

POLICE DEPARTMENT

MISSION

The Police Department's Mission is to improve the quality of life in Richmond by providing professional and efficient police services, while striving to attain the highest standards of integrity, innovation and accountability, in partnership with the community.

2006/07 DEPARTMENT GOALS

Reduce gun crimes by 10%.

Improve the Department's homicide clearance rate to 50%.

Achieve a noticeable reduction of blight in the community.

Recruit and hire sufficient sworn and civilian personnel to achieve authorized full staffing levels.

Increase community participation in crime prevention efforts with the goal of reducing crime and improving quality of life.

| | |
|--|---------------------|
| POLICE | |
| ACCOMPLISHMENTS 2005-2006: | |
| FIELD SERVICES BUREAU | |
| Participated in over 200 neighborhood council meetings. | |
| INVESTIGATIVE SERVICES BUREAU | |
| Conducted four multiple agency enforcement projects that impacted violent offenders, parole violators, and career criminals. | |
| Utilizing grant funding, developed a coordinated and comprehensive initiative to support the families of homicide victims in the City. | |
| POLICE ACTIVIES LEAGUE | |
| Completed and implemented the PAL/Youth Works recording studio. | |
| Implemented the After-school tutoring program each weekday. | |
| Increased paid PAL membership to over 1,500 youths. | |
| Served 10,000 children through PAL sports leagues and outreach programs. | |
| Developed and implemented an outreach program in the Easter Hill Village through a collaboration with the Housing Authority Hope VI Program. | |
| | |
| OBJECTIVES 2005-2006: | STATUS |
| FIELD OPERATIONS BUREAU | |
| Increase staffing levels in the bureau so as to provide more time for Community Policing projects. | In-Progress |
| Participate in a minimum of fifty (50) neighborhood council meetings. | Accomplished |
| INVESTIGATIVE BUREAU | |
| Train two detectives on the use of the Computer Voice Stress Analyzer. | Accomplished |
| Conduct four multiple agency enforcement projects to impact violent offenders, parole violators, and career criminals, in conjunction with State, County, and/or Federal law enforcement agencies. | Accomplished |
| INTERNAL AFFAIRS | |
| Destroy the 1999 citizen complaints, Administrative and Board of Inquiry files. | In-Progress |
| Implement fully the Manual of Rules and the new Operations Manual. | Accomplished |
| Implement the computerized Early Warning Tracking System. | In-Progress |
| CRIMINAL INVESTIGATION | |
| Attain a clearance rate of 65% on assigned robbery and assault cases. | In-Progress |

| | |
|---|---------------------|
| Develop a coordinated and comprehensive initiative that will address gangs, guns and violence in the City of Richmond. | In-Progress |
| Create a self-contained enforcement element to support the Criminal Registration Unit that emphasizes intelligence gathering, enforcement, and apprehension of offenders. | In-Progress |
| Develop a coordinated and comprehensive initiative in support of families of homicide victims in the City. | Accomplished |
| SPECIAL INVESTIGATIONS | |
| Coordinate and execute a minimum of two search warrants per month in the Vice/Narcotics Unit. | Accomplished |
| Continue targeting violent narcotic dealers with the use of information from the Criminal Registration Unit database. | Accomplished |
| Coordinate, execute, and maintain procedures to combat and eradicate prostitution in the City. | Accomplished |
| SUPPORT SERVICES BUREAU | |
| Attend a minimum of 15 recruiting events during the fiscal year. | Accomplished |
| Institute monthly testing of police officer lateral and academy graduate applicants. | Accomplished |
| Increase the number of qualified in-house instructors by 25%. | In-Progress |
| Provide continuous training opportunities through POST DVD training sessions. | In-Progress |
| SUPPORT SERVICE – JAIL | |
| Hold quarterly formal and informal training sessions for jail staff on various areas, including fire safety and air pack trainings. | In-Progress |
| Implement an alternative work schedule. | Accomplished |
| RECORDS SECTION | |
| Transfer two years of police reports to microfilm. | In-Progress |
| Charge record clerks with the responsibility of completing DA Packages. | Accomplished |
| Reduce the backlog of computer data entries by assigning a portion of this workload to other staff in the section. | Accomplished |
| Complete a Records Section procedures manual. | In-Progress |
| Reduce the incidence of sick leaves. | In-Progress |
| Institute a study to determine an appropriate level of staffing. | In-Progress |
| CRIME ANALYSIS | |
| Organize neighborhood data in digital format for easier transfer. | In-Progress |
| Reduce time for computer searches by 20%. | Accomplished |
| Increase collection potential on “false alarms” by providing parcel numbers. | In-Progress |
| Increase collection on “false alarms” by 20%. | In-Progress |

| | |
|---|---------------------|
| CAD MAINTENANCE | |
| Increase staffing to a level where a revised work schedule can be implemented. | Accomplished |
| Complete 800 MHz Trunked Communications Four (4) Channel Upgrade. | In-Progress |
| Complete the AMR (ambulance) interface and training for communications and Fire Department personnel. | Accomplished |
| Reduce overall sick leave usage by 20%. | In-Progress |
| Ensure all communications' maintenance contracts are current. | In-Progress |
| CODE ENFORCEMENT | |
| Increase code enforcement and abatement activities by 5%. | In-Progress |
| Clean at least 60% of the City under the mandate of the Vacant Property Parcel. | In-Progress |
| POLICE ACTIVITIES LEAGUE | |
| Complete the PAL facility including a gymnasium and a One-Stop Youth Center. | In-Progress |
| Provide an in-house and individualized training to staff for program development. | Accomplished |
| Develop a structured yearly fundraising plan. | In-Progress |
| Implement a capital Campaign Fundraising Drive to raise funds to equip and furnish the One-Stop Youth Center. | Accomplished |

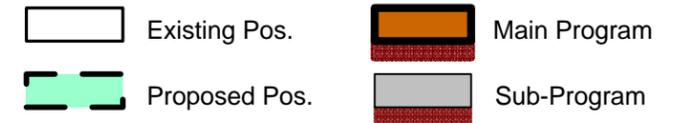
POLICE DEPARTMENT PROGRAM ORGANIZATIONAL CHART

| | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|---|---|
| Administration Chief's Office 1000-10029 | <ul style="list-style-type: none"> *Leadership *Manage Overall Operations of the Police Department | Personnel and Training 1000-10029 | <ul style="list-style-type: none"> *Recruiting, Hiring, and Retention *Coordinate all Department Training *Maintain all Files Associated with Personnel, Backgrounds and Training | Police Activity League 1000-11077 | <ul style="list-style-type: none"> *Outreach to the Community *Serve over 10,000 Children Through Programs | Police Chaplains 1000-10029 | <ul style="list-style-type: none"> * Liaison with Community * Comfort/support Community | Professional Standards 1000-10029 | <ul style="list-style-type: none"> *Investigations into Activity Detrimental to Police Function *Early Warning Tracking System | Technical Services CAD Enhancement 1000-11073 Maintenance 1000-11074 | <ul style="list-style-type: none"> *Operation of Consolidated Dispatch Center *Plan for Equipment Purchase and Upgrades for Communications Center |
| Field Services 1000-10029 | <ul style="list-style-type: none"> *Provide Professional Police Services *Youth and School Programs *Traffic Enforcement *Marine Patrol | Investigative Services 1000-10029 | <ul style="list-style-type: none"> *Conduct Criminal Investigations *Prepare Cases for Court *Multi-jurisdiction Task Force Operations *Obtain Criminal Intelligence | Support Services 1000-10029 | <ul style="list-style-type: none"> *Operate the jail *Coordinate Records Storage and Dissemination *Communications Center *Crime Analysis/COMPSTAT Program | Information Technology 1000-10029 | <ul style="list-style-type: none"> *Manage CAD, RMS, and Mobile Technology *Implement New Technology | Financial Services 1000-10029 | <ul style="list-style-type: none"> *Payroll Management *Accounts Payable *Grant Management *Procurement | Technical Service RMS Records Management 1000-10071/10072 | <ul style="list-style-type: none"> *Provides Records Management Software and Hardware *Maintains Mobile Data Computers |

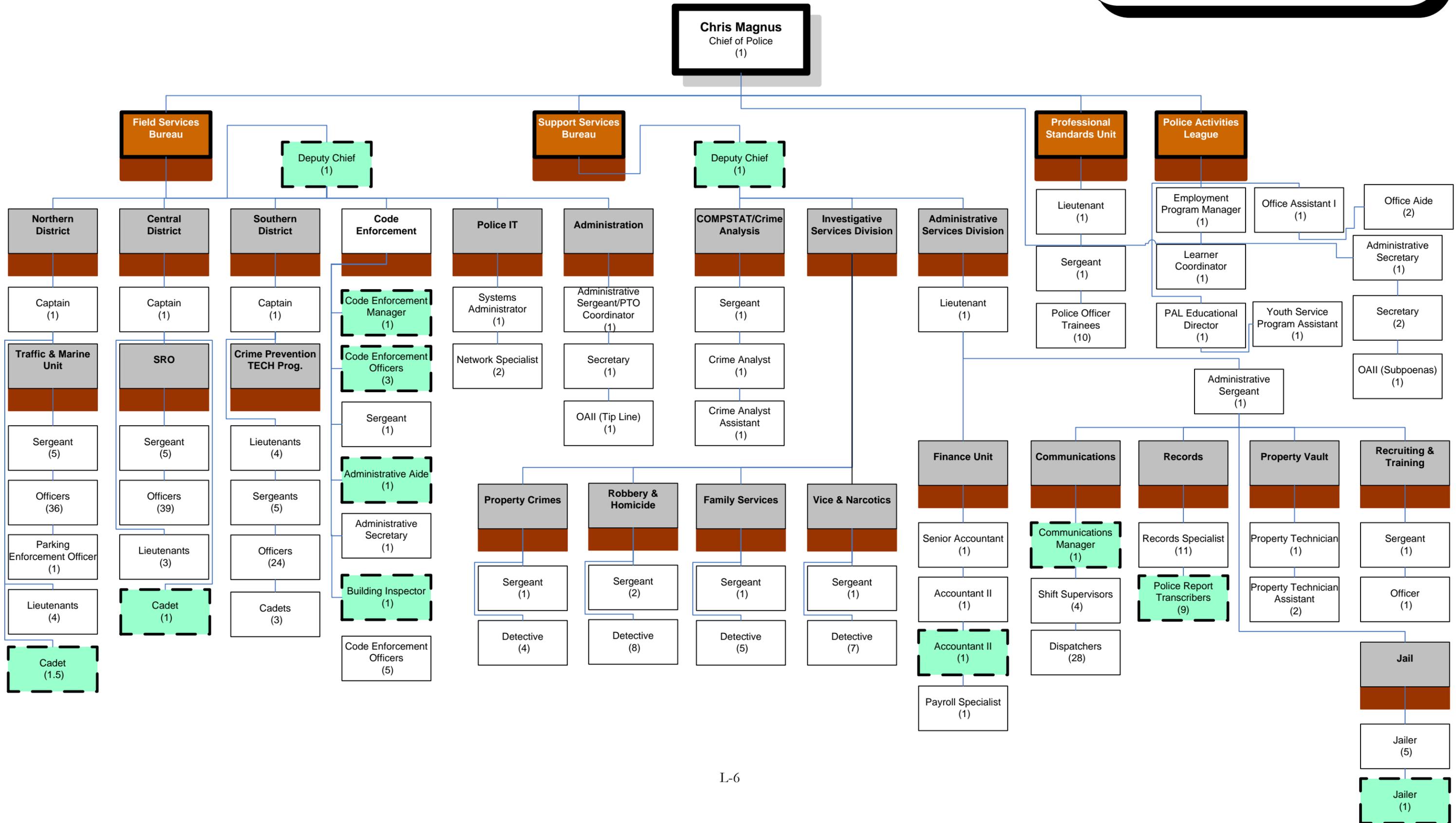


Police Department 2007 Organizational Chart

Legend:



