

City of Rockwall



Police Department

Strategic Business Plan



March 2005

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Letter from the City Manager

February 21, 2005

Mayor and City Council:

Presented for your review and acceptance is the Administration Department Business Plan as part of the City of Rockwall Balanced Scorecard Strategic Initiative. The plan was developed using the Balanced Scorecard methodology and is consistent with the City's adopted corporate strategy map. The plan will guide the direction of this department in achieving its adopted initiatives, measures, and targets with the intent to positively affect the Seven Council Focus Areas while considering all four perspectives: learning & growth, internal process, financial, and customer focused.

Included for your analysis are the Administration vision, mission, and departmental values and guiding principles. It is our belief that our philosophy will enable us to set a positive and effective tone for the overall organization. The explanation of the Administration micro-businesses will allow both internal and external customers to better understand our departmental functions and what best categorizes that function as a day-to-day, regulatory, strategic, or local constituency related function.

Since the inception of the Balanced Scorecard program, the Administration Department has made significant progress on thirteen strategic initiatives. Every one of these recent accomplishments affects at least one of the Seven Council Focus Areas and many make a positive impact on multiple Focus Areas.

Submitted in the plan are seventeen separate strategic initiatives with measures, targets, and anticipated funding sources. As implementation continues and progress is made on these initiatives, it is possible that some will evolve into a day-to-day operation, some may be completed and moved into the recent accomplishment category, or some may have subsequent measures and targets added once the existing measures and targets are achieved. While this plan provides a solid foundation from which to build, this document will be ever changing in nature due to varying circumstances.

Upon the Council's acceptance of the business plan and related measures and targets presented herein, the Administration Department, as well as all City Departments, will finalize implementation of the individual plans. In addition, a plan to report the progress of each departmental business plan to the citizens of Rockwall has been developed and will be displayed on the City's webpage.

Your evaluation and comments regarding the plan are appreciated. I would like to thank the Administration Department for their dedication and teamwork in preparing this plan and the City Council for their willingness to provide their leadership, thoughts, and guidance throughout this process.

Respectfully,

A handwritten signature in cursive script, appearing to read "Julie Couch", with a long horizontal flourish extending to the right.

Julie Couch
City Manager

Strategic Planning and the Balanced Scorecard

In summer 2002, the Rockwall City Council and City Staff held a two-day strategic planning retreat. The strategic planning retreat resulted in agreement on a new mission statement for the City, a restatement of the organization's core values, an enumeration of the vision of the City in 2022, and seven focus areas to guide the staff in implementation of the City's strategic agenda. A new framework for translating the City's strategy into measurable action, called the Balanced Scorecard, was also presented by the staff at the retreat. These elements were formally adopted by the City Council at the June 3, 2002 meeting.

A common thread throughout the retreat that was carried over from previous strategic planning efforts of the City was the philosophy: "Rockwall is a progressive City with a "hometown" atmosphere." The concept of Rockwall as a "hometown" city has been stated as an important element of the City's strategic planning for at least the last ten years and was recently further employed in the development of the City's comprehensive land use plan which was appropriately named the "Hometown 2000" plan.

The City's mission statement outlines the purpose of the local government in Rockwall:

The purpose of the government of the City of Rockwall is to provide responsible leadership and the services and infrastructure necessary for a safe environment and a high quality of life for our citizens.

The core values that were reaffirmed for the governance of the City are:

CORE VALUES

ETHICAL

CUSTOMER FOCUSED

RESPONSIBLE

INNOVATIVE

City of Rockwall Vision Statements

The retreat included looking forward twenty years to identify characteristics of Rockwall. The following vision statements help to identify issues on which the city organization should focus now. The vision for the future is that in 2022, Rockwall is a community that:

- Has a transportation system, which offers safe, efficient movement while respecting and reinforcing community character;
- Provides ample leisure opportunities, including passive and active recreation activities, and facilities, including cultural and performing arts;
- Has a vibrant historic downtown which attracts citizens and visitors;
- Optimizes on its adjacency to Lake Ray Hubbard;
- Offers quality education to all;
- Has stable, well-planned and safe neighborhoods connected to each other and to the businesses that serve them; and
- Has a stable and diverse business climate contributing to a strong economic base.

