A needs assessment should be conducted to determine the type and extent of SWAT missions and operations appropriate to the*

*particular agency. This assessment should consider the team's capabilities and limitations and should be reviewed periodically."*

As best that can be determined no such assessment has ever been done. Older documentation from the mid-90's suggests the team was designed as a High Risk Entry function only. It is unclear how the genesis to the current configuration was achieved.

A Needs Assessment shall be conducted prior to making any final decisions on how this unit will function in the future.

**Regional Drug Task Force** - Area law enforcement agencies and the District Attorney's office has encouraged Santa Paula to become a participant again in regional narcotics enforcement (our last involvement was approximately 5 years ago). The County Sheriff's office will be supplying Santa Paula-related intelligence and crime data in the near future to support the need for our involvement. This will be investigated in more detail following a return to full police staffing. The benefits of such participation are considerable.

**Evidence Management** – This 20 hour/week position may not be adequate for the needs of the agency. Upgrades in security will be addressed to include reducing the number of available keys to the Evidence areas to a maximum of two employees. A plan for conducting a full audit should be in place by the second quarter of 2006. This should result in a significant purging of outdated property since neither an audit or police auction have been done in memory. As part of this audit there will be recommendations on how to improve this operation.

**Reserve Police Officers** – The Arroyo Study encouraged full staffing of this unit (20 members) as well as considering making a minimum number of monthly hours be mandatory. Mandating volunteers to work hours changes their status and would likely require that they be compensated for all hours worked. This is not a direction we should consider.

The Reserve Officer program is valuable because of its support to the regular officers, it becomes a "proving ground" to evaluate potential new regular officers, and provides levels of service not currently able to be provided by regular officers exclusively.

Hiring practices will be reviewed to increase these ranks, particularly in streamlining the process since delays cause us to lose potential candidates. Equipment/uniform supplements and/or academy tuition reimbursement should be a budget consideration as a method to recruit and retain the best officers.

**Organizational Chart** – Based on the directions proposed within this Strategic Plan, a possible new Organizational Chart is contemplated and illustrated on the following page:

# PROGRAMS

## Introduction

This section is divided into two parts. First, External Programs are those programs that are developed by the agency to provide services to the community. We have a number of existing programs that are being supplied. This number should be expanded to adequately address the needs of our city.

Internal Programs are those areas that are needed to address the needs of individual employees or units within the agency.

## Community Oriented Policing

Prior to describing programs envisioned for the agency a little discussion is provided on the concept of Community Oriented Policing (C.O.P.). Many observations have already been provided on this topic through the Arroyo Study.

One effort C.O.P. is *not* is a “Program”. Community Policing is a *philosophy*. It encourages agencies to adopt a method of delivering services to the community that gets the population involved. C.O.P. also recognizes police departments can’t do it all; there is an expectation that we will draw in the community to solve problems. While the police are often the facilitators in problem solving, we can’t go it alone.

The programs discussed all retain Community Oriented Policing as their underlying theme in how services should be delivered. Using C.O.P. as a guide will ensure we deliver these services in the most effective and user-friendly manner possible.

## External Programs

**Neighborhood Programs:** An expansion of current efforts will be pursued. Right now the most recognized program in this area is Neighborhood Watch. There is no assigned liaison and we have no formal training to ensure the success of the program. We will explore various options to expand this effort.

**Senior Citizen Liaison:** An extension of the neighborhood effort would be to have an officer work as a liaison with this age group to educate them on fraudulent schemes as well as investigate crimes against the elderly when they have become victims.

**Business Programs:** Specialized programs for businesses will be developed in such areas as business security, surveys, alarms, fraud control, shoplifting, bad check identification, and other related business topics.

**Enhanced Lobby Services:** Explore scheduling options to keep the lobby open longer hours in the evening and on weekends. Add additional services that the public would like to avail themselves of.

**Expanded use of the Tip Line:** Improve the use of this concept to increase the number of anonymous tips on crimes.

**Cable TV Programming:** Use the existing governmental channel for a short, educational monthly police show on a variety of public safety topics.

**Reintroduce D.A.R.E.:** In the recent past D.A.R.E. has been under close local and national scrutiny. I realize no one 17-week program on its own will stop drug use, reduce violence, stop alcohol abuse or cease cigarette smoking. But from all accounts, and following receiving support from school staff, this program should be considered for continuation through an independent funding source.