Existing FTE* = 281.5, Proposed FTE*=292.5



Department
Overview

| POLICE DEPARTMENT | MULTI-YEAR | | COMPARATIVE | POSITION | LISTING |
|--------------------------------------|------------------|------------------|-----------------------------|------------------------------|---------|
| | Actual 2003/2004 | Actual 2004/2005 | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 | |
| Staff Summary | | | | | |
| SWORN | | | | | |
| Deputy Chief | | | | | 2.0 |
| Police Captain | 3 | 3 | 3.0 | | 3.0 |
| Police Chief | 1.0 | 1.0 | 1.0 | | 1.0 |
| Police Lieutenant | 7.0 | 7.0 | 13.0 | | 13.0 |
| Police Officer | 148.0 | 128.0 | 133.0 | | 124.0 |
| Police Officer Trainee | 3.0 | 2.0 | 3.0 | | 10.0 |
| Police Sergeant | 23.0 | 22.0 | 26.0 | | 26.0 |
| Asst. Chief of Police | 1.0 | | | | |
| NON-SWORN | | | | | |
| Accountant II | 1.0 | 1.0 | 1.0 | | 2.0 |
| Administrative Aide (PT) | | | 0.5 | | 1.0 |
| Administrative Secretary | 1.0 | 1.0 | 2.0 | | 2.0 |
| Administrative Student Intern | | | 1.0 | | |
| Assistant Police Property Technician | | | 2.0 | | |
| Assistant Property Technician | 2.0 | 2.0 | 2.0 | | 2.0 |
| Building Inspector | | | | | 1.0 |
| Cadet | 2.0 | 1.0 | 8.0 | | 5.5 |
| Code Enforcement Manager | | | | | 1.0 |
| Code Enforcement Officer II | | 5.0 | 5.0 | | 8.0 |
| Communications Dispatcher I | 11.0 | 9.0 | 15.0 | | 15.0 |
| Communications Dispatcher II | 16.0 | 17.0 | 13.0 | | 13.0 |
| Communications Manager | 1.0 | | 1.0 | | 1.0 |
| Communications Shift Supervisor | 3.0 | 4.0 | 4.0 | | 4.0 |
| Crime Analysis Assist. | 1.0 | 1.0 | 1.0 | | 1.0 |
| Crime Analyst | 1.0 | 1.0 | 1.0 | | 1.0 |
| Emergency Services Manager | | 1.0 | | | |
| Employment Program Manager | | | 1.0 | | 1.0 |
| Jailer | 4.0 | 4.0 | 5.0 | | 6.0 |
| Learner Coordinator | | | 2.0 | | 1.0 |

POLICE - Staff Summary Continue

Department
Overview

| | MULTI-YEAR COMPARATIVE POSITION LISTING | | | |
|---|---|------------------|--------------|--------------|
| Staff Summary | Actual 2003/2004 | Actual 2004/2005 | 2005/2006 | 2006/2007 |
| Network and Systems Specialist | | 0.5 | 1.5 | 2.0 |
| Office Aide | | | 2.0 | 2.0 |
| Office Assistant I | | | 1.0 | 1.0 |
| Office Assistant II | 3.0 | | 2.0 | 2.0 |
| Office Specialist | 1.0 | 1.0 | | |
| Officer PAL | 1.0 | | | |
| PAL Educational Director | | | 1.0 | 1.0 |
| Parking Enforcement Representative | 1.0 | 1.0 | 1.0 | 1.0 |
| Payroll Specialist | | | 1.0 | 1.0 |
| Police Property Technician | 1.0 | 1.0 | 1.0 | 1.0 |
| Police Records Specialist | | | 11.0 | 11.0 |
| Police Records Supervisor | 1.0 | 0.5 | | |
| Police Report Transcriber | 6.0 | | | 9.0 |
| PT Office Aide | 2.0 | | | |
| Records Specialist | 11.0 | 11.0 | | |
| School Crossing Guards | 14.0 | 11.0 | 11.0 | 11.0 |
| Secretary | 3.0 | 3.0 | 3.0 | 3.0 |
| Senior Accountant | 1.0 | 1.0 | 1.0 | 1.0 |
| Systems Administrator | | | 0.5 | 1.0 |
| Youth Service Program Assistant | | | 1.0 | 1.0 |
| TOTAL Full-time Equivalents (FTEs) | 274.0 | 240.0 | 281.5 | 292.5 |

| POLICE DEPARTMENT FUNDING SOURCE/S | DEPARTMENT FINANCIAL | | SUMMARY | |
|---------------------------------------|----------------------|-------------------|-----------------------------|------------------------------|
| | Actual 2003/2004 | Actual 2004/2005 | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Cost Recovery | \$ 1,799,971 | \$ 397,395 | | \$ 581,415 |
| Internal Service Fund | | | \$ 5,282,946 | \$ 5,466,250 |
| General Fund | \$ 11,970 | \$ 28,122 | | \$ 43,262,671 |
| Charges for Services | | | | \$ 858,000 |
| TOTAL FUNDING | \$ 1,811,941 | \$ 425,517 | \$ 5,282,946 | \$ 50,168,336 |

| EXPENDITURES | Actual 2003/2004 | Actual 2004/2005 | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|---------------------|---------------------|-----------------------------|------------------------------|
| | Personnel Services | \$ 2,621,537 | \$ 2,043,685 | \$ 36,415,999 |
| Contractual Services | \$ 702,317 | \$ 603,187 | \$ 1,106,223 | \$ 990,524 |
| Other Operating Expenses | \$ 406,875 | \$ 179,567 | \$ 2,393,851 | \$ 2,448,321 |
| Capital Outlay | | \$ 221,512 | \$ 486,243 | \$ 363,428 |
| Allocated Costs | \$ 1,972,041 | \$ 3,897,762 | \$ 7,143,106 | \$ 8,677,176 |
| TOTAL EXPENDITURES | \$ 5,702,769 | \$ 6,945,712 | \$ 47,545,422 | \$ 49,241,956 |
| TOTAL BUDGET | \$ 5,702,769 | \$ 6,945,712 | \$ 47,545,422 | \$ 49,241,956 |

| Estimated Budget by Program | Proposed Budget 2006/2007 |
|-------------------------------|------------------------------|
| Administration | \$ 42,199,293 |
| Police Activity League | \$ 191,256 |
| Code Enforcement | \$ 1,453,537 |
| CAD Maintenance | \$ 4,115,497 |
| CAD Enhancement | \$ 100,000 |
| RMS Records Maintenance | \$ 296,394 |
| RMS Record Enhancement | \$ 23,428 |
| 800 MHz Maintenance | \$ 562,551 |
| 800 MHz Trunked Communication | \$ 300,000 |
| TOTAL BUDGET | \$ 49,241,956 |

Program
Overview

Administration, Field Services & Investigations

| PROGRAM FINANCIAL SUMMARY | | |
|---------------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| General Fund | \$ 41,203,335 | \$ 42,199,293 |
| TOTAL FUNDING | \$ 41,203,335 | \$ 42,199,293 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | \$ 31,666,078 | \$ 31,381,785 |
| Contractual Services | \$ 1,064,023 | \$ 924,024 |
| Other Operating Expenses | \$ 1,555,148 | \$ 1,435,148 |
| Capital Outlay | | |
| Allocated Costs | \$ 6,918,086 | \$ 8,458,336 |
| TOTAL EXPENDITURES | \$ 41,203,335 | \$ 42,199,293 |
| TOTAL BUDGET | \$ 41,203,335 | \$ 42,199,293 |

Program
Overview

Police Activity League

| PROGRAM FINANCIAL SUMMARY | | |
|---------------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| General Fund | 150,878 | 191,256 |
| TOTAL FUNDING | \$150,878 | 191,256 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | \$ 150,878 | \$ 191,256 |
| Contractual Services | | |
| Other Operating Expenses | | |
| Capital Outlay | | |
| Allocated Costs | | |
| TOTAL EXPENDITURES | \$ 150,878 | \$ 191,256 |
| TOTAL BUDGET | \$ 150,878 | \$ 191,256 |

Police

Administration

Service Level

Update, improve, and develop new City ordinances to enhance quality of life, reduce crime, and improve the efficiency of police services

Service
Enhancement

Working with the City Attorney's Office, conduct a review of the public safety sections of the Richmond Municipal Code (RMC)

Performance
Measurement

Was a review of the public safety sections of the RMC reviewed?
Number of RMC codes needing revision
Number of RMC codes revised

Service
Enhancement

Assure the RMC adequately addresses crime and quality of life issues in a constitutional, effective, and efficient manner. Issues to be addressed will include:

- Prostitution
- Loud music
- Drug loitering areas
- Illegal dumping
- Parked/stored vehicles
- Truancy
- Curfew
- Alarm response
- Liquor stores

Performance
Measurement

Were all issues adequately addressed in a constitutional, effective, and efficient manner?

How many issues required and received additional attention?

