

Tustin Police Department
Strategic Plan
2016 - 2020



Tustin City Council



Mayor

Dr. Allan Bernstein



**Mayor Pro Tem
Al Murray**



**Councilmember
Rebecca Gomez**

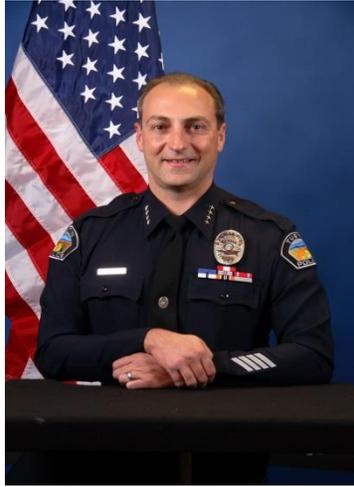


**Councilmember
Chuck Puckett**



**Councilmember
Letitia Clark**

Chief's Message



For nearly nine decades, the City of Tustin Police Department has proudly provided services to the residents, business owners and visitors of the Tustin community. As a department, we must continue to look for new and innovative ways to improve. We have set a standard of service that the community expects and quite frankly deserves. We are proud of our achievements and reputation, but cannot rest on our laurels.

Based on the successes of our last two Strategic Plans, we look forward to building on the foundation that has been built by past visionaries. The 2016 – 2020 Strategic Plan provides our department with a framework and vision from which we can make sound decisions and prepare accordingly. The plan will act as a blueprint enabling us to meet the challenges of today and tomorrow; it is dynamic and will require regular evaluation to ensure its effectiveness.

This Strategic Plan seeks to address challenges in technology, service to the community and the well-being of our employees. The complexities in Law Enforcement are ever increasing and demanding. Now more than ever, it is imperative that we are on the cutting edge of technology, develop strong relationships with the community and take care of the employees who serve the City of Tustin with loyalty and dedication.

The City of Tustin has an ever increasing population and the Tustin Legacy presents potential future growth from a residential, commercial and retail perspective. The Tustin Police Department is well-prepared to provide professional police services to a growing, diverse and vibrant community for years to come.

MISSION STATEMENT

The Tustin Police Department is committed to a policing model of Community Governance. To that end, the Mission is to work in partnership with other city departments, the residential and business community, and other governmental and non-profit agencies to reduce crime, provide a sense of safety and security and improve the quality of life for those who visit, live, and work in the City of Tustin.

VISION STATEMENT

It is our vision to make the City of Tustin and its neighborhoods the most livable and safest in the State of California by incorporating the components of Community Governance into our daily strategies and activities.

VALUES STATEMENT

- For the Tustin Police Department to maintain public trust, we must constantly demonstrate that our partnership with the community will be objective and securely rooted in consistently applied ethical principles. As an organization, our principal goals are the preservation and protection of human life, and propose to fairly and impartially carry out the Mission of the Department with P.R.I.D.E.
- **Partnership** -We take pride in developing relationships with the people we serve.
- **Respect** -We respect and value the dignity and worth of all persons, recognizing that diversity enriches our community.
- **Innovation** -We will remain an innovative and progressive organization through leadership, education and technology in partnership with the community we serve.
- **Dedication** -We hold an individual's right to constitutional protection sacred and place the highest value on preserving life. We are accountable and responsive to the community that we serve.
- **Excellence** -We will strive for excellence through the effective and efficient use of resources, and promote teamwork and the empowerment of employees at all levels.

Planning Process

"Plans are nothing; planning is everything." - Dwight D. Eisenhower

With the completion of the 2012 - 2015 Strategic Plan, Chief Celano decided to embark on a 5 year Strategic Plan to provide direction for the department and more effectively serve the community. During the last Strategic Plan 2012 - 2016, as a result of the diligent work of so many of our employees, we were able to accomplish nearly all of our goals. In summary, we were able to upgrade and improve our emergency management capabilities, upgrade and implement new technologies, enhance and diversify our recruitment process, achieve reaccreditation through CALEA, create a robust social media presence and better recognize and reward our employees. Although this current plan is not designed to be monumental in terms of organizational change, it focuses on improving and building upon the systems we have in place as a means to provide more efficient and effective methods for policing the City of Tustin. Within the plan, there are a few significant strategies that will require extensive research, commitment and funding to complete.

