

OWATONNA POLICE DEPARTMENT

Business Plan Strategic Directions

Goals

“The best way to predict the future is to create it.”

Peter Drucker



2010 - 2011 BUSINESS PLAN

Business Plan Strategic Direction

1

Goal: ADMINISTRATION

Build effective systems and processes that support accountability and excellence in police service delivery.

The Owatonna Police Department continuously strives to improve the effectiveness and efficiency of policing activities. The Department's internal planning and resource allocation processes have evolved to ensure a more rigorous, business-like approach to service delivery decisions. The 2010 Business Plan: In Pursuit of Excellence, builds on this approach.

The series of objectives and action plans under the Administrative strategic goal are designed to ensure that the department has the right infrastructure to support effectiveness and efficiency in our core police functions.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
A1 Provide Quality Services – Commitment to further enhancing the delivery of our services by : providing strong customer service to include quick response to both internal and external customers; strengthening communications with the community; promptly addressing community concerns; and continuing to evaluate the effectiveness and efficiency of our operations, including eliminating programs and operational protocols that do not maximize the quality of police services to the community.	A1 A) Develop strategies that develop a workforce responsible to community needs	A1



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>A2 The Department has cultivated a reputation for pioneering innovative policing strategies and is committed to further advancing our organization through: challenging the limits of traditional public safety methods, proactively implementing new information technology systems; conducting cutting edge research; incorporating the best law enforcement practices into our operations; working cooperatively and collaboratively with other agencies; and striving to develop a proactive environment that fosters creative thinking and the development of new law enforcement methods.</p>	<p>A2</p>	<p>A2</p>
<p>A3 Review, measure, and act on the effectiveness and efficiency of current work functions by Enhance the performance of work functions through process analysis and improvement. Expand the effectiveness of internal business processes through the use of technology and training.</p>	<p>A3</p>	<p>A3</p>



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE

ACTION PLAN

PERFORMANCE INDICATORS

A4 To educate our department / personnel on community expectations. Effective policing depends greatly on the level of confidence and respect that officers and staff attract from the public. The public must be assured that they can count on receiving fair, prompt, and professional service in all their interactions with the police. We need to continually monitor community satisfaction to ensure that quality service standards are met and exceeded. Calls for service from the public must be managed effectively and efficiently. Public safety cannot be compromised. Public order maintenance and law enforcement represent the reactive side of policing which must be balanced well in the face of the problem solving model.

A4

A4



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>A5 Maintain a healthy and productive work environment which will require Owatonna Police Department Leadership continue to adapt and apply the best practices at all levels of management and supervision while fostering a positive workplace culture that ensures the effective flow of information.</p>	<p>A5</p>	<p>A5</p>
<p>A6 Resource Management – To ensure effective, efficient and economical service delivery, we must manage all of our resources exceptionally well. We must focus our energy and direction to create an environment that enables the department to recruit, train, motivate, and retain the people needed for the demanding jobs of today and tomorrow.</p>	<p>A6</p>	<p>A6</p>



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>A7 To monitor and respond to evolving service delivery and organization expectations, and match deployment to community needs.</p>	<p>A7 To develop a comprehensive Equipment Plan to ensure current and future needs are met</p>	<p>A7</p>
<p>A8 Strengthen and promote a positive and supportive police presence, image and profile within the Owatonna community</p>	<p>A8 Quality and Excellence: Most businesses and organizations strive for excellence they can prove, and we are no exception. Past success equals new levels of measurable success.</p>	<p>A8</p>
<p>A9 Organizational Assessments 2011</p>	<p>A9</p>	<p>A9</p>