**G.R.E.A.T. Program:** The U.S. Department of Justice has recently announced G.R.E.A.T. (Gang Resistance Education and Training) funding. While similar in concept to the D.A.R.E., it is shorter in duration and can be taught anywhere along the grades from 6<sup>th</sup> through 9<sup>th</sup>. The title may be a little misleading since it also focuses on anger management, bullying, conflict resolution and other related topics.

**Other School Programs:** To build on a concept of officers regularly in the classroom a number of programs can be adopted. Such programs to be researched and proposed include:

*Halloween Safety* – Using this season to talk about pedestrian safety, proper clothing to wear, and candy safety issues.

*Stranger-Danger* – Talking to younger grades to reinforce not talking to strangers, discussing strategies on how to avoid these situations, and how to use 9-1-1

*Bike Safety* – Bike Rodeos, use of Bike Helmets and similar programs will be adopted. An extension of this effort will be to establish safety campaigns on skateboarding and roller blades use (both misuse on public ways and proper use in the Skate Park).

*Gun Safety* - Surveys show how willing kids are to play with firearms. A gun safety program will be considered for adoption.

*You and the Law* – A semester length class for credit at the High School level to talk about all levels of police operations.

*Fatal Reality* – There are a variety of programs on the same theme that provides an interactive program at the high school level prior to Prom and Graduation season. In very real graphic terms, students are taught about the consequences of driving and driving.

*Police Speakers Bureau* - Supply officers to teachers whenever the curriculum touches on a subject the officer can contribute to (i.e., traffic

investigations for physics and math classes, how court decisions affect police for social studies, forensics for chemistry or biology, etc.).

*School Resource Officer expansion* – Due to funding, the SRO program has been reduced to one officer. Alternatives will be explored to increase this program because of the strong successes of the past.

***Police Explorer Program*** – In conjunction with the Boys Scouts of America, Exploring has been a successful way to introduce police work to teens thinking about a law enforcement career or simply to be involved in their local police department and community.

***Traffic Safety*** – Educational and enforcement campaigns on various traffic safety issues including DUI checkpoints, seat belts, pedestrian safety, etc.

***Victim/Witness Assistance*** - Further investigation would be appropriate to see what local support in this area could be provided in addition to what is now being provided by the County and other social service organizations.

***Citizen Outreach*** – Citizen surveys and other methods will be used to measure what the needs of the community are; then design programs or set up problem-solving efforts to address those needs.

***Citizen's Police Academy*** - Having citizens attend a one-evening/week class over a 6-10 week agenda learning how their police department operates with hands-on training and demonstrations.

***Expanding the Volunteer Base*** – Our volunteer base is down. By using the Citizens Police Academy and other venues it is intended to expand this base and increase services to both the community and police staff.

***Crime Prevention Officer*** – With so many potential programs and needs, it would be appropriate to have a police officer specifically trained and certified in the area of Crime Prevention. This would be a key resource in ensuring the success of these programs.

## Internal Programs

The following section addresses programs operated internally to address police operations:

***Career Tracking*** - It is clear in all police organizations everyone cannot look forward to receiving a promotion to Senior Officer, Sergeant and above. A program will be developed to avoid “burn out” and job frustration by lack of upward movement (which also contributes to high attrition rates). The primary goal of this program will be to identify different challenges an officer can pursue within the department (including promotion) and then provide them with the tools to achieve those objectives.

**Enhanced Recruitment and Selection** - Working with Human Resources, a full review and upgrade will be conducted on how to better identify and recruit the best police officers and expand the ranks of the Reserve Police Officer program. This was a key element addressed in the Arroyo Study.

**Enhanced Promotional Program** – The Arroyo Study also recognized the need to refurbish this effort. Steps have already been taken to design better processes for the selection of specialized assignments and promotions. Further enhancements will be implemented to increase the fairness of the process and create a selection process based on qualifications for the position.

**Personnel Evaluations** – The Arroyo Study outlined problems with the current employee evaluation system including lack of timeliness and inaccurate reporting criteria. Research has begun - possible draft formats are being distributed and reviewed in order to change the existing program to one that will have a timely evaluation that accurately reflects employee performance for every police employee. Numerous employees have not received an evaluation in years – these employees will be caught up prior to the adoption of a new system.