The methodology for completion of this plan is similar to the last two plans. Through trial, error and experience, we believe we have developed a strong template in terms of a Strategic Plan and one that the department is comfortable and confident with. We will continue with a Strategic Plan Steering Committee (SPSC), comprised of management level employees, with the mission of guiding the three main committees and respective sub-committees along the path towards completion of the plan.

We have divided the plan into three main committees: Resources and Technology, Serving our Community and Serving our Employees. The managers overseeing each of the committees have formed sub-committees to address the individual strategies within the plan. Those strategies are detailed in the Implementation Action Plan, included within this Strategic Plan.

We have outlined several individual strategies under each of the three main goals. For each strategy, the SPSC assigned a responsible person(s), an estimated cost (where possible) and a projected completion date. In order to ensure the various strategies are carried out, the SPSC will meet on a regular basis to evaluate the progress and maintain accountability.

Goals and Objectives

*"If you tell people where to go, but not how to get there, you'll be amazed at the results."-
George S. Patton*

There are three main goals for this plan: Resources and Technology, Serving our Community and Serving our Employees. The goals and strategies are on a multi-year timeline and objectives to meet our goals will be identified by committees as we move forward. The objectives will vary in terms of resources needed and the time required to reach our goals. Following is a summary of the three overarching goals and subsequent strategies:

- Resources and Technology:
 - Implement Body Worn Cameras, Upgrade In-Car video/Mobile Computers
 - Replacement of the CAD/RMS system
 - Unmanned Aerial Vehicle Program
 - Pursuit Mitigation
 - Covert Technology (GPS, pole cameras, etc.)
 - CALEA Reaccreditation
 - 911 Phone System Upgrade
 - Unit Radio/Pac Set Upgrade

- Serving our Community:
 - New Command Response Vehicle
 - Legacy Substation
 - Organizational Chart Restructuring
 - Workforce Assessment
 - Expand Community Outreach
 - Special Response Team

- Serving our Employees:
 - Comprehensive Wellness Program
 - Evaluation Process
 - Formal Mentoring Program
 - Facility Security Enhancements

Implementation Action Plan

Plan your work for today and every day, then work your plan. - Margaret Thatcher

Any strategic plan is only as effective as the subsequent method to put the plan into action. We have chosen to include the implementation action plan within this document to serve as a blueprint for staff members to make the goals and objectives of this plan a reality. As we move forward over the next five years, we can mark off the milestones as each one is achieved, thereby building momentum which will carry us through to the successful completion of the plan in 2020. Of course, there will be modifications made along the way, as this is a dynamic and evolving document, responding to the internal and external stimuli as necessary.

Committee #1 – Resources and Technology

Co-chairs: Lt. Greene

<p>Objective: 1.1 – Implement Body Worn Cameras, Upgrade In-Car video/Mobile Computers</p>	<p>Person(s) Responsible: Lt. Greene/Sgt. Nunley</p>
<p>Description: In April 2015, the MAVS, MDC and Body Camera (MMB) committee was formed to upgrade our current in-car video and computer system along with the implementation of Body Worn Cameras. The goals of the committee are to find the best equipment and to integrate as many systems as possible.</p> <p>Costs: 1 million dollars</p>	<p>Status: <i>In process</i> Project approved by Council and installation/implementation in process.</p> <p>Projected Completion Date: June 2017</p>

<p>Objective: 1.2 – Replacement of CAD/RMS</p>	<p>Person(s) Responsible: Lt. Greene</p>
<p>Description: The existing CAD/RMS system is archaic and falling behind as technology advances. A new system is essential to accommodate advances in paperless technology. Interoperability between systems is crucial to personnel time savings and deletion of duplicate works. We need a more robust and advanced system with field reporting, crime analysis and online reporting capabilities.</p> <p>Costs: 1 to 1.5 million dollars</p>	<p>Status: <i>Pending</i> Project is in preliminary stages. Funding is being researched.</p> <p>Projected Completion Date: July 2019</p>