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
A10 Explore new strategies to enhance the level of professionalism (attitude, accountability, pride, team spirit, customer service)	A10	A10
A11 Foster a culture of service through collaboration, integrity, and professionalism – Service, Leadership, Integrity.	A11	A11
A12 Achieve a high performance department by maximizing the potential of all personnel	A12	A12
A13 To support consistent organizational practices by ensuring documentation of internal policies, operating procedures, and directives.	A13	A13
A14 Undertake initiatives to further develop employee engagement and connection with the department.	A14	A14
A15 Improve self-accountability and supervisory accountability to ensure compliance to existing orders, polices and procedures as they relate to service delivery.	A15	A15
A16 Service capacity: enhance service needs while continuing to meet our departments' needs and our stakeholders accountabilities.	A16	A16



Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
A17 To manage and evaluate business processes more effectively.	A17 A) Action Requests, Directed Patrols, Ordinance Enforcement	A17
A18 Advanced Organizational Development	A18	A18
A19 Strengthen intra-government relationships	A19	A19
A20 With the growing pressure of greater fiscal and operational accountability, escalating police costs, expanding demands, shrinking budgets, and limited human resources, the department will strive to find ways to improve productivity and provide value-added services. The OPD is committed to optimizing its efforts and to aligning its resources in the most efficient and effective manner to meet the changing circumstances of our community.	A20	A20
A21 Financial perspective-reduce financial liability through recognition and resolution of risk management issues. Forecast existing and future resource needs to accommodate facility upgrade and accomplish OPD mission.	A21	A21



2010-2011 BUSINESS PLAN

Business Plan Strategic Direction

1

Goal: ADMINISTRATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
A22 To deliver financial processes to support the organization	A22	A22
A23 Continue to implement performance management systems based on data/intelligence/performance expectations as they relate to the mission, vision, and core values.	A23	A23
A24	A24	A24
A25	A25	A25
A26	A26	A26



Business Plan Strategic Direction

2

Goal: COMMUNICATION

Build effective communication methods, strategies, and infrastructure to improve internal and external relationships

Effective communication is recognized by the Owatonna Police Department as one of the critical factors in achieving the organization's vision. As a result, the Owatonna Police Department will continue to enhance information and technology resources and develop communication strategies to ensure greater linkages and effective interaction at all levels with the department and community.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>INTERNAL:</p> <p>C1 Promote an environment of honest and clear lines of communications. To make internal communications more efficient throughout the organization and ensure greater linkages at all levels of the department.</p> <p>C2 Strengthen employee understanding of the Owatonna Police Department and its initiatives and secure support for the future direction of the department. Explore opportunities to communicate the strategic direction throughout the organization.</p>	<p>INTERNAL:</p> <p>C1</p> <p>C2</p>	<p>INTERNAL:</p> <p>C1</p> <p>C2</p>



Business Plan Strategic Direction

2

Goal: COMMUNICATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>INTERNAL: C3 Undertake initiatives to further develop employee engagement and connection.</p>	<p>INTERNAL: C3 A) EAG</p>	<p>INTERNAL: C3</p>
<p>C4 Develop PRIDE in our jobs and our workplace culture.</p>	<p>C4</p>	<p>C4</p>
<p>C5 Implement Employee leadership and Advisory Group</p>	<p>C5 A) Develop and implement selection process to include both sworn and non-sworn personnel</p>	<p>C5</p>
<p>C6 Ensure effective management communications</p>	<p>C6 A) Internal needs survey completed by EAG B) Increase accessibility and interaction with administration-eliminate the “we” vs “us” attitude</p>	<p>C6</p>



Business Plan Strategic Direction

2

Goal: COMMUNICATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>INTERNAL: C7 Link individual performance to organizational performance: communicate this necessity</p>	<p>INTERNAL: C7</p> <ul style="list-style-type: none">A) Communicate performance expectationsB) Communicate and reinforce patrol district goals and prioritiesC) Implement evaluation mechanisms and provide regular feedback on goal progress and outcomesD) Ensure patrol district goals support organizational goals	<p>INTERNAL: C7</p>