**Creation/Management of an Interactive Police Web Site** – In order to best serve the community a web site will be established to outline all the services provided. Additional areas for development will include surveys, e-mail access to employees, on-line reporting of past incidents, and FAQ section.

**UCR Submissions** – Statistics using the Uniform Crime Reporting (UCR) system are submitted by hand to the state, and then eventually forwarded by them to the F.B.I. The state strongly prefers these monthly reports be submitted electronically, which will be a time and cost savings for us. Our in-house software has this capability but has not been tapped yet. This will be pursued in the coming months.

NIBRS (National Incident Based Reporting System) is the replacement system for UCR. Long-range investigation will be conducted on if we should adopt this system. While it is not a mandated crime reporting system (yet) it has been suggested NIBRS will be required for police agencies wishing to take advantage of federal grants in the future.

**Policy and Procedures** – A critical area of the Arroyo Study was a lack of reliable and up-to-date policies and procedures. An agency-wide effort will be implemented to develop a working set of policies using national accreditation standards as a guide. The approach will be in two tiers with the Tier 1 being adopted first involving high liability, critical area policies:

Tier I –

Deadly Force  
Police Conduct\*  
Discipline\*  
Personnel Evaluations\*

Less-than-Lethal Force  
Vehicle Pursuits  
Internal Investigations protocols\*

\* Arroyo Study-targeted policy areas

Tier II –

Traffic	Uniforms and Equipment
Criminal Investigations	Jail
Communications	Records Management
Patrol Operations	CSO's
Reserve Officers	Volunteers
Evidence Management	Special Operations

**Traffic Accident Reconstruction (TAR) Team** – We currently have one officer fully trained in this technical area. A TAR Team is more appropriate to investigate serious traffic accidents up to and including fatal collisions. We also need this expertise to aid officers on lesser accidents where technical skills are needed to determine causation.

TAR Teams are not formal operational units but only come together when called out to conduct such investigations. Specialized training and equipment, much of it being available through grant funding and reimbursements, would be sought in for this to be an effective undertaking.

**Wellness Program** - It is recognized police officers have one of the highest incidence of high blood pressure, heart disease and other stress-related ailments. The average police officer typically enjoys only two years of retirement before beginning treatment for one of these disorders. A program will be proposed to reverse some of these trends.

The long-range goal will be to establish annual physical agility testing for all sworn personnel. But the program would not end there. I envision additional annual training for all employees in such areas as stress management, nutrition, wellness, injury prevention and other health-related topics (such a program, once established, could be expanded to all city employees). The effort will be to create a well-rounded, healthy employee. A number of benefits can be anticipated including improved self-esteem, increased morale, decrease of health insurance premiums, reduced sick days, and reduced number and severity of on-the-job injuries.

**National Police Accreditation** – The Commission on Accreditation for Law Enforcement Agencies (CALEA) was created 25 years ago. The goals of the program include:

- Strengthen crime prevention and control capabilities
- Formalize management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Boost citizen and staff confidence in the agency

This is achieved by meeting 436 standards in 40 chapter areas. Extensive documentation is required to prove the agency is in compliance with those standards. Meeting the standards reduces liability and related insurance premiums.

This is a far-reaching process requiring a long-range time frame for preparation and work. Because of shortfalls in the physical plant we may not be accredited until after those items are addressed. I have already begun the process by starting to re-write the policy manual as recommended by the Arroyo Study while aligning this new manual to accreditation standards.

As the process moves forward we will eventually have to assign an employee to be an Accreditation Manager to coordinate the effort and be the liaison to CALEA staff for their assessment prior to conferring accreditation. Other accreditation venues in the areas of Communications accreditation, Police Integrity certification, and CALEA's Recognition program (viewed as a "mid-point" program towards accreditation) will be considered as well.

# TRAINING

## Introduction

The identification of what is an acceptable level of training is a difficult measure to be calculated. It is recognized that within a police agency there is a considerable need for training beyond what is provided to the recruit officer in the Police Academy. In addition, every agency has between a third and a half of all personnel being non-sworn who require specific training in their own areas of expertise in order to be effective. Any such training program should recognize both these groups.

The Arroyo Study provided no direct discussion on training capabilities or short falls. But many of their recommendations had an unspoken training element, if implemented properly.