To achieve tomorrow's vision the City must focus on the City's mission and the elements that will accomplish the vision today. Those elements are identified as the 7 Focus Areas that are critical to the future success of the City.

7 Focus Areas

COMMUNITY SAFETY - Maintain and improve resource levels and community support programs to ensure public safety.

HOMETOWN 2000 - Implement the recommended strategies designed to ensure that the goals of the plan are achieved.

INFRASTRUCTURE - Provide quality services through maintenance and expansion of road, park, water, drainage, and waste water facilities.

TRANSPORTATION - Address the City's roads and intersection improvement needs and promote alternate methods of transportation and mobility, such as walking and biking trails.

HIGHER EDUCATION - Cooperate with efforts to provide higher education and training opportunities.

ECONOMIC DEVELOPMENT - Provide for development of environmentally responsible industry and business for diversification of the tax base and quality employment.

STAFF EFFECTIVENESS - Provide training and resources to strengthen employee teams, enhance organizational focus and achieve service goals.

Balanced Scorecard ...How We Got Here

The City Staff recommended use of the strategic management framework provided by the Balanced Scorecard, currently being used in many private and an increasing number of governmental organizations to implement the City's vision. The Balanced Scorecard process begins as a strategy implementation tool. The difficulties of communicating the strategic plan through the City organization are recognized. The Balanced Scorecard approach offers a framework which will facilitate employee involvement, understanding, and input necessary to ensure that the entire organization is knowledgeable of and working toward a unified mission. Departments and individual employees will have a far better opportunity to know and understand, and, therefore, contribute to the City's success. Individual employees will be better able to align their own career goals and objectives with the City's and have more opportunities to achieve personal success as they become more aware of and participate in determining the best ways to achieve the City's mission.

The Balanced Scorecard provides a framework for translating strategy into action and encourages alignment of organizational resources with strategy. Employed properly, the Balanced Scorecard approach converts strategy into an integrated system defined across four business perspectives: the customer perspective, the financial perspective, the internal process perspective, and the learning and growth perspective. Developing the City's balanced scorecard process is an inclusive process involving a Core Team of employees, the Leadership Team consisting of the City's Department Heads, and the City Council members (Governance Team).

Mapping of strategy, selection of measurements, and the setting of short-term (12-18 months) targets, and stretch (2-5 year) targets are accomplished. Periodic review of progress is also an important part of the program.

While the Balanced Scorecard provides the framework for strategic action, it is up to the City to provide the focus, the commitment, and the hard work to ensure that the City's strategic plan is implemented. A common organizational alignment and dedicated employees make the difference. A number of employees have participated as members of the Core Team. Others have been asked to participate at the departmental level. Employee validation panels serve an important checkpoint as departmental business plans are developed. Both groups will continue to participate as the process proceeds to implementation. Through involvement in the implementation planning and actual implementation, employees will be offered a better understanding of the City across the various departments.

Measures & Targets

One of the most important aspects of the Balanced Scorecard approach to strategy implementation is that the process leads to the development of measures and targets. The system assumes truth in such frequently quoted statements as:

“You get what you measure.”
“**Choosing** accountability is preferable to being **held** accountable.”

Ideal measures and targets used in a Balanced Scorecard approach should meet the following criteria:

- Be understandable
- Be measurable and recordable
- Be challenging, yet achievable
- Be selected to promote achievement of a reasonable balance across the four scorecard perspectives – learning and growth, internal process, financial resources, and customer
- Be selected to achieve a reasonable balance between lead and lag indicators

More generally, accomplishment of measures and targets should be indicators of success. Selected measures and targets should also be clearly related to the organization’s mission and the seven (7) adopted Focus Areas of the City. Testing of measures and targets against these criteria is beneficial in selection of effective measures and targets.