Business Plan Strategic Direction

2

Goal: COMMUNICATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>EXTERNAL:</p> <p>C8 Develop and implement strategies to promote and enhance the Owatonna Police Department image with the public.</p>	<p>EXTERNAL:</p> <p>C8</p> <p>A) Better educate the public about how they can provide feedback regarding the actions of an officer and/or police services</p>	<p>EXTERNAL:</p> <p>C8</p>
<p>C9 Maintain regular communication between the Owatonna Police Department and city government, enabling input and collaboration on projects that impact all.</p>	<p>C9</p>	<p>C9</p>
<p>C10 Further develop marketing and communication strategies to facilitate the two-way flow of information between police and community: "Branding"</p>	<p>C10</p> <p>A) Make our crime prevention, personal safety, and other information available in several languages</p>	<p>C10</p>
<p>C11 To continue to increase community awareness about community and police values, programs and initiatives, local crime statistics and trends.</p>	<p>C11</p> <p>A) Implement continuous enhancements to the police department website</p> <p>B) To make certain every citizen can locate appropriate resources within the department easily and effectively in various language options.</p> <p>C) To develop public relation strategy and increase public awareness about the police department and its service responsibilities and priorities.</p>	<p>C11</p>



Business Plan Strategic Direction

2

Goal: COMMUNICATION

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>EXTERNAL: C12 Conduct a comprehensive community needs-Satisfaction Survey– every three years to ensure we are delivering quality public services and to build stronger police-community relations.</p>	<p>EXTERNAL: C12</p> <ul style="list-style-type: none"> A) Compliment/Complaint Form B) Website: Compliment/Complaint Form C) Website: Service Satisfaction Survey D) Promote awareness of department website E) Promote media messaging through Nixle, Twitter, and Facebook 	<p>EXTERNAL: C12</p>
<p>C13 Strengthen working relationships with neighboring police agencies</p>	<p>C13</p> <ul style="list-style-type: none"> A) Local, County, State, Federal 	<p>C13</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

Create a safer community by maximizing the efficiency and effectiveness of policing operations.

While our community consultation and public opinion over the past five years shows that residents in Owatonna feel safe overall, there are areas of concern related to increased police presence and visibility in local neighborhoods, youth crime and gang violence, and increased traffic safety and enforcement.

The strategic goal of Response lays out initiatives that focus our policing efforts on meeting these community needs. The Department's operational priorities and action plans include improving traffic safety, reducing impact of criminal gangs, and advancing intelligence-led policing—that is, using information proactively to guide patrols, conduct investigations, and solve crime and public disorder issues. Quality of life / Livability Factors?