One of the most important ways we can measure success in delivering services to the community is the level of training supplied to our employees. This section describes an overall training program for the agency as well as in-service and advanced training for all employees.

***POST and In-Service Training programs:*** The "Personnel" Section of this document recognized the need of formalizing the Training process. Because of the multiple demands placed on police agencies by POST, coupled with the numerous training opportunities and records maintenance requirements, an in-house employee needs to coordinate this function.

Modern day police officers are required to know more and more information in order to perform their jobs effectively. Annually all levels of the courts come out with decisions that direct how an officer can function, the legislature enacts new laws and revises existing laws that officers must be aware of, and regular re-training of various techniques and procedures must be an on-going process.

Our ability to re-train and keep officers current is haphazard. According to POST records, we have a critical number of officers who currently do not hold minimum training standards. Addressing this shortfall will need to be one of our first priorities. Following this, an annual schedule of training must be developed to avoid this problem in the future. This will include adopting a set of annual training goals and objectives.

After minimum POST standards are met and properly documented a long-term goal of developing and implementing a formal In-Service training program will be developed. A block of in-service training for all officers to attend over the course of the year will be designed. Such training would include legal updates, re-training in defensive tactics and/or less-than-lethal weapons, driver training, CPR and First Aid, and other mandatory subjects yet to be identified. This same block could include specialty topics such as Community Policing techniques, cultural diversity issues, "people skills", and other areas deemed vital to delivering services.

**Field Training Officer Program:** A Field Training Officer (FTO) program is the basic orientation for a new police officer once graduating the Police Academy. An expansion of this program to include additional Field Training Officers is already anticipated.

A need exists to expand the FTO concept to include specialty assignments. An FTO program should be developed for any officer taking on a specialty assignment including Detective, School Resource Officer, K-9 Officer, Senior Police Officer or any other assignment that could be proposed in the future. We cannot assume that because an officer has qualified for an assignment he/she is prepared to immediately step into those shoes without some well thought out preparation. Officers currently holding these positions will be asked to participate in preparing such a mentoring program.

**FTO Supervisory Program:** As intricate as the current Officer FTO Program is, there is no similar program for supervisory personnel. This is not unique to Santa Paula. The vast majority of police departments thoroughly train a rookie police officer on the streets, but fail to adequately prepare an officer to take on their new role as a supervisor. The fact that you may have been an effective patrol officer does not automatically translate to that same individual being a good supervisor.

New supervisors often feel a lack of preparation for such a new role. A new program will be developed to address this shortfall. Better definition of responsibilities between a Police Sergeant and a Senior Officer expected to provide limited supervisory duties on patrol also need to be defined.

**Specialized Training:** Beyond In-Service Training, it is recognized that employees, both sworn and civilian, need to be regularly exposed and updated on new concepts, different programs and new ways to do the same job more efficiently. On a regular basis this agency will attempt to send personnel to specialized schools and seminars to further enhance their assignments.

Existing training programs will be reviewed and may be modified to free up additional funds.

To give you a sense of the areas I consider important the following listing is provided:

Major Crimes Investigations	Stress Management
Specific Crimes Investigation	Narcotics and Dangerous Drugs
Gangs expertise	Computer Crime
Crime Prevention	Community Oriented Policing
Patrol Techniques	Advanced Dispatcher Training
Accident Investigations	Total Quality Management
Juvenile-related Issues	Cultural Diversity
Police Ethics	Leadership

Grant Writing  
Records Management  
Interviews and Interrogations  
Verbal Judo  
SWAT related issues  
White Collar crime

Evidence Management  
Customer Service  
Bike Patrol Techniques  
Management-related issues  
Mass Casualty/Disaster Management  
Forensics/Crime Scene Processing

***Roll Call Training and Training Bulletins:*** The beginning of each patrol shift provides an opportunity for brief presentations on areas of interest such as new policing techniques, court decisions or new laws, regular review of new and existing policies, and information in packaged form to aid officers in carrying out their duties.

Training Bulletins are also a good method to relay information. Often individual officers have a particular expertise or area of interest that should be shared. By developing and implementing a Training Bulletin format it allows this education to be shared with all officers.

The Training Officer would be tasked oversee a Training Bulletin and to develop such Roll Call training sessions on a bi-weekly or monthly basis to include a Lesson Plan to guide the supervisors in carrying out the training.