It is recognized that as measurement data is collected and the scorecard evolves and improves over time, further refinement is anticipated.

Selection Process:

The Core Team and Leadership Team were involved in the development of measures for the City’s Balanced Scorecard. A survey questionnaire designed to encourage in-depth consideration of possible measures and their characteristics was developed by the Core Team. Core Team interview teams provided the Leadership Team with a copy of the questionnaire in advance of the interviews. Interviews were then held with the members of the Leadership Team. The Core Team reported back with information that had been provided by the Leadership Team. City Management then held measurement discussion meetings with the Leadership Team. These meetings included a two-day training session which resulted in the development of a “corporate-level” scorecard along with measures and targets for that level. This scorecard has been presented to and approved by the City Council.

Targets:

The method used to establish targets for the Balanced Scorecard involved a review of proposed measures by the City Department Heads then propose targets to City Management for consideration. Department Heads and City Management then jointly selected targets as departmental business plans

were being developed. Stretch targets, where deemed appropriate, were also selected. Stretch targets are appropriate for use in the following situations:

- The measures and related activities are of such importance that a stretch target is needed.
- Reaching targets sooner, “producing” more than the targeted number, or exceeding targeted expectations are desired.

Lead and Lag Measures as Indicators

Among the “balances” sought by the Balanced Scorecard approach is a balance between lead and lag indicators. Although much academic detail is available to distinguish between lead and lag indicators, the City’s scorecard process has dealt with the categorization of measures to achieve an appropriate mix.

Lag indicators are generally those measures for which the link between the accomplished measure and the desired change in the focus area(s) is based upon the hypothesis that one affects the other. For example, the City may hypothesize that enhancing cable television programming will have a positive impact on the citizen’s awareness level as measured by a citizen survey response. Measuring the degree to which the City has accomplished cable programming enhancements to improve citizen awareness is a lead indicator. A measure designed to directly determine the extent to which a citizen’s awareness has changed over time would typically be a lag indicator. Examples of leading indicators might also include crime rates or response times. Citizen perception of community safety over time would be the corresponding lag indicator or measure. For the purposes of the City’s Balanced Scorecard, this discussion is important primarily to indicate that the measures selected achieve an acceptable balance.

Use of Indexes in Customer Perspective Measures

A series of indexes has been developed to provide a method to measure change in Citizen Satisfaction as reflected by our most recent Citizen Survey. These indexes provide the means for measuring changes that will be observed in satisfaction responses when the next Citizen Survey is conducted. Increases in Index Scores will indicate a positive change toward greater levels of citizen satisfaction.

While indexes will be useful in determining changes in satisfaction levels, they are of no use in comparing relative satisfaction levels between functions. For example, one cannot assume that one “unit of satisfaction” associated with the Fire Services function is equal to one “unit of satisfaction” associated with the Police function. Though generated by the same methodology, the measures are at different “scales”.



CITY OF ROCKWALL, TEXAS MEMORANDUM

TO: Mayor and Council Members

FROM: Mark Moeller, Chief of Police

DATE: January 18, 2005

SUBJECT: Business Plan for the Rockwall Police Department

This Business Plan has allowed us the opportunity to utilize the Balanced Scorecard management framework to articulate the many strategic initiatives and efforts this department has undertaken for many years. It is also presented in a format and scheduled timeframe which is easily understood. By identifying the Micro-businesses within each work group, our own employees now see how their work impacts each of the four business perspectives of the Scorecard: customer service, financial, learning and growth and internal process, and how our department merges with the other City departments to provide quality service to our citizens.