Initiatives to enhance service delivery in the core functions of crime prevention and assistance to victims of crime are also specified. Together, these initiatives form a comprehensive and cohesive approach to increase safety in the Owatonna community.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>PATROL:</p> <p>R1 Community Patrol / Patrol Deployment – Our patrol function provides vital services to the neighborhoods within our city through various programs / proactive high-visibility initiatives. Despite significant efforts to increase visibility and reduce the fear of crime, high visibility policing is consistently mentioned as a priority in the community safety forums. To embrace community problem solving, we need to revitalize our strategies to reduce the fear of crime and increase visibility. To increase the amount of patrol time for our patrol officers / Increase visibility / To foster community ownership at the frontline and encourage collaborate problem solving.</p>	<p>PATROL:</p> <p>R1</p>	<p>PATROL:</p> <p>R1</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>PATROL:</p> <p>R2 Intelligence Led Policing – To translate credible information into operational activity and results. Developed to support the Department’s crime prevention, enforcement, and suppression efforts. Using analysis of crime and the criminal environment to guide police operations and decision making. Information is gathered on all levels within the organization and then analyzed to create intelligence products which assist police management in formulating the best crime control strategies, tactical operations, and resource allocation plans to better understand and respond to the environment we police.</p> <p>R3 To reduce crime and maintain public safety and order by providing high standards of service in the community.</p> <p>R4 Fight crime-commitment to fighting crime through the development of adaptive and proactive crime prevention, enforcement, and suppression strategies; intelligence-led policing that focuses on analyzing and predicting criminal activity to optimize the allocation of our police resources.</p>	<p>PATROL:</p> <p>R2</p> <p>R3</p> <p>R4</p>	<p>PATROL:</p> <p>R2</p> <p>R3</p> <p>R4</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>PATROL:</p> <p>R5 Youth Crime – To develop and implement enforcement strategies that focus on young offenders. Building on the success of our strategic approach to youth crime, we must continue to update our strategies, monitor the results and consult with our partners to reduce youth crime. Zero Tolerance. To develop and implement in partnership with our community crime prevention, education, and early intervention strategies for young persons. To develop and implement enforcement strategies that focus on young offenders.</p> <p>R6 To reduce the availability and use of illegal drugs in our community. Illegal drug use has been identified as the criminal root causes of many crimes. While drug enforcement has always been a priority in Owatonna / OPD, our citizens and officers have told us that our efforts must be stepped up. We need to continue to focus our efforts on gathering intelligence, enforcing the laws and increasing drug awareness to combat this societal problem.</p>	<p>PATROL:</p> <p>R5</p> <p>R6</p>	<p>PATROL:</p> <p>R5</p> <p>R6</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>PATROL:</p> <p>R7 Department Reorganization – Ensure the Department is well aligned, flexible, prepared for future growth, and able to respond to current and ever changing demands. The reorganization includes.....Traffic / CRCSU</p> <p>R8 Practice beat accountability principles by delivering innovative, coordinated visible and accountable policing to make Owatonna the safest city.</p> <p>R9 To reduce violent crime: to dedicate resources in a way that effectively targets property crime offenders/to reduce property crimes through intelligence-led policing.</p> <p>R10 Reducing responses to on-going and repeated calls for service by incorporating resources and innovative policing into these areas for more effective outcomes – results based approach</p>	<p>PATROL:</p> <p>R7</p> <p>R8</p> <p>R9</p> <p>R10</p>	<p>PATROL:</p> <p>R7</p> <p>R8</p> <p>R9</p> <p>R10</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
PATROL:	PATROL:	PATROL:
R11 To increase traffic enforcement and education, focusing on unsafe driving and high collision areas. DDACTS	R11	R11
R12 Target drugs, weapons, and violent crimes	R12	R12
R13 To develop and implement programs to meet the needs of Owatonna's Youth	R13	R13
R14 Increase safety in and around schools and promote student trust and confidence in the police.	R14	R14
R15 Enhance crime prevention initiatives.	R15	R15
R16 To ensure safe and efficient response to calls that involve emergency response personnel.	R16	R16



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>INVESTIGATIONS:</p> <p>R17 Move towards XX% decrease in clearance rates, based on XX year clearance-rate average</p> <p>R18 Ensure criminal investigations are conducted, prepared, and presented in an effective, timely, and thorough manner.</p> <p>R19 Improve investigative skill training for Patrol and Investigative Personnel</p> <p>R20 Maintain a high level of satisfaction from judicial partners – county attorney / judges / Defense</p> <p>R21 To ensure highly skilled and trained investigators conduct criminal investigations</p> <p>R22 To provide timely and effective response to property crimes</p> <p>R23 Enhance public safety and confidence through crime prevention and investigative excellence</p>	<p>INVESTIGATIONS:</p> <p>R17</p> <p>R18</p> <p>R19</p> <p>R20</p> <p>R21</p> <p>R22</p> <p>R23</p>	<p>INVESTIGATIONS:</p> <p>R17</p> <p>R18</p> <p>R19</p> <p>R20</p> <p>R21</p> <p>R22</p> <p>R23</p>



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
INVESTIGATIONS: R24 Focus on proactive strategies to protect children against cyber crime.	INVESTIGATIONS: R24	INVESTIGATIONS: R24
R25	R25	R25
R26	R26	R26
R27	R27	R27



Business Plan Strategic Direction

3

Goal: *RESPONSE*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<i>SUPPORT SERVICES:</i> R28	<i>SUPPORT SERVICES:</i> R28	<i>SUPPORT SERVICES:</i> R28
R29	R29	R29
R30	R30	R30
R31	R31	R31
R32	R32	R32
R33	R33	R33
R34	R34	R34