Police

Administration (Con't)

Service
Enhancement

Recommend changes, revisions, or additions to the code based on identified needs and best practices

Performance
Measurement

Number of additions recommended
Number of additions adopted

Service
Enhancement

Conduct semi-annual roll-call training sessions for all RPD personnel on City ordinance updates and their application

Performance
Measurement

How many semi-annual roll-call trainings were conducted?
Number of RPD personnel trained

Service
Enhancement

Prepare and distribute a quick-reference guide highlighting the most commonly used ordinances

Performance
Measurement

Was a quick-reference guide prepared?
Number of guides distributed

Service
Enhancement

Place the reference guide on the department's Intranet site

Performance
Measurement

Was the reference guide placed on the department's Intranet site?
Number of hits to website guide page

Police

Administration (Con't)

Service Level

Strengthen community confidence and awareness in the department's citizen complaint process and other forms of police performance oversight

Service
Enhancement

Develop a new brochure explaining the process for filing a complaint with the department's Office of Professional Standards

Make this brochure available within the lobby of Police Headquarters and at all Police Department substations, as well as at City Hall

Assure the new brochure is printed in both English and Spanish

Provide a link to the brochure on the department's Website

Performance
Measurement

Was a new brochure developed?

Was the brochure available at the Police Headquarters, Police substations, and City Hall?

Was the brochure printed in both English and Spanish?

Was a link to the brochure provided on the department's website?

Number of brochures distributed

Service
Enhancement

Assure copies of the Police Commission's brochure is readily accessible through the Police Department at the Hall of Justice and all substations

Performance
Measurement

Were copies of the Police Commission's brochure made available at the Hall of Justice and all substations?

Police

Administration (Con't)

Service
Enhancement

Prepare a 30 minute program about the citizen complaint process to air on KCRT-TV hosted by the Chief of Police and staff from the Office of Professional Standards

Performance
Measurement

Was a 30-minute program about the citizen complaint process prepared?
How many times did program air on KCRT-TV?

Service
Enhancement

Conduct at least five presentations about the citizen complaint process to neighborhood or community groups during the year

Performance
Measurement

Were at least five presentations were made to neighborhood or community groups regarding the citizen complaint process in 2006/07?

Service Level

Assure regular and ongoing communication between the Police Department and the Police Commission

Service
Enhancement

The Chief or one of the Deputy Chiefs will attend all meetings of the Police Commission

Performance
Measurement

Number of Police Commission meetings
Number of Police Commission meetings attended by the Chief or Deputy Chief

Police

Administration (Con't)

Service
Enhancement

The Chief or one of the Deputy Chiefs will meet at least quarterly with the Police Commission's Investigative Officer

Performance
Measurement

How many meetings were held between the Chief or Deputy Chief and the Police Commission's Investigative Officer in 2006/07?

Service
Enhancement

The department will provide a yearly report to the Police Commission that contains relevant statistical and other information related to the complaint process

Performance
Measurement

When did the department provide a yearly report to the Police Commission?

Service
Enhancement

Conduct at least one training session for department supervisory and management personnel on the complaint process

Performance
Measurement

How many trainings were conducted on the complaint process?
How many department supervisory and management personnel attended the trainings?

Police

Administration (Con't)

Service
Enhancement

Improve the consistency and appropriateness of how internal and citizen contacts regarding personnel performance are classified
Increase the understanding of differences between “complaints” and “inquiries”

Performance
Measurement

Were trainings or educational materials provided to staff and/or citizens on the difference between "complaints" and "inquiries"?
Was there improvement in the classification of personnel performance?

Service
Enhancement

Insure all internal complaint investigations are completed within the required time period

Performance
Measurement

How many internal complaint investigations were conducted?
What is the median length of time needed to complete an investigation?

Service
Enhancement

Enhance the knowledge and skills of the personnel assigned to the Office of Professional Standards by sending each staff member assigned to the OPS to at least one internal affairs-related training seminar, class, or other educational program (as approved by the Chief of Police)

Performance
Measurement

Number of OPS personnel trained
How many internal affairs-related trainings/programs did OPS staff members attend in 2006-07?

Police

Administration (Con't)

Service
Enhancement

Begin the research process and development of a mediation program to resolve certain kinds of complaints outside the traditional complaint process

Performance
Measurement

Did the research and development of a mediation program begin?

Service
Enhancement

Research and possibly purchase new case management software

Performance
Measurement

Was research conducted on viability of purchasing new case management software?
Was the software purchased?

Service
Enhancement

Explore the possibility of implementing an "Early Warning" process to flag, evaluate, and provide positive intervention for department personnel who need extra training, intervention, feedback, or other support to avoid disciplinary or performance problems related to:

- patterned use of force incidents
- multiple citizen complaints
- excessive sick time
- problems with co-workers, etc.

Performance
Measurement

Was an "Early Warning" process explored?
Has a recommendation been developed?

Police

Administration (Con't)

Service
Enhancement

Develop a "quick-claim" risk management program to address minor private/personal property issues

Performance
Measurement

Was a "quick-claim" program developed?
How many private/personal property issues were addressed using this program?

Police

Field Services

Service Level

Reduce gun crimes (this includes such crimes as Assault with a Deadly Weapon, Shooting into the Air, Possession of Illegal Weapon, Shooting into an Inhabited Dwelling, Armed Robbery, etc.)

Service
Enhancement

Reduce all gun crimes by 10%

Performance
Measurement

2005/06 2006/07

Number of gun crimes

Service
Enhancement

Strengthen our partnership with the appropriate State and Federal agencies to apprehend and prosecute criminals for gun-related offenses

Performance
Measurement

2005/06 2006/07

Number of joint meetings with the appropriate State and Federal agencies

Number of joint programs developed with the appropriate State and Federal agencies

Number of criminals apprehended and prosecuted for gun-related offenses

Service
Enhancement

Increase the number of firearms cases handled jointly by RPD and the ATF for federal prosecution by 300% (from 5 to 15)

Performance
Measurement

2005/06 2006/07

Number of firearms cases handled jointly with RPD and ATF

Police

Field Services (Con't)

Service
Enhancement

Meet monthly with the FBI, DEA, ATF, and U.S. Attorney's Office to coordinate training and enforcement efforts

Performance
Measurement

Number of collaborative meetings

2005/06 2006/07

n/a

Service
Enhancement

Conduct bi-weekly meetings to review gun cases with Federal and local prosecutors

Performance
Measurement

Number of bi-weekly meetings held to review gun cases

2005/06 2006/07

n/a

Service
Enhancement

Use enhanced technology to prevent, apprehend, and prosecute persons involved in gun-related crimes

Performance
Measurement

Number of times enhanced technology was used in regards to gun-related crimes

2005/06 2006/07

n/a

Service
Enhancement

Implement CCTV in gun-violence hot spots

Performance
Measurement

Number of hot spots where CCTV was implemented

Service
Enhancement

Research the feasibility and cost of "Shots-spotter" software and microphones

Performance
Measurement

Was the feasibility study conducted?

Were software and microphones purchased?

Police

Field Services (Con't)

Service
Enhancement

Research the feasibility of funding a “Richmond-specific” IBIS (Integrated Ballistic Information System) sub-program

Performance
Measurement

Was the IBIS sub-program feasibility of funding study conducted?

Service
Enhancement

Increase the training of department personnel to respond as effectively and safely as possible to gun crimes

Performance
Measurement

2005/06 2006/07

Number of trainings given to department personnel
Number of personnel trained

Service
Enhancement

Train sworn personnel in community policing and problem-solving skills consistent with the department’s new neighborhood-based deployment plan

Performance
Measurement

Number of sworn personnel trained in community policing and problem-solving skills

Police

Field Services (Con't)

Service
Enhancement

Develop and provide personnel with a referral guide of community and local government resources to better serve citizens in resolving non law-enforcement issues and needs
Place an electronic version of this guide on the department's Intranet site

Performance
Measurement

Was a referral guide developed?
Number of personnel with guides
Was an electronic version of the guide placed on the department's Intranet site?

Service
Enhancement

Assure all district personnel are trained in the SARA (Scan, Analyze, Respond, Assess) and Problem Based Learning (PBL) models of problem-solving

Performance
Measurement

Number of district personnel trained in SARA and PBL

Service
Enhancement

Provide roll-call training to all Patrol personnel on the following topics:

- Blight abatement expectations and strategies
- Domestic violence
- Dealing with aggressive animals
- Working with neighborhood and community groups

Performance
Measurement

Number of Patrol personnel that received roll-call training on all of the above topics

Police

Field Services (Con't)

Service
Enhancement

Incorporate the "Neighborhood Portfolio Exercise" (NPE) completed by recruits in the PTO Program into a presentation done in front of the department's senior staff and invited community guests

Performance
Measurement

Did PTO recruits start doing NPE presentations as part of departmental senior staff meetings?
How many such presentations were made?

Service
Enhancement

Provide at least one roll-call training program through the District Attorney's Office and/or the ATF for all patrol officers dealing with gun crime prevention and enforcement strategies

Performance
Measurement

Was a training program conducted?
Number of personnel trained

Service
Enhancement

Significantly increase the department's community outreach programs, especially in neighborhoods identified as high risk for gun crimes

Performance
Measurement

Number of community outreach programs developed
Number of community outreach programs presented in high risk neighborhoods

2005/06 2006/07

Police

Field Services (Con't)

Service
Enhancement

Educate and train field supervisors and officers on appropriate personnel deployment and response to emergency calls for service

Performance
Measurement

Number of field supervisors and officers educated and trained on appropriate personnel deployment and response to emergency calls

What type of education was provided?

Service
Enhancement

Explore the feasibility of developing expanded staffing for the Marine Unit, including trained citizen volunteers and reserve officers

Performance
Measurement

Did the department explore the feasibility of expanding staff for the Marine Unit?

Service
Enhancement

Reactivate the "WE-TIP" program to encourage citizens to report illegal gun activity

Performance
Measurement

2005/06 2006/07

Was the "WE-TIP" program reactivated?

Number of "tips" on illegal gun activity from citizens

Service
Enhancement

Teach the GIFT program (Gun Information for Teens) to all Richmond 8th graders. This program uses a doctor, lawyer, and police officer to discuss options, choices, and outcomes related to firearms use and possession

Performance
Measurement

2005/06 2006/07

Number of Richmond 8th graders taught the GIFT program

Number of presentations made

Police

Field Services (Con't)

Service
Enhancement

Research and evaluate Stockton's outreach program targeted at Hispanic youth to decrease gun violence in Richmond

Performance
Measurement

Was Stockton's outreach program researched and evaluated?

Service
Enhancement

Obtain and distribute at least 500 gun locks

Performance
Measurement

Number of gun locks obtained and distributed

2005/06 2006/07

Service
Enhancement

Develop a scholarship-incentive program that encourages high school students to create a viable program for reducing gun violence in their schools

Performance
Measurement

Was a scholarship-incentive program developed?
Number of scholarships awarded

Service
Enhancement

Sponsor one gun buy-back campaign with the goal of buying back 50 firearms

Performance
Measurement

Number of firearms purchased by RPD as a result of the gun buy-back campaign

Service
Enhancement

Develop private sponsorship for this program

Performance
Measurement

Number of private sponsorships obtained for this program

Police

Field Services (Con't)

Service
Enhancement

Air the "Chalk Lines" video on KCRT. This gun violence prevention video was created by a Richmond Police officer.