Additionally, the Business Plan brings together in one document three distinct and very important guiding principles for this Department. These include our Vision Statement, Mission Statement (rewritten several months ago by a committee of six officers) and our core values, derived from the Canons of Police Ethics and the Law Enforcement Code of Ethics. Our core values are so critical that potential employees do not become a part of this organization, unless they can demonstrate through their past behavior that their personal values coincide with this department's.

In the August, 2003 Citizen Survey, this department received the highest rating of all City departments in the Very Satisfied category with a 30% response. Combining the 63% response in the Satisfied category, Police Services ranked highest with a 93% overall satisfaction rate. In developing this Business Plan we established measures and targets for our strategic initiatives which are designed to assist us in realizing department goals and maintaining, if not improving, our customer satisfaction level.

Police Department Vision Statement

“To continually provide exemplary police services while ensuring the safety of our customers”

Police Department Mission Statement

The Mission of the Rockwall Police Department is to provide a safe and secure city. Through community partnerships, fair and impartial enforcement of the laws, and by maintaining standards of excellence; this department demands the highest levels of integrity, honesty, and trust in keeping with the traditions of our city. We, as professionals, will always be responsive to the needs of our citizens and visitors and are committed to providing service with distinction.

Departmental Values / Guiding Principles

Trustworthiness

Justice & Fairness

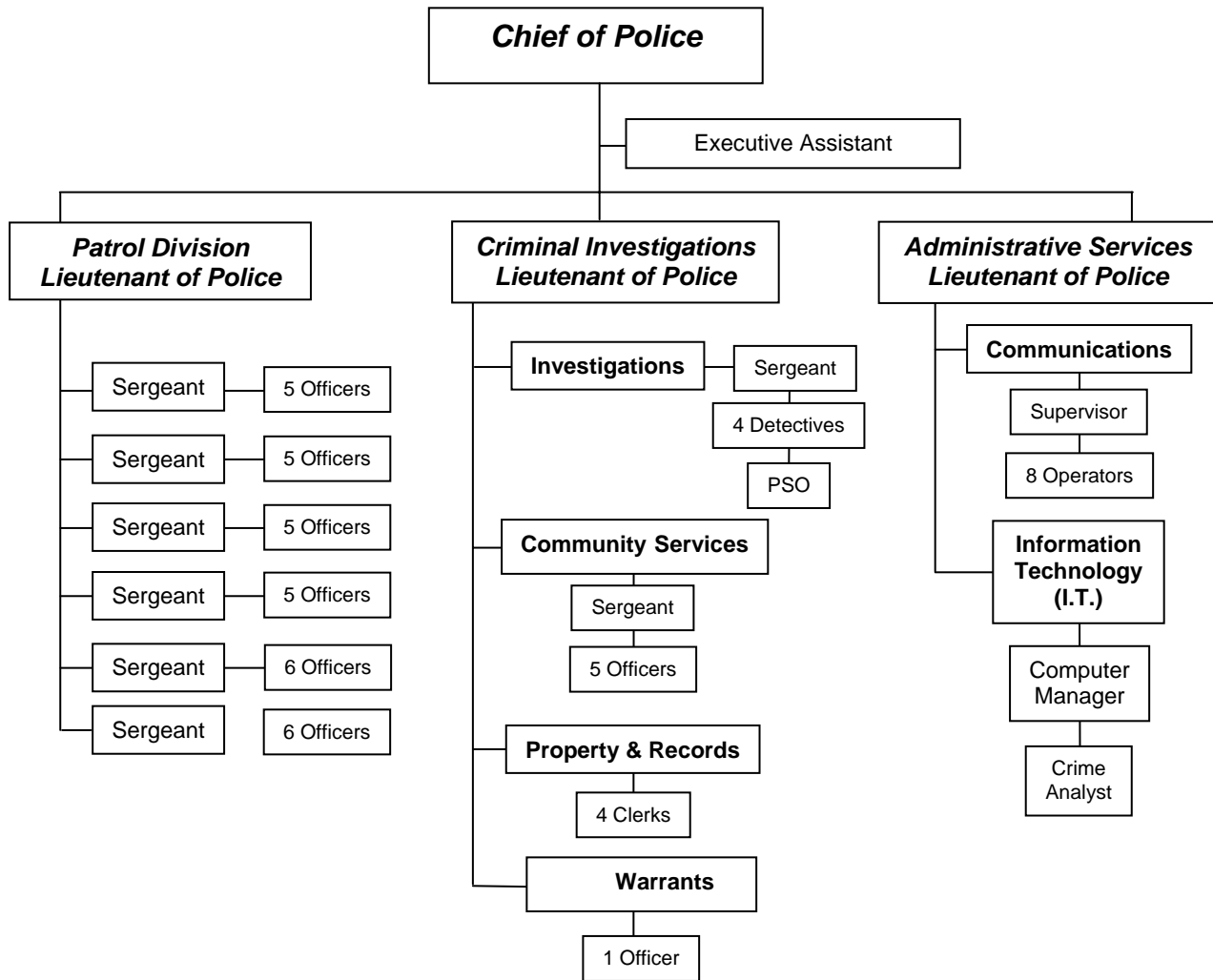
Respect

Teamwork

Responsibility

Service

Departmental Overview / Organization



Micro-Businesses of Police Department

Police Administration

Day to Day

- **Personnel Management / Discipline**

Direct and supervise the 1st and 2nd level supervisors who are responsible for the daily operations of the department's functions. Provide guidance with day to day operations and administer discipline in a fair and appropriate manner.

- **Budgeting**

Ensuring the adherence to the approved budget and all expenditures are necessary and justified.

- **Equipment Maintenance and Allocation**

Ensuring each officer and departmental unit has the necessary equipment and all equipment is properly maintained.

- **Task Force Management**

Provide general supervision to the multi-agency Narcotics Task Force.

- **Liaison with other Law Enforcement Agencies**