Business Plan Strategic Direction

3

Goal: RESPONSE

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p><i>EMERGENCY MANGEMENT:</i></p> <p>R35</p> <p>R36</p>	<p><i>EMERGENCY MANGEMENT:</i></p> <p>R35</p> <p>R36</p>	<p><i>EMERGENCY MANGEMENT:</i></p> <p>R35</p> <p>R36</p>



Business Plan Strategic Direction

3

Goal: RESPONSE

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
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TRAINING:

R

R

TRAINING:

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TRAINING:

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Business Plan Strategic Direction

3

Goal: RESPONSE

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
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COMMUNITY POLICING PROGRAMS:

R

R

COMMUNITY POLICING PROGRAMS:

R

R

COMMUNITY POLICING PROGRAMS:

R

R



Business Plan Strategic Direction

4

Goal: EMPLOYEE SUPPORT

Provide opportunities and services designed to assist members in their personal and professional development.

To ensure that the City of Owatonna is an employer of choice with a high performance , it is critical that we attract, hire, develop, and retain our most valuable resource – our people. The Police Department is committed to ensuring the health and well-being of our staff.

The objectives and action plans supporting the strategic goal of Employee Support are designed to ensure that our employees have the right training opportunities and skills to do their jobs, and draw on their initiative to advance their career objectives in line with the Department's needs and achieve their personal best.

The plan also specifies initiatives that reach out to members of diverse communities to ensure that over time, the police department will evolve to reflect the composition of the community it serves.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
E1 Our personnel are the most vital element in the achievement of our mission, and their personal safety, wellness, growth, and job satisfaction are among the primary concerns for OPD leadership. We remain committed to attracting and retaining the best and to ensuring them a fulfilling career in a first class workplace.	E1 A) Improve leadership development: “Every officer a leader” B) Optimize rotations for career development C) Enhance employee training D) Ensure that all divisions/units/specializations within the department work together on issues, concerns, and emerging trends E) Improve supervision, evaluation, and training of staff	E1



Business Plan Strategic Direction

4

Goal: *EMPLOYEE SUPPORT*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>E2 To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs.</p>	<p>E2</p> <ul style="list-style-type: none"> A) To better manage the civilian and sworn resources to achieve the strategic goals of the department B) Conduct succession planning and position mentoring C) Determine the department hiring and resource needs, as far in advance as possible, in order to maximize the ability to meet those needs given demographic trend and the employee marketplace D) Annual review of OPD organizational structure E) Conduct workload assessment and service delivery analysis taking into account the business plan and the demands for service 	<p>E2</p> <p>Administrative reviews and assessments of personnel and infrastructure needs</p>
<p>E3 To foster a working environment that is built on respect for and recognition of our staff</p>	<p>E3</p> <ul style="list-style-type: none"> A) Increase number of employees recognized B) Employee survey results 	<p>E3</p>



Business Plan Strategic Direction

4

Goal: *EMPLOYEE SUPPORT*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>E4 Work Group Relationships-our employees are our greatest asset and improving employee satisfaction and morale is an important goal within the department</p>	<p>E4</p> <ul style="list-style-type: none"> A) Employee Advisory and Leadership Group (EAG) B) Internal Survey/Analysis 	<p>E4</p>
<p>E5 To provide education, training, and development opportunities to optimize the capabilities of our staff-organizational capacity and identification of individual potential</p>	<p>E5</p> <ul style="list-style-type: none"> A) To designate measurements and benchmarks that reflect organizational performance and the attainment of our vision and mission B) Establish a well defined career development plan C) Enhance supervisory training D) Enhance selection and recruiting process for police officers E) Utilize a committee within organization to address our personnel and recognize their good work 	<p>E5</p> <p>Committee established member recognition procedure implemented</p>