***Training Software:*** In order to effectively track all training and to meet the requirements of POST standards training software will be researched. I am confident our current police software or an inexpensive PC-based software component can be located (or even designed in-house) to meet the tracking needs of our agency.

# EQUIPMENT

## Introduction

This section does not seek to identify each new piece of equipment that the agency might buy over the course of the next few years. Instead, this section deals with types of equipment over and above the “usual” purchases.

**Vehicles** – Any expansion of the police fleet should closely mirror the expansion of staffing. A general measure of this should be one additional vehicle for every four officers. This ratio fluctuates from city to city but is a good guide for planning and procurement purposes.

The Arroyo Study encouraged a review of the current fleet with a recommendation to replace high mileage and unreliable vehicles. This will be conducted in conjunction with the next budget preparation cycle. At a minimum, a schedule or replacement of vehicles in excess of 100,000 miles should be established.

City leadership will be encouraged to consider the concept of purchasing new vehicles only for the police department, with other departments receiving “retired” front line vehicles after being re-conditioned. This will ensure the safety of these vehicles when operated on patrol, while providing an inexpensive alternative to other department needs.

The next section, Vehicle Alternatives, could be a consideration to extend the life of a vehicle after being retired from front-line service.

**Vehicle Alternatives** – It is believed the typical police-packaged vehicle could be changing in the near future. There is some research into six-cylinder vehicles in police packages. In addition, alternative fuels are beginning to be discussed with increasing seriousness.

An alternative to new vehicle purchases (other than front-line vehicles) can be re-conditioning of older vehicles. When properly implemented this extends the life of the vehicle and reduces the costs related to the replacement of these support vehicles.

Alternative fuels, re-conditioning and new vehicle alternatives will all be explored in the coming months prior to the new fiscal year.

**General Vehicle Equipment** – Items contemplated to add or upgrade to the current vehicle inventory includes:

First aid kits	Blankets	Sterilized water
Alternative to flares	Rope	Collapsible shovel
Crime scene aids	Tool boxes	Stop Sticks

In-Vehicle Cameras

LED light racks

**Digital Photography** – Digital photography is a far more reliable method to document crime and accident scenes than regular film cameras. Current storage of processed photos is cumbersome. Film processing is expensive. A changeover from film to digital will likely be pursued after research of legal issues and approval by the District Attorney's office.

**Computer Technology** – It is recognized computers will be an ever-evolving technology. The agency is behind the curve in this respect by not having any long-range plan for replacement/upgrade procedures. Current technology is a patchwork approach. We will work with IT to develop a current inventory, establish recommended upgrades and create a standardized replacement plan.

Other technology to be researched for future use will include:

- Digital scanning of documents
- Additional police software modules
- Investigations support software
- Forensic technology
- Mobile Data Terminals for front-line vehicles

# CAPITAL PROGRAMS

## Introduction

Capital Programs are those long-range projects that typically take more than one budget cycle to complete. Extensive planning and research is necessary for these types of projects to be successful. Typically for projects to go forward, wide spread support and acceptance by the community, elected officials and internally must exist.

***The Police Facility*** – The facility was part of the County court system and was built in 1962. In 1981 the City took over the building and conducted renovations for its current use. The square footage for the police facility is 4,728 sq feet.

This document will not go into great detail as to the shortfalls of the current facility. But some important areas of note that need to be addressed include:

- Upgrades of the electrical, plumbing and HVAC systems needed
- Improvements of the detention area to remove liabilities and make the area safer for officers and detainees
- A major need for storage of equipment and materials
- Facilities that are compliant with OSHA and ADA regulations
- Office areas that provide adequate work space, lighting and privacy for employees
- Proper rooms to conduct interviews and interrogations along with an area for in-house meetings and conferences
- Adequate area to allow each employee a locker and storage space

Discussions should begin on a replacement facility as recommended in the Arroyo Study. Efforts will be made to slowly make minor upgrades and improvements to make the current facility more functional in the interim (i.e., carpeting, paint, furniture, etc.).

Accepted space needs developed by the American Architectural Association suggests a police facility should have at least 306 square feet for each full-time employee. Using this number as a guide, Santa Paula needs 14,688 sq feet of work space (48 F/T employees) for current needs. Standard planning techniques for municipal buildings is to design a facility for a life of 20 to 25 years.