Provide mutual aid in personnel, training, supplies, and equipment whenever appropriate to area jurisdictions.

- **Policies and Procedures**

Provide departmental rules and guidelines for day to day operations and long-term goals.

- **Council / City Manager**

Maintain close working relationship with City Management and the governing team.

- **Citizen Services**

The Police Department offers a number of services to the citizens beyond the obvious police officer response to emergency situations. The department offers community safety programs, coordinates crime watches, citizen police academies, and many programs with the schools.

- **Public Information**

The Department offers information to the public through media releases, community programs, and through proper requests in conjunction with the Texas Open Records Act.

Strategic Activities

- **Budgeting**

Prepare an annual budget for the Police Department accounting for increase in service demands from a growing community.

- **Training Facility**

Continue to lead the coalition in developing regional firearms training facility.

- **Emergency Management**

Ensure the Police Department is prepared to respond to any large-scale emergency or disaster, by providing appropriate training and resources. Continue participation in all Emergency Management training for command staff and supervisors who are assigned to the Emergency Operations Center.

- **Advanced Training for Supervisors**

This goes beyond the state mandated training and involves more management and administrative training for lieutenants. The sergeants will also be involved in more supervisors training.

- **Crime Reduction Actions**

Maintain the ratio of at least two officers per 1,000 residents as the City continues to grow. Annually compare overall crime rate to previous two years using the ratio of offenses per 1,000 population.

- **Enhance the Crime Analysis Function**

Creating a Crime Analyst position will help us better determine crime trends and patterns. This will allow us to focus our resources in critical areas at the proper times.

- **Alternative Career Path**

Officers who are topped-out on the pay scale are eligible to enter the program to earn additional income. They must receive a set amount of points which are awarded for completion of projects or tests, that will benefit the Department and community; and are outside their normal job duties.

- **Response Team Training**

The Police Department is providing advanced training to selected officers to form Response Teams. These teams will be comprised of on-duty officer who may not be the actual first-responders, but will be immediately available for some tactical situations.