<p>Objective: 1.3 –CALEA Reaccreditation</p>	<p>Person(s) Responsible: Commander Thomas</p>
<p>Description: In April of 2017, we will go through our second reaccreditation process. This process is overseen by the Operations Support Division Manager, however, it requires the efforts of all members of the management staff to make it happen. This will be our second assessment of which 90% is completed online. Future assessments will be on a yearly basis with on-site inspections every four years.</p>	<p>Status: <i>In process</i> On site visit has been scheduled for August 2017.</p> <p>Projected Completion Date: November 2017</p>

Costs: \$6,000.00

Objective: 1.4 – Covert Technology

Person(s) Responsible:
Lt. Greene/Sgt. Cartwright

Description: Research and implement the use of covert video and audio surveillance equipment to increase the department's ability to gather critical intelligence and investigate crimes more safely and efficiently. This technology would also be utilized to monitor and record critical incidents.

Status: *In process*
Research underway for covert surveillance equipment.

Costs: Unknown

Projected Completion Date:
September 2017

Objective: 1.5 – Pursuit Mitigation

Person(s) Responsible:
Lt. Greene/Sgt. Van Cleve,
Sgt. Birozy

Description: The concern over high speed police pursuits has increased over the past few years requiring more caution than ever due to their inherent liability. Attitudes in law enforcement and the public have also changed; pursuits are more scrutinized because of the injury or loss of life to innocent people.

Status: *Completed*
StarChase GPS equipment has been installed in 5 marked police vehicles.

Costs: \$25,000.00

Projected Completion Date:
March 2017

Objective: 1.6 – Unmanned Aerial Vehicles

Person(s) Responsible:
Lt. Greene/Sgt.
Cartwright/Sgt. Lamoureux

Description: Research and implement the use of unmanned aerial vehicle technology to increase the department's ability to gather critical intelligence and investigate crimes more safely and efficiently. This technology would also be utilized to monitor and record critical incidents, large gatherings and city events.

Status: *Pending*
This is an emerging technology in law enforcement and will require research as to logistical practicality and funding.

Costs: Unknown

Projected Completion Date:
May 2018

Objective: 1.7 – 911 Phone System Upgrade

Person(s) Responsible:
Manager Novotny /
Supervisor Keyworth

Description: The Tustin Police Communications Center is the primary public safety answering point (PSAP) for the City of Tustin. We need to upgrade our outdated 911 phone system to a system compatible with NG-911 (Next Generation 911) and future technologies such as text to 911.

Status: *Completed*
The funding for this project was through the California Office of Emergency Services and involves a countywide upgrade.

Costs: \$330,000.00

Projected Completion Date:
October 2016

Objective: 1.8 – Unit Radio and Pacset Upgrade

Person(s) Responsible:
Manager
Novotny/Supervisor
Keyworth

Description: The 800 Megahertz Countywide Coordinated Communications System (CCCS) is a radio system which enables interoperability among all participating City and County law, fire, public works, and lifeguard/marine safety departments. The 800 MHz CCCS is licensed by the Federal Communications Commission for official communications of the Orange County public safety agencies participating in the system. The 800 MHz CCCS requires significant enhancement in order to extend the life of the system. We will need to purchase new unit and pacset radios in preparation for the system upgrade. In addition, we are responsible for a portion of the cost sharing for the overall system upgrade.

Status: *Completed*
Funding for this project began with the 14/15 FY budget and will end with the 18/19 Fiscal Year budget

Projected Completion Date:
March 2018

Costs: 2.7 Million

Committee #2 – Serving our Community
Co-chairs: Lt. Blair and Lt. Strain

Objective: 2.1 – Organizational Chart Restructuring	Person(s) Responsible: Lt. Blair
Description: The Tustin Police Department recently created a new Civilian Commander position the position was filled in July 2016. With the addition of the new Civilian Commander and in an effort to maximize efficiency of staff resources, we will examine our organizational chart for potential movement based on internal needs and the needs of the Tustin community.	Status: <i>In process</i> Changes could be made as a result of the workforce assessment.
Costs: Staff time	
	Projected Completion Date: May 2017