Performance
Measurement

Number of times the "Chalk Lines" video aired on KCRT

Service
Enhancement

Follow the showing of the video with a discussion of gun violence prevention strategies involving area youth, law enforcement personnel, and other community members

Performance
Measurement

Was there one or more viewings where follow-up discussion took place?

Number of participants involved in discussions

Service
Enhancement

Restructure Patrol workdays to facilitate information sharing between weekend patrol teams and CID personnel

Performance
Measurement

Were Patrol workdays rescheduled?

Did information sharing between weekend patrol teams and CID personnel increase?

Service
Enhancement

Train all Field Services personnel in the use of COMCATE

Performance
Measurement

Number of personnel

Number of personnel trained in the use of COMCATE

Police

Field Services (Con't)

Service Level

Prevent vehicle thefts through citizen and merchant education and through increased enforcement and investigation efforts

Service
Enhancement

Reduce vehicle theft by 5%

Performance
Measurement

2005/06 2006/07

Number of vehicle thefts

Service
Enhancement

Create and air at least one public service announcement dealing with vehicle theft prevention for KCRT

Performance
Measurement

Was a public service announcement created and aired on KCRT?

Service
Enhancement

Arrange for at least one informational program dealing with vehicle theft prevention to be aired on KCRT

Performance
Measurement

Number of informational programs aired on KCRT

Service
Enhancement

Conduct a presentation on vehicle theft to the RNCC (that can be replicated at neighborhood organization meetings throughout the community)

Performance
Measurement

Was the presentation on vehicle theft presented to the RNCC?
Was the presentation replicated at neighborhood meetings?

Police

Field Services (Con't)

Service
Enhancement

Develop a brochure on preventing vehicle thefts

Performance
Measurement

Was a brochure on preventing vehicle theft developed?
Number of brochures distributed

Service
Enhancement

Include a section on the department's website dealing with vehicle theft prevention

Performance
Measurement

Does the department's website include a section on vehicle theft prevention?

Service
Enhancement

Plan an informational campaign for the area media, including the West County Times, related to vehicle theft prevention efforts in Richmond

Performance
Measurement

Was an informational campaign related to vehicle theft prevention efforts developed?

Service
Enhancement

District officers to conduct special outreach efforts at Hilltop Mall and Pacific East Mall involving mall management and business owners to raise awareness of vehicle theft issues occurring in their parking lots

Performance
Measurement

Were any special outreach efforts conducted at Hilltop and Pacific East Malls?

Police

Field Services (Con't)

Service
Enhancement

Develop a section on vehicle theft prevention to be included in forthcoming Citizens' Police Academies

Performance
Measurement

Was a section on vehicle theft prevention included in the Citizens' Police Academies?

Service
Enhancement

Conduct at least one presentation at each Richmond high school dealing with auto theft

Performance
Measurement

Was at least one presentation conducted at each Richmond high school?

Service
Enhancement

Implement a "bait car" operation to apprehend and deter individuals stealing vehicles

Performance
Measurement

Was a "bait car" operation implemented?
How many individuals were apprehended as a result of this operation?

Service
Enhancement

Develop partnerships with the CHP or the Sheriff's Department to conduct these operations

Performance
Measurement

How did the partnership impact enforcement efforts?

Police

Field Services (Con't)

Service
Enhancement

Conduct at least six "bait car" operations a year in designated high vehicle theft areas of the city

Performance
Measurement

Number of "bait car" operations conducted

Service
Enhancement

Develop and implement a "merchant education" program

Performance
Measurement

Was a "merchant education" program developed and implemented?

How many merchants did department personnel make contact with?

Service
Enhancement

Discourage the local sale of "slim jims" (a tool used to circumvent vehicle locks) and spark plugs sold to juveniles

Performance
Measurement

Number of merchants educated on this issue
Number of car thefts

2005/06 2006/07

Service
Enhancement

Identify and target repeat vehicle theft offenders

Performance
Measurement

Number of repeated vehicle theft offenders identified and targeted

Police

Field Services (Con't)

Service
Enhancement

Work with Parole/Probation to identify and put special conditions on parolees and probationers with a history of vehicle theft

Performance
Measurement

Were vehicle theft parolees and probationers identified and were special conditions placed on them?

Service
Enhancement

Alert officers to the individuals on their beats with a known history of vehicle theft through the use of mug shots and other sharing of intelligence

Performance
Measurement

Was a system put in place to alert officers to known vehicle theft suspects?

Service
Enhancement

Provide increased crime analysis to identify key locations as well as date/times of auto theft crimes on the beat and sector level

Performance
Measurement

Number of crime analysis reports developed

2005/06 2006/07

Service
Enhancement

Add an additional detective to Auto Theft Unit

Performance
Measurement

Was an additional detective added to the Auto Theft Unit?

2005/06 2006/07

Police

Field Services (Con't)

Service
Enhancement

Provide increased training for officers in recognizing stolen vehicles (at least one roll-call segment related to this topic)

Performance
Measurement

2005/06 2006/07

Was at least one training provided to officers in recognizing stolen vehicles?

Number of personnel trained

Service
Enhancement

Evaluate the possible use of CCTV in areas where a high number of vehicles are stolen

Performance
Measurement

Was the evaluation completed?

Service
Enhancement

Assure the department's renewed participation in the county-wide task force to catch vehicle thieves and recover stolen vehicles (VSET)

Performance
Measurement

Did the department renew its participation in the county-wide task force?

Police

Field Services (Con't)

Service Level

Reduce crime, build trust, and improve the quality of life for young people in Richmond through enhanced schools and youth programs

Service
Enhancement

Increase the presence and value of officers within Richmond's schools

Performance
Measurement

2005/06 2006/07

Number of school-district funded officers in schools
Number of City-funded officers in schools

Work with school district to determine if school personnel, parents, students, and community members feel that School Resource and district officers are valuable fixtures in Richmond's schools (via survey, feedback, etc.)

Service
Enhancement

Assign two School Resource Officers (SROs) to each high school

Performance
Measurement

Were two SROs assigned to each high school?

Service
Enhancement

Assign one SRO to the Lavonya DeJean Middle School

Performance
Measurement

Was one SRO assigned to Lavonya DeJean Middle School?

Service
Enhancement

Assign an RPD captain or lieutenant to function as Public Safety Director for the West County School District

Performance
Measurement

Was an RPD captain or lieutenant assigned to function as Public Safety Director?

Police

Field Services (Con't)

Service
Enhancement

Encourage SROs and patrol beat officers to develop liaison relationships with all charter and alternative schools in the City

Performance
Measurement

Number of charter and alternative schools in Richmond
Number of liaison relationships developed between SROs and beat officers and these schools

Service
Enhancement

Assure weekly contacts by district officers with all schools in their neighborhood beat areas

Performance
Measurement

Were weekly contacts made between district officers and all schools?

Service
Enhancement

Work with the School District and others to update and evaluate all school safety and security plans

Performance
Measurement

Number of school safety and security plans evaluated
Number of school safety and security plans updated

Service
Enhancement

Maintain specialized safety curriculums within each high school and work with school personnel to explore new teaching and curriculum opportunities for officers

Performance
Measurement

Were specialized safety curriculums maintained within each high school?
Number of times officers taught specialized safety curriculums in schools

Police

Field Services (Con't)

Service
Enhancement

Teach the GIFT program at Lavonya DeJean Middle School

Performance
Measurement

Number of students that participated in the GIFT program taught at Lavonya DeJean Middle School

Service
Enhancement

Assure SROs conduct at least one orientation meeting for parents at each public school to discuss crime and safety issues at the beginning of the school year

Performance
Measurement

Did SROs conduct at least one orientation meeting for parents at each school in the Fall of 2007? Please list the date (s) that each school received an orientation and the number of parents that participated

Service
Enhancement

Coordinate officer-involved school programs with other police department youth programs and services, such as:

- PAL
- Explorer's Program
- Cadet Program
- TECHS
- Juvenile detectives
- Departmental youth mentoring programs

Performance
Measurement

How many officer-involved school programs and other police department youth programs and services were coordinated?

Police

Field Services (Con't)

Service
Enhancement

Implement and support educational, training, and recreational programs for school-aged youth

Performance
Measurement

2005/06 2006/07

How many programs were implemented?

Service
Enhancement

Increase participation in and awareness of the department's Cadet and Explorer programs within the schools by:

Increasing the number of department cadets from 5 to 10

Increasing the number of participants in the department's Explorer Program by 50%

Performance
Measurement

2005/06 2006/07

Number of participants in the Cadet program

5

Number of participants in the Explorer program

Service
Enhancement

Increase youth participation in the Police Activity League (PAL) by 25%

Performance
Measurement

2005/06 2006/07

Number of youth participating in PAL

Service
Enhancement

Partner with the Parks and Recreation Department to sponsor two athletic or other recreational events during the year that bring young people and police together in a positive setting

Performance
Measurement

Number of events sponsored

Police

Field Services (Con't)

Service
Enhancement

Maintain/expand the department's participation in Probation's Peer Court Program

Performance
Measurement

Participation level in the Probation's Peer Court Program

2005/06 2006/07
n/a

Service
Enhancement

Evaluate the effectiveness of the TECHS (Training and Education for Community, Home, and School) Program (sponsored by the Police Department in cooperation with the Crime Prevention Committee)

Performance
Measurement

Was a program evaluation of the TECHS Program completed?

Service
Enhancement

Obtain or develop updated age-appropriate informational, educational, and promotional materials for youth (e.g., stickers, crime prevention coloring books, pencils)

Performance
Measurement

Number of updated age-appropriate materials for youth department obtained or developed

Service Level

Reduce truancy

Service
Enhancement

Implement a regional truancy reduction program involving other area law enforcement agencies, Probation, school personnel, and community outreach programs to reduce truancy by 25%

Performance
Measurement

Regional truancy rate
Was a regional truancy reduction program implemented?

2005/06 2006/07

Police

Field Services (Con't)

Service
Enhancement

Conduct four truancy sweeps during the school year

Performance
Measurement

Number of truancy sweeps conducted
How many students were picked up during each sweep?

| 2005/06 | 2006/07 |
|---------|---------|
| n/a | |
| 1 | |
| 2 | |
| 3 | |
| 4 | |

Service
Enhancement

Re-train all patrol officers in truancy enforcement

Performance
Measurement

Number of patrol officers re-trained in truancy enforcement

Service Level

Increase community participation in crime prevention efforts with the goal of reducing crime and improving quality of life

Service
Enhancement

Improve partnership and communication between the department and neighborhood organizations in the City through geographic deployment of Patrol personnel

Performance
Measurement

Was partnership and communication between the RPD and neighborhood organizations improved?