Local Constituencies (Applicable to all Divisions)

A local constituency service is anything that rises out of the normal scope of daily operations. For example, a citizen's group may raise an issue, which often begins at the management level of city government and may require use of the City's resources beyond a routine day-to-day response. In some cases such issues may become strategic in nature.

Regulatory

- **Records Management**

Almost all the information generated by the Police Department is regulated by State Law. Information is released and reported to the general public at large, specific individuals, the City Council, or other entity in accordance with these laws.

- **Training**

License requirements for police officers include specific training that must be accomplished on an annual or bi-annual basis.

Micro-Businesses of Patrol Division

Day-to-Day

- **Service Calls**

The Rockwall Police Department responds 24 hours a day 365 days a year to various calls for service from our citizens, business organizations and other government agencies. Types of service calls answered include: in-progress crimes, delayed reports of crimes, residential and business alarms, suspicious persons and circumstances, medical emergencies/injured persons, citizen assists.

- **Preventative Patrol**

Through the use of random, selective, and special patrol techniques, officers assigned to the Patrol Division are the first in line to maintain a safe and secure environment for the citizens of Rockwall.

- **Selective Traffic Enforcement (S.T.E.P)**

With an interstate and three heavily traveled state highways, as well as established and growing number of residential and retail establishments within the City of Rockwall, traffic issues are on-going. The Selective Traffic Enforcement Program was instituted to supplement the efforts of the normal patrol staff in maintaining a safe and orderly flow of motor vehicle traffic. Neighborhood and major arteries are emphasized more than the Interstate. In 2004, a total of 1,577.5 hours were devoted to this program.

- **Accident Investigation**

Accident investigation includes property, injury, and fatality accidents occurring in the City. While all patrol officers have, at the minimum, basic accident investigation skills, there are officers who have advanced investigation and reconstruction skills for the most serious accidents, including those where a loss of life occurs.

- **K-9**

Recognizing the abilities and benefits of canines in law enforcement with regard to search and rescue, apprehension and narcotics discovery, the Rockwall Police Department K-9 Program consists of (1) Officer/K-9 Handler and (1) animal.

- **Bicycle Patrol**

The mobility of bicycles complements the more conventional patrol techniques. Officers of the Rockwall Police Department are deployed in neighborhoods, areas of recreation and retail centers with significant success in combating crime.

- **Enforcement**

Self initiated and directed field activity by the members of the patrol division in areas of the Texas Penal Code, Transportation Code, Health and Safety Code, Family Code, and Municipal Ordinances account for a large part of an officer's time spent on-duty. The goal of enforcement is to encourage voluntary compliance with the laws that govern the community.

- **Field Training Program**

All officers of the Rockwall Police Department must successfully complete our formal field training program, consisting of seventeen weeks of standardized, documented training. During that time, each recruit officer is observed daily by his or her field training officer and evaluated based upon his or her performance. After demonstrating competence in all areas officers released to full patrol service.

- **Interaction With Other Public Safety Entities**

The Police Department has working Interlocal Agreements with not only all the law enforcement agencies in Rockwall County, but almost all the police agencies in the sixteen county North Texas Region.

- **Speed Control Program**

- ◆ Neighborhood Enforcement
- ◆ School Zone Enforcement

- **Work Flow Measures**

- ◆ Continue to submit monthly activity report.
- ◆ Maintain minimum staffing levels at 75% of assigned officers per shift.
- ◆ Continue to monitor hazardous accident locations and address other traffic flow problem areas.

Regulatory

- **Accident Investigation**

The Texas Transportation Code requires copies of accident reports to be filed with the Department of Public Safety any time a peace officer investigates an accident where injury occurs or there is at least \$1,000 in property damage. The report must be filed within ten days.