Business Plan Strategic Direction

4

Goal: *EMPLOYEE SUPPORT*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>E6 Promote job satisfaction among members through opportunities for career development, recognition, performance appraisals, and personnel feedback</p>	<p>E6</p> <ul style="list-style-type: none"> A) Conduct a skills assessment inventory B) Establish career path structures C) Ensure training supports career development D) Create more opportunities for lateral career development 	<p>E6</p>
<p>E7 Guild the organizational culture through leadership development, positive labor-management relationships, and continual analysis and improvement of services and service levels</p>	<p>E7</p> <ul style="list-style-type: none"> A) To create a climate that delivers continuous process improvement 	<p>E7</p>
<p>E8 Explore new strategies to enhance the level of professionalism-attitude, accountability, pride and team spirit and customer service</p>	<p>E8</p> <ul style="list-style-type: none"> A) Review career enhancement and officer development and look for “best practices” B) Implement a new performance appraisal system C) Increase the quality of supervision-consistency! D) Continue with current policy in the investigation of public complaints efficiently and professionally 	<p>E8</p> <ul style="list-style-type: none"> Audit new performance appraisal system Review supervisory appraisals & training programs Monthly and annual reporting on Public Complaints



Business Plan Strategic Direction

4

Goal: *EMPLOYEE SUPPORT*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>E9 Achieve a high performance department by maximizing the potential and accountability of all personnel</p>	<p>E9</p>	<p>E9</p>
<p>E10 Foster a sense of employee pride and high job satisfaction, and a belief in the value of individual contribution</p>	<p>E10 A) Invest in the best!</p>	<p>E10</p>
<p>E11 To develop a revitalized approach to recruiting that is reflective of ethnic, cultural, and gender in the community</p>	<p>E11</p>	<p>E11</p>
<p>E12 Increase accountability in best practices related to work place safety</p>	<p>E12 A) Seek a reduction in work related injuries by 15%</p>	<p>E12</p>
<p>E13 Focus on recruitment, retention and promotion issues: work to recruit, retain, and promote personnel so the department reflects the diversity of community</p>	<p>E13 A) Identify barriers to application and/or hiring B) Identify the traditionally disadvantaged groups with the department and provide systems of mentoring that will support leadership, career development, and promotion</p>	<p>E13 Increase in number of female applicants Increase in number of minority applicants</p>



Business Plan Strategic Direction

5

Goal: *TECHNOLOGY*

To provide computer technology in a secure environment, which supports the department operationally and administratively and enhances our ability to best serve the public.

Technology is cornerstone and a thread throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>T1 Enhance Information & Technology Resources to further service delivery</p>	<p>T1</p> <p>A) Continuously assess department technology needs by pursuing functional technology in a timely manner</p> <p>B) Continuously implement functional technology as required by developing training for all technology and evaluating training effectiveness.</p>	<p>T1</p> <p>Information and Technology Progress Report</p>
<p>T2 To provide information and communication technology solutions designed to increase efficiency and effectiveness of policing by leveraging technology to deliver effective and efficient police services</p>	<p>T2</p> <p>A) Develop training that supports technology</p> <p>B) Evaluate technology to enhance administrative and operational functions</p> <p>C)</p> <p>D)</p>	<p>T2</p>



Business Plan Strategic Direction

5

Goal: *TECHNOLOGY*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>T3 Rationalize current equipment inventories, re-search new technology and implement a cyclical replacement schedule. OPD will continue to re-search, develop, acquire, and deploy the most effective systems and technologies to support modern practices in a fiscally responsible manner</p>	<p>T3</p> <ul style="list-style-type: none"> A) Develop, process, and implement online reporting system (web/kiosk) B) J-Scape (electronic software pull from LOGIS/ County Attorney) C) Replacement of Mobile Digital Computers (MDC) 2010/ 4 year rotations D) Replacement of desktop/laptop computers on 3 year rotations/5 per year E) Replacement of In-car Video Camera Systems 	<p>T3</p> <p>Increased efficiency/less repairs Cyclical replacement to replace aging models</p>
<p>T4 To provide information and communication technology solutions designed to increase efficiency and effectiveness of policing</p>	<p>T4</p> <ul style="list-style-type: none"> A) 800 MHz Public Safety Radio System Implementation 2011 B) Smart Screen Technology-modernizing access C) Explore feasibility of voice recognition software for implementation D) In-Car Video Camera Wireless Download Project-Department of Justice Grant 2010 	<p>T4</p>