The logical first step is to have a Needs Assessment Study conducted for the agency. Typically the study attempts to answer several basic questions:

- 1) If the current facility is inadequate and expansion can be done, how much larger a footprint would be needed?
- 2) Can the current facility be re-habbed and expanded to meet the needs of the organization and community? If so, how do you proceed?
- 3) If the current facility is not to be used, are there current vacant buildings and grounds in the City that could be modified to meet police needs?

- 4) If an entirely new facility needs to be constructed, where is the best location for that to be?
- 5) In all approaches, what are the costs?

Architects with public safety design background usually conduct such studies. This *could* be conducted in-house if the final report is accepted as an accurate depiction of the current conditions and recommendations are appropriate.

**Communications Needs** – The Arroyo Study recommended a communications engineer evaluate the existing radio system and develop recommendations for its modification and/or replacement. Research will be conducted in locating such an expert while budgeting for these services would be included in the next fiscal year.

Long-range implementation plans following the engineer's report will need to be formulated.

# POLICE FINANCING INITIATIVE

## Introduction

In each of the last several years a funding initiative was explored to underwrite needed public safety efforts. While many of the areas recommended in this Strategic Plan do not have a price tag, it is recognized additional categories do need funds. Alternative-funding options will be explored including inclusion in the annual budget and identification of grant opportunities. We recognize the swiftness in the adoption of many of these efforts will be stunted due to lack of adequate funding.

A strong recommendation of this Strategic Plan will be to encourage consideration of one last effort to place a funding initiative on the November 2006 ballot. I am confident that a well-designed education campaign that outlines funding exclusively for support to police infrastructure has a very good chance of passing.

## Funding Areas

Based on this Strategic Plan, I would propose funding in the following areas:

### PERSONNEL

Two Patrol Officers (one for each shift)

One Detective

Two Police Officers for Community Services  
(Crime Prevention, Program coordination, Special Enforcement efforts,  
Schools, Neighborhood and business liaisons, etc)

One Dispatcher

One Community Service Officer

One Clerk

### PROGRAMS

*External Programs* – The Strategic Plan proposes fifteen specific Community programs to be adopted in the coming years for the City. I would anticipate additional programs would be implemented as we get more active in the Community. Many of these programs will need funding to underwrite the costs to ensure they are successful (i.e., printing costs, training, overtime, memberships, equipment, etc.).

*Internal Programs* - Of the programs described to benefit department personnel, four programs are recognized as having a need for specific funding.

## TRAINING

A general guide for police officer training funding is \$500.00/full-time officer. Non-sworn personnel are typically funded at the \$250/employee level with \$125/part-time employee.

The Strategic Plan recognizes significant shortfalls in our Training Program that this funding could help to alleviate. Failure to adequately fund training impacts civil liability, professionalism, and the ability to effectively deliver services to the Community.

## EQUIPMENT

*Computer Technology* - A schedule of computer technology upgrades needs to be addressed. Such upgrades would include a replacement schedule for aging computers, additional computer software and new technology (particularly that of placing Mobile Data Terminals in each of the front-line vehicles).

*Vehicles* - While past funding initiatives have proposed four new vehicles each year, this proposal seeks only two based on the assumption two additional vehicles will be included in the police budget and vehicle alternatives being explored as part of this Plan. Funding also recognizes upgrades to the fleet (i.e., replacement light bars, radios, radar units, in-vehicle cameras, etc.).

*Communications* - Following a communications engineer providing us with recommendations on our communications needs, a schedule for replacement and upgrade would need to be adopted.

## CAPITAL OUTLAY

This proposal suggests a Capital Fund be established to begin to set aside funds to address the future space needs of the police department. Following a Space Needs Assessment, a specific direction can be mapped out that can incorporate this fund as part of the answer on how to underwrite the costs.

## ESTIMATES FOR TARGETED AREAS

PERSONNEL		550,000
Police Officers (5)	400,000	
CSO, Dispatcher, and Clerk	150,000	
PROGRAMS		28,500
Internal Programs	22,500	
Internal Programs	6,000	
TRAINING		23,250
Sworn Personnel	18,500	
Non-Sworn	4,750	
EQUIPMENT		185,000
Vehicles (2) and Upgrades	70,000	
Technology/Communication Upgrades	115,000	
CAPITAL FUND		500,000
<b>TOTAL</b>		<b>\$ 1,286,750</b>