- **Enforcement**

The authority to detain and/or arrest persons for criminal acts is governed by the state and codified in Texas Code of Criminal Procedure. The Texas Penal Code, Transportation Code, Health and Safety Code, Family Code, and City of Rockwall ordinances enumerate and classify the offenses which are enforced by the Police Department.

Strategic Activities

- **Holiday Crime Initiative**

Utilizing extra patrol through the retail / restaurant corridor of I-30 during the Christmas holiday season to prevent the traditional increase of theft and vehicle crimes associated with increased shopping.

- **“Less Than Lethal” Weapons**

The TASER introduces electrical impulses to a subject’s body disrupting the nervous system, but affecting only the skeletal muscles. The subject stiffens and immediately stops resisting. This system will enhance officer safety while reducing suspect injuries.

Micro-Businesses of Criminal Investigation Division (CID)

Regulatory

- **Sex Offender Registration**

State Law requires that all persons convicted of a criminal act involving sexual related activity register with the law enforcement agency where they reside.

Day-to-Day

- **Crime Stoppers**

Rockwall County Crime Stoppers Inc. is coordinated through the Rockwall Police Department. As anonymous tips are received about criminal activity, they are passed along to investigators assigned to specific cases. A reward is set up and managed by RCCS Inc. The program is financed through probation fees determined by the Court. These reward funds are paid out based on the type and severity of the crime.

- **Investigations**

CID is responsible for the investigation of criminal activity that is reported on a daily basis. Investigators categorize and prioritize cases according to the classification and severity of each crime. Each case is investigated until leads are exhausted and the case can either be filed with the District Attorneys office or closed.

- **Intelligence Gathering**

CID personnel gather and receive intelligence information from various sources. Intelligence information is disseminated to patrol investigators, as well as outside agencies in order to and in the investigation of crime.

- **Testifying**

Investigators may be called upon to bear witness in court in cases that result in the prosecution of suspects.

- **Case Filing**

CID personnel are responsible for the investigation of criminal activity. Once an investigation is complete the case is prepared according to the D.A.'s standards. All criminal cases must be filed with the district attorney's office within 72 hours of the arrest. The case must include the arrest report, probable cause affidavit, all TCIC/NCIC returns on the suspect, and other supporting documentation. The case packet includes statements, criminal histories, case report, supplemental notes and evidence. Any cases that have physical evidence must have a property report and destruction order attached with the case.

- **Evidence Process/Storage**

Any items that are seized or taken as evidence relating to a criminal offense will be packaged accordingly by the officer. The officer will also list the items individually in the property section of the police report. After the items have been packaged, the items will be stored in an evidence locker. The evidence technician will remove all items from the evidence locker to be processed. All evidence is bar coded and assigned a bin location depending on the type and size of the evidence being processed. The chain of custody of all evidence is also tracked within the system. All evidence is securely stored in the property room until the case is disposed by the district attorney's office.

- **Citizens**

CID enters all public information concerning Registered Sex Offenders into the department web page to keep citizens informed of where these offenders are residing.

- **Law Enforcement Agencies / District Attorney's office**

Investigators routinely share information on crime trends and specific cases.

- **Work Flow Measure**

Continue to submit monthly activity report documenting clearance rates.

Strategic Activities

- Develop in-house crime scene laboratory to process physical evidence, in a secured area, allowing us to maintain a proper chain of custody.

Community Services

Day-to-Day

- **School Resource Officer (SRO)**

SROs are assigned to Crime Prevention and typically work at a specific or assigned school during the school year. The officers are responsible for criminal activity, which takes place at the school, which they have been assigned and conduct criminal investigations in the school system. However, they are also tasked with establishing a rapport with the students while providing a realistic view of criminal activity and consequences, a human side to the police officer through established programs

- **School Programs**

School programs are taught by the SROs, patrol officers or detectives, depending upon the type of program. The programs are designed to educate and provide a closer relationship between the students and officers. School programs are considered a deterrent in the development of crime, and the relationships established will help assist in intelligence gathering and preventing future crimes.