Objective: 2.2 – Legacy Substation	Person(s) Responsible: Lt. Blair/Sgt. Van Cleve
Description: The need for police presence and response is going to increase as the Tustin Legacy becomes more developed. This need is going to require a police substation where officers can respond from and conduct investigative and report writing tasks. The goal is to locate a space within the Legacy development where a substation could be utilized by officers working in the area to improve response and service to residents, visitors and local businesses.	Status: <i>Pending</i> A location has been identified on the Legacy site.
Costs: Unknown	
	Projected Completion Date: November 2018

Objective: 2.3 – New Command Response Vehicle	Person(s) Responsible: Lt. Strain/Sgt. Coe
Description: Our current Command Response Vehicle was purchased in 1999 and has gone through several upgrade processes. The Command Response Vehicle (CRV) is an integral piece of equipment for every major event, large community events, pre-planned operations, and the Incident Command System. Our current CRV is technologically outdated and we, as a police agency, have outgrown the limited space in the CRV. Rather than continuing to apply upgrades to the current CRV in an effort to piece it together, a new CRV is recommended.	Status: <i>Pending</i> Funding source needs to be identified.
Costs: \$750,000.00 – 1 Million	Projected Completion Date: September 2020

Objective: 2.4 – Workforce Assessment	Person(s) Responsible: Commander Thomas
Description: As part of our CALEA accreditation, Standard 16.1.2 requires a workforce assessment conducted at least triennially. A comprehensive workforce assessment is necessary to ensure the personnel strength and deployment is consistent with the workload. A thorough analysis of the time spent on calls, officer proactive patrol, report preparation, investigative follow-up and the many other facets of police services will provide a clear picture for the most effective deployment. The effective deployment of organizational components has the potential to reduce crime, allow more proactive activity, increase community confidence and may have a cost savings.	Status: <i>In process</i> City Council Approved a contract with Hillard Heintze in July 2016. Rough draft presented in March 2017. Projected Completion Date: Final proof anticipated in April 2017.

Costs: \$100,000.00

Objective: 2.5 - Special Response Team

Person(s) Responsible:

Lt. Strain / Sgt. Taylor

Description: With the ever evolving tactical requirements in modern Law Enforcement, there is often a need for specialized personnel with proper training and equipment to adequately respond and minimize risk. The creation of a Special Response Team (SRT) would meet these needs. This team will be utilized to bridge the tactical gap between normal police functions and the skills of a fully functional SWAT team. The composition of the team will be 2 sworn sergeants and 10 sworn officers. The team will be responsible for vetting risks associated with warrant services, completing scouting missions, developing operation plans, conducting surveillance and executing search warrants that would not qualify for a full SWAT call out.

Status: *Completed*

This project was funded but the Tustin Police Foundation.

Projected Completion Date:

May 2016

Costs: \$10,000.00

Committee #3 – Serving our People

Co-chairs: Lt. Bullock, Lt. Wright and Manager Novotny

Objective: 3.1 – Comprehensive Wellness Program	Person(s) Responsible: Chief Celano/Lt. Blair
Description: The Wellness Committee has been in place for several years; however, it is in need of enhancement and a commitment to better care for the needs of our personnel. It requires a holistic approach, providing tools and resources to enhance our mental, emotional, spiritual and physical health. It is the goal of the committee to research best practices within and beyond our industry to better serve our personnel and create a healthier and more effective workforce.	Status: <i>In process</i> May 2016 – Gym Upgrade March 2017 – Heart Scans
Costs: \$16,000.00 to date	Projected Completion Date: December 2020
Objective: 3.2 – Evaluation Process	Person(s) Responsible: Lt. Wright
Description: Our current evaluation process, although satisfactory, has not been enhanced in several years. The goal is to create a new evaluation format which is less restrictive for the supervisor authoring the review. Additionally, we would like to build in a goal-setting feature to assist in leadership development and succession planning	Status: <i>In process</i> We are working with Human Resources on a standardized citywide format.
Costs: Staff time	Projected Completion Date: January 2018
Objective: 3.3 – Formal Mentoring Program	Person(s) Responsible: Lt. Wright
Description: Develop an on-site Mentoring Program to assist employees in preparation for future career development, which includes possible specialty assignment selection, collateral duty assignments and/or promotion opportunities. The Formal Mentoring Program will be open to both Civilian and Sworn.	Status: <i>Pending</i> Projected Completion Date: January 2017
Costs: Minimal. Mostly staff time and potentially some training classes/materials that can likely be absorbed in the current budget.	
Objective: 3.4 – Facility Security Enhancements	Person(s) Responsible: Lt. Bullock
Description: In light of recent events domestically and abroad, it is the goal of the department to identify vulnerabilities in our facility in order to further harden the facility against an attack. This target hardening will further protect the facility and our employees.	Status: <i>In process</i> Vehicle/pedestrian security gate completed April 2016. In process is a review of CCTV for the Civic Center as a whole.
Costs: Unknown	Projected Completion Date: January 2018