Police

Field Services (Con't)

Service
Enhancement

Assign every district officer to a specific geographic beat.

Performance
Measurement

Was every district officer assigned to one geographic neighborhood/beat?

Service
Enhancement

Assign supervisors and managers (sergeants, lieutenants, and captains) to geographic areas of the community, not just clock-based shifts, to track crime and return calls for service data, develop plans to address crime trends and patterns as well as quality of life issues, and assume 24-7 responsibility for community-involved policing efforts within their geographic districts

Performance
Measurement

2005/06 2006/07

Were supervisors and managers assigned to geographic areas?

Number of crimes

Number of return calls for service

Were plans to address crime trends, patterns, and quality of life issues developed?

Service
Enhancement

Direct Patrol officers and sergeants to be the primary point of contact for neighborhood organizations and to provide these organizations with relevant and timely crime data, as well as crime prevention and intervention strategies on at least a monthly basis

Performance
Measurement

Do all neighborhood organizations have and are aware that they have a Patrol officer and/or sergeant to be a primary contact person/liaison with the RPD?

Did officers and/or sergeants provided these organizations with relevant and timely crime data, and prevention and intervention strategies on at least a monthly basis?

Police

Field Services (Con't)

Service
Enhancement

Assure regular attendance at all neighborhood and RNCC meetings by appropriate district personnel

Performance
Measurement

Number of neighborhood and RNCC meetings
Number of neighborhood and RNCC meetings attended by appropriate district personnel

Service
Enhancement

Assess citizen needs and concerns regarding police services and overall satisfaction with the department by conducting one survey of each neighborhood organization regarding policing priorities, areas for improvement, and other issues of interest

Performance
Measurement

Number of neighborhoods surveyed
Were the survey findings analyzed and were steps taken by the RPD to address the issues found in the survey?

Service
Enhancement

Strengthen the department's citizen volunteer program by:
Adding ten new members
Expanding volunteer assignments and opportunities, such as:
Assisting with special events
Monitoring CCTV
Assisting as needed at the front counter of the Hall of Justice and in the substations
Arranging for the transportation of police vehicles to the car wash
Conducting crime prevention presentations
Assisting with community mediation efforts

Performance
Measurement

2005/06 2006/07

Number of volunteers
Were the volunteer assignments and opportunities expanded?

Police

Field Services (Con't)

Service
Enhancement

Restructure the Crime Prevention Program to better meet the needs of the department and the community

Performance
Measurement

Was the Crime Prevention Program restructured?
What types of new activities were generated?

Service
Enhancement

Develop the position of part-time Crime Prevention Specialist and assign that person to work with and develop the program

Performance
Measurement

Was a part-time Crime Prevention Specialist position developed and filled?

Service
Enhancement

Develop a short and long term plan for the Crime Prevention Program, including the development of organizational goals, as well as an annual budget

Performance
Measurement

Were both short and long term plans and organizational goals developed for the program?
Was an annual budget developed?

Service
Enhancement

Create five new Richmond-specific crime prevention brochures

Performance
Measurement

Number of new Richmond-specific crime prevention brochures created

Police

Field Services (Con't)

Service
Enhancement

Train one officer from each district and three volunteers in CPTED (Crime Prevention Through Environmental Design)

Performance
Measurement

Number of volunteers trained from each district in CPTED
Number of officers trained from each district in CPTED

Service
Enhancement

Utilize crime prevention volunteers to educate residents in neighborhoods impacted by emerging crime trends

Performance
Measurement

Number of crime prevention volunteers
How many presentations were made by crime prevention volunteers?

Service
Enhancement

Develop and staff a crime prevention information booth to be utilized for at least ten City and neighborhood events

Performance
Measurement

Was a crime prevention information booth developed?
Number of times the crime prevention information booth was utilized at City and/or neighborhood events

Service
Enhancement

Reestablish the structure and goals of the Neighborhood Watch Program

- Create ten new neighborhood watch groups
- Explore new ways to share information with existing watch groups

Performance
Measurement

Number of new neighborhood watch groups created
Were new ways to share information between the department and neighborhood watch groups developed?

2005/06 2006/07

Police

Field Services (Con't)

Service
Enhancement

Educate and inform the community on police operations and services, as well as relevant City ordinances, through formal training programs

Performance
Measurement

2005/06 2006/07

How many formal training programs were provided to the community?

Service
Enhancement

Conduct one Citizens' Police Academy

Performance
Measurement

Was one Citizens' Police Academy conducted?

Service
Enhancement

Conduct one Explorer's Academy

Performance
Measurement

Was one Explorer's Academy conducted?

Service
Enhancement

Present information about quality of life related City ordinances that may be useful to citizens at all active neighborhood organization meetings

Performance
Measurement

How many neighborhood organization meetings are active in Richmond?

How many active neighborhood organization meetings received information about quality of life related City ordinances?

Police

Field Services (Con't)

Service
Enhancement

Develop a brochure specifically dealing with how citizens can best work with the police, especially in terms of preventing, reporting, and helping to solve crimes

Performance
Measurement

Was a brochure developed?
Number of brochures distributed to Richmond residents

Service Level

Reduce the number of traffic collisions within the city by 20%

Service
Enhancement

Increase the number of personnel assigned to the department's Traffic Unit by 50%

Performance
Measurement

Number of personnel assigned to the Traffic Unit

2005/06 2006/07

Service
Enhancement

Complete six DUI checkpoints during the year

Performance
Measurement

Number of DUI checkpoints completed

Service
Enhancement

Work with other area law enforcement agencies to conduct these checkpoints

Performance
Measurement

What other law enforcement agencies did the RPD collaborate with to conduct these checkpoints?

Police

Field Services (Con't)

Service
Enhancement

Participate in the regional "Avoid the 25" public awareness and enforcement program

Performance
Measurement

Did the department participate in the regional "Avoid the 25" public awareness and enforcement program?

Service
Enhancement

Partner with outside agencies to reduce collisions, such as:
CHP
El Cerrito and San Pablo Police Departments

Performance
Measurement

What outside agencies were partnered with?
Number of collisions

| 2005/06 | 2006/07 |
|---------|---------|
| n/a | n/a |

Service
Enhancement

Conduct six pedestrian crosswalk compliance operations

Performance
Measurement

Number of pedestrian crosswalk compliance operations conducted

Service
Enhancement

Explore grant possibilities for replacement of the current radar trailer

Performance
Measurement

How many grant possibilities were applied for?
How many grants were received?

Police

Field Services (Con't)

Service
Enhancement

Reduce speeds and increase pedestrian safety around schools

Performance
Measurement

2005/06 2006/07

Number of speed limits reduced around schools

Number of pedestrian accidents that occurred around a school

Service
Enhancement

Explore best practices for speed reduction in school zones
Work with the Traffic Engineer to evaluate these practices

Performance
Measurement

Were best practices for speed reduction in school zones evaluated
with the help of the Traffic Engineer?
Number of best practices implemented

Service
Enhancement

Recommend increased signage and roadway markings in school
zones

Performance
Measurement

Number of recommendations made
Number of recommendations approved

Service
Enhancement

Develop at least one PSA related to traffic safety near schools

Performance
Measurement

How many PSAs related to traffic safety near schools were
developed and released?

Police

Field Services (Con't)

Service
Enhancement

Conduct a bicycle helmet safety program for all students at Richmond middle and elementary schools

Performance
Measurement

Number of students at Richmond middle and elementary schools that participated in the bicycle helmet safety program

Service
Enhancement

Participate in six "Click it or Ticket" campaigns during the year

Performance
Measurement

How many campaigns did the department participate in?

Service
Enhancement

Develop a traffic safety awards program to recognize exemplary traffic enforcement and prevention efforts

Performance
Measurement

Was a traffic safety awards program developed?
Number of awards given out

Service
Enhancement

Work with the City's Traffic Engineer and the County Health Department to identify high traffic crash locations and to propose possible solutions, including environmental design changes

Performance
Measurement

How many high traffic crash locations were identified?
What types of solutions to the problem were proposed?

Police

Field Services (Con't)

Service
Enhancement

Explore the use of red light running cameras at various high traffic crash intersections in the City

Performance
Measurement

Did the department explore the effectiveness of red light running cameras?

Was a study conducted to determine the feasibility of the project?

Service
Enhancement

Increase traffic enforcement by patrol officers

Performance
Measurement

2005/06 2006/07

Number of traffic tickets issued

Service
Enhancement

Train Patrol personnel in enforcement techniques

Performance
Measurement

How many Patrol personnel were trained in enforcement techniques?

Service
Enhancement

Increase the number of personnel qualified to use radar by fourteen

Performance
Measurement

2005/06 2006/07

Number of personnel qualified to use radar

Service
Enhancement

Conduct an in-house radar training course

Performance
Measurement

Was an in-house radar training course conducted?
How many personnel attended the training?

Police

Field Services (Con't)

Service
Enhancement

Purchase seven additional radar devices

Performance
Measurement

Number of radar devices

2005/06 2006/07

Police

Investigation

Service Level

Reduce the City's homicide rate through better investigations by officers and stronger communication between various stakeholders

Service
Enhancement

Improve the department's homicide clearance rate from 20% to 50%

Performance
Measurement

2005/06 2006/07

What is the department's homicide clearance rate?

Service
Enhancement

Assure the best possible mix of personnel within the Homicide/Robbery Unit and the Patrol Division to share experience, build community contacts, and develop officer skills in homicide investigations

Performance
Measurement

Is there increased diversity in the Homicide/Robbery Unit and the Patrol Division?

What technology and other programs did RPD implement to accomplish this?

Service
Enhancement

Increase the overall life-experience, racial, ethnic, and gender diversity of the Homicide/Robbery Unit

Performance
Measurement

2005/06 2006/07

Number of staff and officers in Homicide/Robbery Unit

Number of races/ethnicities represented in Unit

Number of women represented in Unit

Number of tenured investigators assigned to the Unit

Police

Investigation (Con't)

Service
Enhancement

Focus on recruiting qualified diverse officer applicants to work in the Criminal Investigations Divisions (CID)

Performance
Measurement

Number of officers recruited to work in the CID in 2006/07
Number of diverse officers recruited to work in the CID in 2006/07

Service
Enhancement

Establish minimal criteria and qualifications for CID assignments

Performance
Measurement

Were minimal criteria and qualifications established?

Service
Enhancement

Promote stronger ongoing cooperation and communication between investigators assigned to Homicide and district officers assigned to Patrol

Performance
Measurement

Was a formal process developed to ensure increased collaboration efforts between Homicide investigators and Patrol officers?

