

**City Council FY 09/10 Strategic Plan**  
**Priority Goals – Police Department**

**Goal: Public Safety**

*Strategy: Increase public safety by working collaboratively with other agencies on short-term and long-term prevention, intervention, and enforcement strategies.*

| Objectives  | Six Month Measurements<br>July 1 – December 31, 2009   | Twelve month Measurements<br>January 1, 2010 – June 30, 2010   | Fiscal Impact   |
|---|--|--|---|
| <b>1. Assign additional personnel and assets to the gang unit.</b>  |  |  |   |
| a. Make quality choices of persons assigned to the gang unit.   | Implement, through attrition, enforcement gang officers into the tactical side of VSU. This will allow officers that are proficient in gang enforcement who have no interest in SWAT to be selected for the Gang Unit. | Continued implementation in accordance with Department needs and rotation policy.                                | Funded  |
| b. Assign a crime analyst to the gang unit to process the voluminous data involved in the intelligence gathering process. | Raise part-time position to full-time position. Purchase new software to enhance crime analysis capabilities. Assign CSO to Gang Unit to assist with administrative details.   | Full-Time, trained and equipped crime analyst hired and working out of investigations, to include the Gang Unit. | Unfunded Salary/benefits for full time crime analyst. |
| c. Identify and implement effective violent crime reduction strategies.   |  |  |   |
| d.. Implement the CalGRIP II “Ceasefire” model of violent crime suppression.  | Identify partners and plan logistics of program.   | Program implemented.   | Grant funding. Seek on-going funding source           |
| e. Analyze the use of resource deployment to address crime.   | Review beat and shift structure.   | Re-align beat and shift structure to address documented crime.   | Funded use existing personnel                         |

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**Goal: Public Safety**

*Strategy: Collaborate and work with community partners to address the root causes of crime and implement creative crime prevention/suppression initiatives.*

| Objectives   | Six Month Measurements<br>July 1 – December 31, 2009 | Twelve month Measurements<br>January 1, 2010 – June 30, 2010   | Fiscal Impact                               |
|--|--|--|---|
| <b>1. Identify and implement effective violent crime reduction strategies.</b> |  |  |   |
| a. Implement the CalGRIP II “Ceasefire” model of violent crime suppression.    | Identify partners and plan logistics of program.     | Program implemented.   | Grant funding. Seek on-going funding source |
| b. Analyze the use of resource deployment to address crime.                    | Review beat and shift structure.                     | Re-align beat and shift structure to address documented crime. | Funded use existing personnel               |

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**Goal: Public Safety**

*Strategy: Improve public safety by acquiring the infrastructure and equipment to effectively reduce crime.*

| Objectives   | Six Month Measurements<br>July 1 – December 31, 2009                    | Twelve month Measurements<br>January 1, 2010 – June 30, 2010 | Fiscal Impact                   |
|--|---|--|---------------------------------|
| <b>1. Analyze the distribution/ assignment of uniformed officers in the field based on verifiable, relevant crime patterns and calls for service data.</b> |   |  |                                 |
| a. Hire a competent and well-trained crime analyst.  | Analyze possible budget adjustments and/or grant funds.                 | Hire identified person.                                      | Unfunded possible grant funding |
| b. Review crime patterns and identify effective, targeted deployment strategies.   | Develop analysis strategy. Include all persons affected in the process. | Continue to evaluate and document results.                   | Unfunded possible grant funding |
| c. Prioritize the assignment of field personnel to address identified crime problems based on the analysis of verifiable data.                             | Develop analysis strategy. Include all persons affected in the process. | Continue to evaluate and document results.                   | Unfunded possible grant funding |
| d. Examine alternative patrol officer scheduling to meet crime and calls for service demands.  | Develop analysis strategy. Include all persons affected in the process. | Continue to evaluate and document results.                   | Unfunded possible grant funding |
| e. Re-assess shift and beat assignment bidding process to conform with mission imperative.   | Develop analysis strategy. Include all persons affected in the process. | Continue to evaluate and document results.                   | Unfunded possible grant funding |

# City Council FY 09/10 Strategic Plan

## Priority Goals – Police Department

### Goal: Public Safety

*Strategy: Increase public safety through the effective use of legal strategies and tools.*

| Objectives   | Six Month Measurements<br>July 1 – December 31, 2009   | Twelve month Measurements<br>January 1, 2010 – June 30, 2010   | Fiscal Impact   |
|--|--|--|---|
| <b>1. Reduce the fear of victimization and crime in the community.</b>   |  |  |   |
| a. Improve the quantity and quality of police/citizen contact and interaction.   | Develop critical task area for annual performance review.  | Begin evaluating employees on citizen contact and interaction. | Funded  |
| b. Reward officer investment/ involvement in this area through internal and external recognition and promotion/special assignment preferences.   | Train supervisors to recognize exemplary performance in this area.                                   | Use criteria for promotions/special assignments.               | Funded  |
| c. Improve the quality of officer/ citizen contacts to include citizen service focus and empathic service delivery.                              | Analyze unrestricted officer time available to maximize at key time periods for citizen interaction. | Implement staffing adjustments to maximize unrestricted time.  | Unknown – contingent on need for additional staffing. |
| d. Increase the number of follow-up contacts with citizens by officers.  | Analyze unrestricted officer time available to maximize at key time periods for citizen interaction. | Implement staffing adjustments to maximize unrestricted time.  | Unknown – contingent on need for additional staffing. |
| e. Increase the number of regular non-victim contacts with citizens, improve communication, and inquire about citizen concerns and observations. | Analyze unrestricted officer time available to maximize at key time periods for citizen interaction. | Implement staffing adjustments to maximize unrestricted time.  | Unknown – contingent on need for additional staffing. |

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**Priority Goals – Police Department**

Goal: Establish Neighborhood (Community-oriented) Policing model as the primary method of police service delivery.

*Strategy: Increase public safety by developing programs that prevent visual blight and fear.*

| Objectives   | Six Month Measurements<br>July 1 – December 31, 2009  | Twelve month Measurements<br>January 1, 2010 – June 30, 2010  | Fiscal Impact                 |
|--|---|---|-------------------------------|
| <b>1. Improve officer education re: COP philosophy, methodology and best practices.</b>  |   |   |                               |
| a. Executive and command staff to model the COP philosophy through education, discussion and active support.                                     | Staff to infuse community police ideals throughout the organization by consistently emphasizing the vision, values and mission of the community oriented policing philosophy. | Active measures implemented such as development of a strategic plan and inclusion of a community oriented policing component in the hiring, evaluation and promotional processes. | Funded use existing personnel |
| b. Design shift and beat systems around the implementation of COP to achieve permanent beat assignment (yearly rotation).                        |   |   |                               |
| c. Provide COP participation and performance incentives for field personnel, i.e., special assignments, recognitions, promotion preference, etc. | Identify measures and incorporate into all departmental recognition, selection and promotional processes.   | Use identified measures to make personnel selections.   | Funded use existing personnel |