Objective: 3.5 – Range Facilities

Person(s) Responsible:

Lt. Strain

Description: For over 20 years, the Tustin Police Department has conducted firearms training and qualified at a local facility in Orange, California. With the advancement and development of new law enforcement firearms tactics, we have outgrown this range facility. The Range Staff is in the process of conducting surveys of facilities located across Orange and Riverside County for an improved and more responsive center for our training needs.

Status: *Completed*

We contract with Westminster PD for use of their “state of the art” range.

Costs: \$3,500.00 Annually

Projected Completion Date:
May 2016

Evaluation and Accountability

*“Once you have commitment, you need the discipline and hard work to get you there.”
- Haile Gebrselassie*

With every good plan comes an equally effective evaluation and accountability strategy to ensure success. As we learned in the process of the last strategic plan for the department, there will be successes as well as failures along the way. We must constantly evaluate our progress and make adjustments where needed, based on the ever-changing world of law enforcement.

The Strategic Planning Steering Committee (SPSC) will meet regularly to monitor the overall progress of the plan, provide updated sub-committee reports and make adjustments as necessary. Additionally, the SPSC will provide quarterly update reports to the Chief of Police to keep him apprised of what has been accomplished and what still needs to be done. Additionally, once a year the Steering Committee will conduct a formal assessment of the Implementation Action Plan, make adjustments where necessary, and provide a report to the Chief of Police. This information can be utilized in the budget planning process to efficiently allocate our resources and guide our decision making. Ultimately, this will ensure the group stays on track and continues to move in a positive direction.

By assigning each objective to members of the management team and linking that objective to a projected completion date, we have built in a mechanism for ownership and responsibility that will ultimately lead to successful results. Assignment without accountability is wholly ineffective and will, therefore, be avoided. In the end, the employees involved in achieving the individual objectives will feel a sense of pride in their accomplishments and the department will be better for it.

Acknowledgements

"Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved." - Mattie Stepanek

The Department would be remiss in not recognizing the hard work and dedication of the members of the Tustin Police Department who brought this plan to fruition. We acknowledge all of your valuable contributions and thank you for your participation in this Strategic Plan.

Andrea Albin	Robert Nelson
Andy Birozy	David Nguyen
Jeff Blair	Thao Nguyen
Todd Bullock	Tom North
Michael Carter	Mary Novotny
Ryan Coe	Matt Nunley
David Cole	Del Pickney
Jasmine DeLeon	Brian Poling
Raul Delgadillo	Matthew Roque
Sarah Fetterling	Regina Sanbrano
Chris Gerber	Ronnie Sandoval
Brian Greene	Brad Saunders
Danielle Guardado	Javon Smith
Suzanna Howard	John Strain
Michelle Jankowski	Sean Tran
Dave Kanoti	Mark Turner
Stacey Kenan	Mike Van Cleve
Carol Kilgore	Connie Vit
Stephanie Kimosh	Robert Ward
Kayleen Kuykendall	Dave Welde
Mike Lamoureux	Sean Whiteley
Thomas Lomeli	Jason Wonser
Sharon McCann	Robert Wright
Elyse McNeff	Scott Wright
Kristin Miller	

This document is also available on our website at www.tustinpd.org. Printed copies can be obtained by contacting our Professional Standards Division.

Comments are welcome and can be submitted to:

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