Service
Enhancement

Increase the shared responsibilities of district officers in the investigation of major crimes as part of beat ownership

Performance
Measurement

Were shared responsibilities of district officers in the investigation of major crimes as part of beat ownership increased?

Police

Investigation (Con't)

Service
Enhancement

Promote the exchange of information on wanted subjects through enhanced technology, including camera-phones, wireless data transfers (e.g. mug shots), etc.

Performance
Measurement

Was technology implemented which facilitated the exchange of information on wanted subjects?

Service
Enhancement

Have CID personnel attend line-ups at least once weekly and participate in bi-weekly COMPSTAT meetings

Performance
Measurement

Did CID personnel attend line-ups on at least a weekly basis?

Number of bi-weekly COMPSTAT meetings in 2006/07

Number of bi-weekly COMPSTAT meetings attended by CID personnel

Service
Enhancement

Transfer experienced homicide detectives to Patrol to teach and train officers in the field

Performance
Measurement

2006/07

Number of experienced homicide detectives transferred

Number of officers trained

Police

Investigation (Con't)

Service
Enhancement

Assure regular feedback takes place between lead homicide investigators and homicide victims' families for updates, tips, and other information—as well as to reflect the department's concern about these crimes by developing a written policy that establishes protocol for appropriate follow-up

Performance
Measurement

2005/06 2006/07

Was a written policy developed to establish protocol for appropriate follow-up?

n/a

n/a

Service
Enhancement

Develop a program to train and build awareness among patrol officers on communication and outreach skills needed to successfully interview and conduct follow-up with homicide witnesses and other neighborhood residents

Performance
Measurement

Was a program developed?

Number of trainings held on communication and outreach
Number of officers trained

Service
Enhancement

Establish a “train the trainer” group of individuals who will be utilized to build these skills with every officer in the Patrol Bureau

Performance
Measurement

How many individuals were identified to be trainers in the "train the trainer" program?

Number of officers trained

Police

Investigation (Con't)

Service
Enhancement

Work with the DA's Office to establish a Richmond P.D. "liaison attorney" for homicide case review (to be done at the 72-hour briefing point and prior to case submission)

Performance
Measurement

Was an RPD "liaison attorney" position established?
How many homicide case reviews were completed at the 72-hour briefing point in 2006/07?

Service
Enhancement

Implement CCTV at hot spots where violent crimes occur most frequently and evaluate the effectiveness of this technology for continued use

Performance
Measurement

Were CCTV hot spots implemented in violent crime areas?
When was an evaluation on the effectiveness and continued use of this technology completed?

Service
Enhancement

Develop a training session for all patrol officers and chaplains to learn how to conduct conflict resolution between feuding families, individuals, and groups when violence is imminent

Performance
Measurement

Was a conflict resolution training session developed?
Number of patrol officers trained
Number of chaplains trained

Service
Enhancement

Utilize professional trainers in conflict resolution to assist with this process

Performance
Measurement

Number of conflict resolution trainings held
Number of officers trained in conflict resolution

Program
Overview

Code Enforcement

| PROGRAM | FINANCIAL SUMMARY | |
|----------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Cost Recovery | \$ 908,263 | \$ 581,415 |
| General Fund | | \$ 872,122 |
| TOTAL FUNDING | \$ 908,263 | \$ 1,453,537 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | \$ 808,052 | \$ 1,344,170 |
| Contractual Services | | \$ 6,500 |
| Other Operating Expenses | \$ 54,151 | \$ 55,000 |
| Capital Outlay | | |
| Allocated Costs | \$ 46,060 | \$ 47,867 |
| TOTAL EXPENDITURES | \$ 908,263 | \$ 1,453,537 |
| TOTAL BUDGET | \$ 908,263 | \$ 1,453,537 |

Police

Code Enforcement

Service Level

Achieve a noticeable reduction of blight in the community

Service
Enhancement

Increase the number of abandoned vehicles towed from
Richmond public streets by 30%

Performance
Measurement

2005/06 2006/07

Number of abandoned vehicles towed

Service
Enhancement

Train all patrol personnel in the identification and tow
procedures for removing unsafe and junked abandoned vehicles

Performance
Measurement

2005/06 2006/07

Number of trainings conducted
Number of officers trained

Service
Enhancement

Conduct at least one roll-call training program

Performance
Measurement

Was at least one roll-call training program conducted?

2005/06 2006/07

Service
Enhancement

Train five additional cadets in all aspects of abandoned vehicle
enforcement

Performance
Measurement

2005/06 2006/07

Number of cadets trained in all aspects of abandoned vehicle
enforcement

Police

Code Enforcement (Con't)

Service
Enhancement

Conduct ten tow-operations during the year

Performance
Measurement

2005/06 2006/07

Number of tow operations conducted
Number of vehicles towed through tow operations

Service
Enhancement

Focus a segment of Code Enforcement efforts on unlicensed mechanics in the City to discourage illegal parking or storage of vehicles under repair

Performance
Measurement

How many unlicensed mechanics were targeted in these efforts?

Service
Enhancement

Rededicate the Abandoned Vehicle Hotline

Performance
Measurement

2005/06 2006/07

When was the Abandoned Vehicle Hotline rededicated?
How many reports were made to the hotline?

Service
Enhancement

Enhance and utilize the COMCATE software program for tracking complaints that are called in

Performance
Measurement

2005/06 2006/07

Was the COMCATE software program enhanced and utilized for tracking complaints?
How many complaints were tracked using the COMCATE software in 2006/07?

Police

Code Enforcement (Con't)

Service
Enhancement

Assure that the Abandoned Vehicle Hotline is checked daily for new reports

Performance
Measurement

What are the average number of new reports that are logged into the hotline daily?

Service
Enhancement

Assure proper and timely follow-up is done on all complaints

Performance
Measurement

Determine average amount of time needed to handle a complaint
Is proper follow-up is completed on all complaints?

Service
Enhancement

Advertise the hotline number through PSAs, posters, the website, etc.

Performance
Measurement

What different outlets were used to advertise the hotline number?

Service
Enhancement

Develop a flyer for the public about identifying and reporting abandoned cars

Performance
Measurement

Number of flyers distributed

Police

Code Enforcement (Con't)

Service
Enhancement

Develop web-based link to COMCATE for use by the public in reporting abandoned vehicles

Performance
Measurement

Was a web-based link to COMCATE developed for use by the public?

How many reports of abandoned vehicles were made by the public through the web-based link?

Service
Enhancement

Achieve 100% reporting of graffiti and dumped garbage within their neighborhood beats by district patrol officers as soon as is practical

Performance
Measurement

Was 100% reporting of graffiti and dumped garbage by patrol officers achieved in 2006/07?

Service
Enhancement

Assure patrol supervisors communicate this assignment [achieving 100% reporting of graffiti and dumped garbage] to their personnel and consistently enforce this expectation

Performance
Measurement

Did all patrol supervisors communicate the assignment and enforce the expectation to all patrol officers?

Service
Enhancement

Utilize the COMCATE system for tracking graffiti and abatement efforts

Performance
Measurement

How many graffiti and abatement efforts were tracked using the COMCATE system in 2006/07?

Police

Code Enforcement (Con't)

Service
Enhancement

Install COMCATE software on all patrol car MDCs to facilitate this process

Performance
Measurement

Number of patrol cars
Number of patrol cars that can access COMCATE?

Service
Enhancement

Train all patrol personnel in the use of COMCATE

Performance
Measurement

Number of patrol personnel trained in the use of COMCATE

Service
Enhancement

Reduce illegal dumping by 50%

Performance
Measurement

2005/06 2006/07

Amount of illegally dumped tons collected by Public Works

Service
Enhancement

Implement the use of wireless CCTV cameras to monitor dumping "hot spots" and provide follow-up enforcement and prosecution

Performance
Measurement

How many wireless CCTV cameras were used to monitor dumping "hot spots"?
How many arrests or cites were made?

Police

Code Enforcement (Con't)

Service
Enhancement

Work with the City Manager's Office, IT, and the Public Works Department on an RFP for this purpose

Performance
Measurement

Was an RFP developed?
Was a contract executed?

Service
Enhancement

Work with the Public Works Department and private businesses to develop and erect new signage to discourage dumping

Performance
Measurement

Was new signage developed and erected to discourage dumping?
Number of new signs installed

Service
Enhancement

Implement a pilot project for gating/barricading remote areas within the City limits where dumping is an ongoing problem

Performance
Measurement

Was the pilot project implemented?
Number of gates and barricades erected

Service
Enhancement

Conduct 10 sting operations annually to catch violators

Performance
Measurement

Number of sting operations conducted
How many violators were caught as a result of these stings?

Police

Code Enforcement (Con't)

Service
Enhancement

Use KCRT and other local media to expose violators and deter others

Performance
Measurement

Was KCRT and other local media used to expose violators and deter others?

How many violators were exposed through these media efforts?

Service
Enhancement

Evaluate the possible purchase of advertising at local theaters to discourage dumping and inform the community of dumping penalties

Performance
Measurement

Was an evaluation conducted to determine the feasibility of advertising at local theaters?

Service
Enhancement

Coordinate with the Public Works Department to promote neighborhood clean-up efforts (beat officers will assist with such programs)

Performance
Measurement

Number of neighborhood cleanups conducted
How many neighborhood clean-up efforts did beat officers participate in?

Police

Code Enforcement (Con't)

Service
Enhancement

Conduct at least one training session for officers and Code Enforcement personnel on current laws and ordinances related to illegal dumping

Performance
Measurement

Was one or more training sessions on illegal dumping conducted for officers and Code Enforcement personnel?
Number of personnel trained

Service
Enhancement

Work with City Attorney and City Council to toughen penalties for illegal dumping, including possible vehicle seizure/forfeiture

Performance
Measurement

Did the Police department work collaboratively with the City Attorney and City Council to toughen illegal dumping penalties?
How many penalties were toughened?

Service Level

Fully staff and train the Code Enforcement Unit

Service
Enhancement

Hire a civilian Code Enforcement Manager to manage the unit, do long-range planning, and coordinate services with other City departments and appropriate agencies

Performance
Measurement

Was a civilian Code Enforcement Manager hired? If so, when?
What services did the Code Enforcement program provide in 2006/07?

Police

Code Enforcement (Con't)

Service
Enhancement

Fill all authorized Code Enforcement Officer positions and train these personnel in their new responsibilities

Performance
Measurement

How many authorized Code Enforcement Officer positions were filled in 2006/07?

How many new officers receive the appropriate training?