Business Plan Strategic Direction

5

Goal: *TECHNOLOGY*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
T5 Rationalize current equipment inventories, re-search new technology and implement a cyclical replacement schedule	T5	T5
T6 To improve our policing capabilities by better utilizing technology	T6	T6
T7 To enhance investigative technology by optimizing the use of computer intelligence to prevent and resolve crime	T7	T7
	A) Increase the utilization of crime analysis to identify patterns and trends and ultimately identify those responsible for committing crimes	
T8 To improve officer access to information to allow better client service and officer safety	T8	T8
T9 To provide computer technology in a secure environment, which supports the department operationally and administratively and enhances our ability to best serve the public	T9	T9
	A) To maintain system security and firewall levels in compliance with cooperative requirements	



Business Plan Strategic Direction

5

Goal: *TECHNOLOGY*

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
F10 To explore implementation of high speed wireless data network for patrol cars	F10	F10
F11 Explore voice recognition software for implementation	F11	F11



Business Plan Strategic Direction

6

Goal: FLEET, EQUIPMENT, UNIFORM

To ensure our members have effective and efficient resources to perform their duties.

We must ensure that our best human efforts are supported with appropriate and necessary material resources in order to achieve results.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>M1 To ensure our members have effective and efficient resources to perform their duties</p>	<p>M1</p> <p>A) To provide personnel with the necessary equipment in a timely and efficient manner to safely carry out their duties - OSHA Compliant Rain Gear B) To utilize established committee's to examine and make recommendations regarding the purchase of equipment</p>	<p>M1</p> <p>Review and render decisions on committee recommendations Compliance with department policy, General Order—217 and current labor contracts</p>
<p>M2 Sustain Vehicle Fleet Management</p>	<p>M2</p> <p>A) Continue with squad and associated equipment and technology replacement plans Marked Squads: 100,000 miles or 3 per year Unmarked Squads: 110,000 miles/varied Squad Equipment: Vehicle change-out or two squad rotations</p>	<p>M2</p> <p>Reduction in maintenance and repair expenses</p>



Business Plan Strategic Direction

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Goal: *FACILITIES*

Create a setting that demonstrates respect and appreciation for the work performed by pursuing a state-of-the-art facility and providing staffing levels that support the mission.

A key component of public safety providing quality service to the community is having and maintaining facilities that provide that community with accessibility to the police, provide space for the essential functions critical to effective law enforcement and are functional and current in technologies that allow personnel to accomplish their missions in serving the community. This strategic direction is focused on ensuring that we continually evaluate our facilities' needs and provide new facilities and appropriate enhancement of existing facilities to meet the law enforcement needs of the department and community in the most cost effective manner possible.

OBJECTIVE	ACTION PLAN	PERFORMANCE INDICATORS
<p>F1 To identify and prioritize our current and long-term facility needs with emphasis on level of functionality and productivity. Maximizing workspace suitability through workspace design. Promote productivity through workspace design.</p>	<p>F1</p> <p>A) 2010 Upper level roll call room/training room</p> <p>B) 2011 new facility property/location identification and acquisition</p>	<p>F1</p> <p>Completion of project by May 2010</p> <p>Proceed with and implement solutions to address police operational facility by completing the Facility Plan Study based on cost benefit analysis and land and facility selection details. 2012 construction to begin</p>
<p>F2 To develop a comprehensive Facilities Plan that ensures adequate facilities to meet current and future needs of the Department.</p>	<p>F2</p>	<p>F2</p>
<p>F3 To ensure our facility can accommodate future growth and property storage needs</p>	<p>F3</p>	<p>F3</p>