Service
Enhancement

Send Code Enforcement personnel to at least five other cities in the region to learn how those communities are handling compliance issues and blight abatement

Performance
Measurement

What five cities were chosen?

How many Code Enforcement personnel were sent to these cities?

Were reports written to document the key lessons learned from each visit?

Program
Overview

CAD Maintenance

| PROGRAM FINANCIAL SUMMARY | | |
|---------------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 3,930,291 | \$ 4,181,633 |
| TOTAL FUNDING | \$ 3,930,291 | \$ 4,181,633 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | \$ 3,663,772 | \$ 3,658,902 |
| Contractual Services | | |
| Other Operating Expenses | \$ 102,000 | \$ 285,622 |
| Capital Outlay | | |
| Allocated Costs | \$ 164,519 | \$ 170,973 |
| TOTAL EXPENDITURES | \$ 3,930,291 | \$ 4,115,497 |
| TOTAL BUDGET | \$ 3,930,291 | \$ 4,115,497 |

Program
Overview

CAD Enhancement

| PROGRAM | FINANCIAL SUMMARY | |
|-----------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 128,243 | \$ 100,000 |
| TOTAL FUNDING | \$ 128,243 | \$ 100,000 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | | |
| Contractual Services | | \$ 50,000 |
| Other Operating Expenses | \$ 128,243 | |
| Capital Outlay | | \$ 50,000 |
| Allocated Costs | | |
| TOTAL EXPENDITURES | \$ 128,243 | \$ 100,000 |
| TOTAL BUDGET | \$ 128,243 | \$ 100,000 |

Program
Overview

RMS Record
Maintenance

| PROGRAM FINANCIAL SUMMARY | | |
|---------------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 311,660 | \$ 298,638 |
| TOTAL FUNDING | \$ 311,660 | \$ 298,638 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | \$ 127,219 | \$ 186,394 |
| Contractual Services | | |
| Other Operating Expenses | \$ 120,000 | \$ 110,000 |
| Capital Outlay | \$ 50,000 | |
| Allocated Costs | \$ 14,441 | |
| TOTAL EXPENDITURES | \$ 311,660 | \$ 296,394 |
| TOTAL BUDGET | \$ 311,660 | \$ 296,394 |

Program
Overview

RMS Record
Enhancement

| PROGRAM | FINANCIAL SUMMARY | |
|-----------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 50,200 | \$ 23,428 |
| TOTAL FUNDING | \$ 50,200 | \$ 23,428 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | | |
| Contractual Services | \$ 2,200 | \$ 10,000 |
| Other Operating Expenses | | |
| Capital Outlay | \$ 48,000 | \$ 13,428 |
| Allocated Costs | | |
| TOTAL EXPENDITURES | \$ 50,200 | \$ 23,428 |
| TOTAL BUDGET | \$ 50,200 | \$ 23,428 |

Program
Overview

800 MHz
Maintenance

| PROGRAM | FINANCIAL SUMMARY | |
|-----------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 562,552 | \$ 562,551 |
| TOTAL FUNDING | \$ 562,552 | \$ 562,551 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | | |
| Contractual Services | | |
| Other Operating Expenses | \$ 562,552 | \$ 562,551 |
| Capital Outlay | | |
| Allocated Costs | | |
| TOTAL EXPENDITURES | \$ 562,552 | \$ 562,551 |
| TOTAL BUDGET | \$ 562,552 | \$ 562,551 |

Program
Overview

800 MHz Trunked
Communication

| PROGRAM | FINANCIAL SUMMARY | |
|-----------------------|-----------------------------|------------------------------|
| FUNDING SOURCE/S | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
| Internal Service Fund | \$ 300,000 | \$ 300,000 |
| TOTAL FUNDING | \$ 300,000 | \$ 300,000 |

| EXPENDITURES | Adopted Budget 2005/2006 | Proposed Budget 2006/2007 |
|---------------------------|-----------------------------|------------------------------|
| Personnel Services | | |
| Contractual Services | | |
| Other Operating Expenses | | |
| Capital Outlay | \$ 300,000 | \$ 300,000 |
| Allocated Costs | | |
| TOTAL EXPENDITURES | \$ 300,000 | \$ 300,000 |
| TOTAL BUDGET | \$ 300,000 | \$ 300,000 |

Police

Support

Service Level

Recruit and hire sufficient sworn and civilian personnel to achieve authorized full-staffing levels

Service
Enhancement

Implement new recruiting, hiring and retention incentives as recommended by the department and approved by the City Council and the appropriate bargaining units

Performance
Measurement

What hiring and recruiting incentives were recommended by the department?

How many hiring and recruiting incentives were implemented?

Service
Enhancement

Assure the new [retention] incentives are adequately discussed with current employees

Performance
Measurement

Were all current employees made aware of the new [retention] incentives?

Service
Enhancement

Advertise incentives so as to reach potential applicants through the use of:

- The department's new hiring brochure
- The department's updated website
- A recruiting DVD

Performance
Measurement

Was a new hiring brochure created?
Number of hits on updated web page
Was recruiting DVD created?
Number of recruiting DVDs distributed

Police

Support (con't)

Service
Enhancement

Increase recruiting efforts to obtain new and lateral officers on both a regional and local level

Performance
Measurement

2005/06 2006/07

Number of new officers recruited
Number of lateral officers recruited

Service
Enhancement

Participate in six recruiting fairs

Performance
Measurement

Number of recruiting fairs department participated in (via leaving contact information, filing an application or resume, or by indicating on a survey that they heard about the position from a recruiting fair)?

Service
Enhancement

Attend/provide 12-15 recruiting presentations at California community colleges and police academies

Performance
Measurement

How many recruiting presentations did the RPD attend/provide at CCC and police academies?

How many people showed interest in the RPD as a result of these presentations (via leaving contact information, filing an application or resume, or by indicating on a survey that they heard about the position from a recruiting presentation)?

Police

Support (con't)

Service
Enhancement

Work with local businesses, clergy, neighborhood councils, and others to recruit new personnel specifically from Richmond

Performance
Measurement

Did the RPD provide these groups with information about job opportunities within the RPD via brochures, presentations, etc.?
How many groups/organizations did the RPD collaborate with to recruit new personnel?
How many recruits were referred from these groups?

Service
Enhancement

Explore recruiting opportunities (such as a recruiting booth) at the Hilltop Mall

Performance
Measurement

Was a recruiting booth utilized at the Hilltop Mall one or more times?
What other recruiting opportunities were explored?

Service
Enhancement

Meet with clergy from at least 20 different congregations to recruit interested local candidates

Performance
Measurement

How many clergy were met with to help with local recruitment efforts?

Service
Enhancement

Hold a community-based recruiting event to showcase employment opportunities and enlist community support

Performance
Measurement

Number of community-based recruiting events held
How many total people showed up to the events?

Police

Support (con't)

Service
Enhancement

Utilize the Chamber of Commerce to spread the word about employment opportunities with the department

Performance
Measurement

Did the Richmond Chamber of Commerce place an RPD job announcement link on their website, place hiring brochures in their office, advertise upcoming recruiting events, etc.?

Service
Enhancement

Partner with local professional athletic associations (Giants, A's, Raiders, Sharks) to promote RPD job openings

Performance
Measurement

How many partnerships between RPD and professional athletic associations were created?

How many new venues were used to advertise job openings?

Service
Enhancement

Work with marketing consultants to advertise employment openings

Performance
Measurement

What new methods of advertising were used?

Service
Enhancement

Create a new banner and hiring display

Performance
Measurement

Was a new banner and hiring display created?
Number of times new banner was used
Number of times hiring display was used

Police

Support (con't)

Service
Enhancement

Develop new recruiting posters

Performance
Measurement

Were new recruiting posters developed?
Number of locations posters displayed

Service
Enhancement

Utilize at least one billboard in a conspicuous location to promote job opportunities

Performance
Measurement

Was a billboard used to promote job opportunities within the department?
Where was this billboard placed?

Service
Enhancement

Develop and distribute new recruitment "give-away" items

Performance
Measurement

Number of new recruitment "give-away" items distributed

Service
Enhancement

Solicit private donors to fund this project [recruitment DVD]

Performance
Measurement

How much of the project was funded through private donations?

Police

Support (con't)

Service
Enhancement

Increase our efficiency and effectiveness in hiring and processing new applicants

Performance
Measurement

Were changes made to the hiring and processing procedures?

Service
Enhancement

Send ten diverse department personnel to Background Investigations School (at department expense)

Performance
Measurement

Number of diverse personnel sent to Background Investigation School

Service
Enhancement

Utilize community members on our hiring panels

Performance
Measurement

How many hiring panels in 2006/07?
How many hiring panels in 2006/07 utilized community members?

Service
Enhancement

Reevaluate our hiring process with the assistance of the Human Resources Department

Performance
Measurement

Did the department collaborate with HR to reevaluate its hiring process?

Police

Support (con't)

Service Level

Create and upgrade state-of-the-art facilities to meet department and community needs

Service
Enhancement

Facilitate the planning and construction of the new Hall of Justice

Performance
Measurement

Was a liaison assigned from the department to work with the architects for the building?

Service
Enhancement

Conduct a facilities needs assessment with the appropriate consultants

Performance
Measurement

Did department personnel participate in the needs assessment conducted by the developer/architect?

Service
Enhancement

Research the feasibility of relocating the department's Communications Center into the new Hall of Justice building

Performance
Measurement

Was the feasibility report conducted?
Was the department's Communication Center relocated?

Service
Enhancement

Develop a Facilities Committee comprised of a cross-section of sworn and civilian departmental personnel

Performance
Measurement

Was a Facilities Committee developed?
How many meetings were held to discuss facilities needs in the City?

Police

Support (con't)

Service
Enhancement

Identify a secure on-site location or location immediately adjacent to the new Hall of Justice building for improved parking for employees and citizens

Performance
Measurement

Was a parking location secured? Where is it?

Service
Enhancement

Improve and/or relocate three of the current police substations

Performance
Measurement

How many current police substations were improved?
How many current police substations were relocated?
How were the substations improved?

Service
Enhancement

Conduct a needs assessment to determine if the existing substations can be refurbished, or if replacement/relocation is necessary

Performance
Measurement

Was a needs assessment conducted?
How many substations exist?
How many of the existing substations need to be refurbished?
Replaced? Relocated?

Service
Enhancement

Consider soliciting private business/corporate support for cost-sharing associated with the substation facilities

Performance
Measurement

Did the department receive private business/corporate donations? If so, how much was obtained?

Police

Support (con't)

Service
Enhancement

Determine technological and electrical needs within the substations

Performance
Measurement

Was the substations' need for technological and electrical work determined?

Service
Enhancement

Replace dated and/or inadequate office furniture

Performance
Measurement

What was the cost of replacing the furniture?

Service
Enhancement

Develop a building maintenance plan for these facilities

Performance
Measurement

Was a building maintenance plan developed for these facilities?

Service
Enhancement

Locate an improved secure storage facility for property and evidence

Performance
Measurement

Was an improved secured storage facility located?

Police

Support (con't)

Service
Enhancement

Complete an environmental assessment of the current basement facility

Performance
Measurement

Was an environmental assessment completed of the current basement facility?
Were the findings acted upon?

Service
Enhancement

Research off-site facilities to accommodate the longer-term storage of homicide and other major case evidence

Performance
Measurement

Was an off-site facility located for case evidence storage?

Service
Enhancement

Coordinate with the Office of Emergency Services (OES) to evaluate future Emergency Operations Center (EOC) needs

Performance
Measurement

Was an evaluation of future EOC needs completed?

Service
Enhancement

Work with others in City government (City Manager, Fire Chief, OES Coordinator, etc.) to evaluate and determine an appropriate location for the EOC

Performance
Measurement

Was an evaluation for the EOC location completed?
Was a location decided upon?

Police

Support (con't)

Service
Enhancement

Assess the merits of using the existing Communication Center location as a possible new EOC location

Performance
Measurement

Was a study conducted on using the existing Communication Center as a new location for the EOC?

Service Level

Enhance internal and external communication through improved use of technology

Service
Enhancement

Implement electronic crime and other incident reporting systems for use by police personnel and citizens

Performance
Measurement

Were electronic systems implemented?
Number of crimes reported electronically by citizens

Number of crimes reported electronically by police personnel

Service
Enhancement

Provide each member of the department with his or her e-mail address and voicemail extension

Performance
Measurement

Number of department personnel
Number of department personnel provided with an email address and voicemail extensions

Police

Support (con't)

Service
Enhancement

Train all personnel on the use of these applications

Performance
Measurement

Number of personnel trained on how to use the applications

Service
Enhancement

Assure all Patrol personnel can access e-mail through the mobile data computers (MDCs) in the department's patrol vehicles

Performance
Measurement

Was the technology put in place to allow all Patrol personnel to access e-mail through the MDCs in patrol vehicles?

Service
Enhancement

Publish this information on the City website and on business cards provided to sworn and appropriate civilian personnel

Performance
Measurement

Was the City's website updated to include e-mail and voicemail extensions of appropriate department personnel?
Were business cards produced and distributed to appropriate personnel with the new information?

Service
Enhancement

Develop an updated policy governing voice and e-mail usage by October 1, 2006

Performance
Measurement

Was an updated policy governing voice and e-mail usage developed by October 1, 2006?

Police

Support (con't)

Service
Enhancement

Create and distribute an electronic version of mandatory departmental reports to replace existing paper reports

Daily Bulletin

Daily Watch Commander's Log

Weekly Bureau Reports

Performance
Measurement

Were electronic versions of mandatory departmental reports (Daily Bulletin, Daily Watch Commander's Log, and the Weekly Bureau Reports) created and distributed to supervisory personnel?

Service
Enhancement

Begin the process of converting previously filed hard copy offense and traffic reports to digital records

Performance
Measurement

What percentage of all reports were converted to digital records?

Service
Enhancement

Subcontract for document scanning services

Performance
Measurement

Did the department subcontract for document scanning services?

Service
Enhancement

Purchase document retrieval stations

Performance
Measurement

Are document retrieval stations functioning as intended?

Police

Support (con't)

Service
Enhancement

Create and maintain electronic file storage systems

Performance
Measurement

Were electronic file storage systems created and maintained?

Service
Enhancement

Assure accountability and communication through project management software

Performance
Measurement

Has the COMCATE system increased accountability and communication?

Service Level

Provide department personnel with needed equipment and training to meet community needs and department goals and objectives

Service
Enhancement

Commence work on a department-wide five year master training plan for all personnel, covering all assignments and ranks

Performance
Measurement

Was 50% of the department-wide five year master training plan completed?

Service
Enhancement

Establish a committee of department personnel to assist with the development of this plan.

Performance
Measurement

Was a committee established?

Police

Support (con't)

Service
Enhancement

Train appropriate department personnel during the budget year in the utilization of new technologies being implemented by the department, including:

- COMCATE software

- Outlook e-mail

- MDC-based Intranet Access

- GIS based crime analysis

- MDC report writing software

- Voicemail system

- Police report transcription/dictation equipment, software, and protocols

Performance
Measurement

Number of department personnel trained in each of the new technologies

Service
Enhancement

Supply, upgrade, and assure quality control related to essential safety equipment for all sworn personnel, including:

- Ballistic vest

- Firearms

- Pepper spray

- Batons

- Gas-masks

- Tasers and Tasers-related training

Performance
Measurement

Number of sworn personnel with upgraded safety equipment

Police

Support (con't)

Service
Enhancement

Expand mutual aid opportunities with other regional law enforcement agencies to share equipment and specialty resources

Performance
Measurement

Were mutual aid opportunities expanded?
How many other regional law enforcement agencies participate in the mutual aid opportunities?

Service
Enhancement

Increase awareness by supervisory personnel of protocols associated with mutual aid requests through an annual training presentation

Performance
Measurement

Was an annual training presentation made?

Service
Enhancement

Review alternative sources of equipment procurement, such as surplus military supplies, corporate and community sponsorships, etc., to reduce costs

Performance
Measurement

How many alternative sources of equipment procurement were identified?
What sources were pursued?
What cost reductions were achieved?

Service
Enhancement

Evaluate the possible expansion of the air support (helicopter) program

Performance
Measurement

Was an evaluation of the air support program completed?
Was a recommendation made regarding the department's future commitment to the air support program?

Police

Support (con't)

Service
Enhancement

Establish a regiment for the maintenance and upgrading of perishable skills and training needed by department personnel

Performance
Measurement

Was a regiment established for maintenance and upgrading of skills and training?

Service
Enhancement

Provide annual "Response to Resistance" (Use of Force) training for sworn personnel

Performance
Measurement

Number of department sworn personnel who received updated/refresher "Response to Resistance" training

Service
Enhancement

Evaluate training needs related to emergency vehicle operations and make recommendations on how this training should be delivered in the future

Performance
Measurement

Were emergency vehicles operation training needs evaluated?
Were recommendations made on how future training should be delivered?

Police

Support (con't)

Service
Enhancement

Develop and/or improve supervisory training provided to sergeants, lieutenants, captains, chiefs, and civilian managers within the department to assure these personnel understand and can meet their job expectations as well as continue their career development

Performance
Measurement

Number of supervisors
Number of supervisors trained
Number of supervisors that received a performance evaluation
Do personnel have an understanding of their job responsibilities and expectations (as measured by their participation and performance in the department's COMPSTAT process)?

Service
Enhancement

Conduct weekly senior staff meetings for captains and above

Performance
Measurement

How many weekly senior staff meetings were conducted in 2006-07?

Service
Enhancement

Conduct every other week staff meetings for lieutenants and above

Performance
Measurement

How many bi-weekly meetings were conducted in 2006-07?

Police

Support (con't)

Service
Enhancement

Develop a "recommended reading list" for management development made available to sergeants and above

Performance
Measurement

Was a "recommended reading list" developed and distributed?

Service
Enhancement

Build a library of management and executive law enforcement reading materials available for check-out within the department

Performance
Measurement

Was a library created?

Service
Enhancement

Distribute articles and other relevant reading material on appropriate management development topics at every other weekly staff meetings to all management and administrative personnel

Performance
Measurement

Based on feedback from management and administrative personnel, how useful were the materials?

Service
Enhancement

Bring all sworn and civilian supervisors, managers, and administrators together for a "management retreat" at least once during the year

Performance
Measurement

Was one or more "management retreats" held in 2006-07?

Police

Support (con't)

Service
Enhancement

Send at least three command-level personnel to the International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF) annual meetings

Performance
Measurement

How many command-level personnel were sent to the IACP and PERF annual meetings?

Service
Enhancement

Provide all personnel with no less than six training bulletins or training-related newsletters over the course of the year dealing with policing and/or other community issues

Performance
Measurement

How many training bulletins or newsletters were provided to all personnel in 2006-07?

Service
Enhancement

Confer with the Sheriff's Department regarding staffing contracts for Marine patrol services

Performance
Measurement

Were conversations/meetings held with the Sheriff's Department to discuss staffing contracts?

Police

Support (con't)

Service Level

Better manage calls for service to improve efficiency and increase the time available for officers to address community needs and issues

Service
Enhancement

Develop alternative approaches for handling non-priority calls for service

Performance
Measurement

Were alternative approaches developed for handling non-priority calls for service developed?

Service
Enhancement

Develop and expand the use of mail-in reports by officers and/or citizens

Performance
Measurement

Number of mail-in reports by officers
Number of mail in reports by citizens

| 2005/06 | 2006/07 |
|---------|---------|
| n/a | |
| n/a | n/a |

Service
Enhancement

Develop and enhance the use of "e-reporting" various crimes and other incidents by officers and/or citizens

Performance
Measurement

Number of "e-reports" made by officers
Number of "e-reports" made by citizens

| 2005/06 | 2006/07 |
|---------|---------|
| n/a | |
| n/a | n/a |

Police

Support (con't)

Service
Enhancement

Explore the possibility of using officers, retired personnel, and volunteers to handle certain kinds of phone and lobby reports

Performance
Measurement

Was the possibility of using officers, retired personnel and volunteers explored?

Was a decision made to use any of these groups?

Service
Enhancement

Create user-friendly electronic templates to streamline report-taking

Performance
Measurement

Were user-friendly electronic templates created?

Was report-taking streamlined?

Service
Enhancement

Schedule time on a daily basis for district officers to handle neighborhood concerns, impact crime hot spots, conduct investigative follow-up, do foot and bike patrol, and coordinate with other service providers as needed

Performance
Measurement

Was daily time set aside for district officers to handle the above responsibilities?

Service
Enhancement

Develop a new code to track officer activity related to geographic responsibilities

Performance
Measurement

Was a new code to track officer activity developed?

Police

Support (con't)

Service
Enhancement

Train dispatch and patrol personnel to reduce "cross-town" dispatching

Performance
Measurement

2005/06 2006/07

Did dispatch and patrol personnel receive training on how to reduce "cross town" dispatching?

Service
Enhancement

Develop protocols for advising the public on anticipated response times to calls for service and reasons for delays

Performance
Measurement

Were protocols developed?

Service
Enhancement

Evaluate the feasibility and appropriateness of developing non-response protocols to specific types of service

Performance
Measurement

Was an evaluation of the feasibility and appropriateness of developing non-response protocols completed?