- **Citizen Programs**

Citizen programs provide interaction with the community and enhance the relationship between the officers and citizens. In addition, it assists the department in obtaining a “real world” aspect of what the citizens’ think and need. Further, the support given by the citizens helps the department conduct daily operations with assistance (equipment, information, etc.) we would not normally have at our disposal. Citizen’s Programs consist of programs including, but are not limited to education curriculum like the Citizen’s Police Academy (CPA), Citizen’s on Patrol (COP) Program, National Night Out (NNO), On My Own

- **Volunteer Coordinator**

The Sergeant over Community Services is responsible for managing the civilian boards that are associated with police department related programs and activities.

- **Store Front**

Store front locations are areas which allow officers to operate away from the “sterile” environment of the police station, thus allowing a more casual contact with citizens. This type of contact promotes the citizen officer relationship, which in turn results in greater support for the department, a better understanding of the officer’s role in the community, and information gathering (intelligence, community needs, etc.). Store front locations also allow for specialization of a specific office, i.e. crime prevention, and greater interest in police work and daily operations.

- **RISD**

The School Resource Officers work with district personnel in all criminal matters occurring on campus or at any school related function. They also establish relationships with teachers and administrators to help employ early intervention techniques when possible.

- **Student Families**

The School Resource Officers also develop personal relationships with the families of many students, fostering a comfortable rapport and good public relations.

- **Work Flow Measures**

Submit monthly activity report for unit personnel.

Regulatory

- **Training Coordinator**

The Training Coordinator is tasked with researching, posting, tracking, and providing current training information to all officers within the police department. When practical, the Training Coordinator will develop and present programs, which can be taught within the police department. The Training Coordinator’s overall goal is to promote positive and progressive training, while taking into account all officers’ needs within the police department. The training coordinator will seek to use instructors within the department when practical and assist in scheduling the quarterly training cycle. Training requirements are consistent with Texas Commission on Law Enforcement Officers Standards and Education (T.C.L.E.O.S.E.) current rules.

Strategic Activities

- **Increase Participation in Crime Watch Programs**

We will maintain established crime watch programs and strive to increase participation in new and developing neighborhoods.

Records Department

Regulatory

- **Record Keeping**

Follow the same guidelines as set forth in the records retention by the Texas State Library & Archives Commission.

- **Records Retention**

The records retention is governed by the Texas State Library & Archives Commission & establishes mandatory minimum retention periods for records. No local government office may dispose of a record listed in the retention prior to the expiration of its retention period.

Crime Reporting (UCR & IBR)

Uniform Crime Reporting (UCR) and Incident Based Reporting (IBR) are City, County & State law enforcement programs. These programs provide a nationwide view of crime based on the submission of statistics by law enforcement agencies throughout the country. The crime data is submitted to the State which submits the data to the FBI.

- **Solicitor Registration**

Solicitors are registered with the City as a result of the City Ordinances to keep track of any solicitation in the City.

- **Open Records**

Open records is mandated by the Attorney General of the State of Texas. The Act is triggered when a person submits a written request to a governmental body. The request must ask for records or information already in existence. The Act does not require a governmental body to create new information, to do legal research, or to answer questions. In preparing a request, a person may want to ask the governmental body what information is available.

Day-to-Day

- **Fingerprinting**

Service performed to the public for various purposes such as jobs, adoption, State license, etc.

- **Report Taking**

Service provided for the public on minor occurrences when an Officer is unavailable to assist the public with lost, found or stole property.

- **Outside Agencies**

Outside agencies often have questions in regards to backgrounds of employees, crimes committed in our jurisdiction, and statistical questions.

- **Cash Management**

Takes cash for fingerprinting, records, dog licensing & prepares deposit daily with another employee double checking for deposit.

- **Report Analysis**

The correcting of the cases daily as they are merged from the Field reporting system into the New World computer system.

Micro-Businesses of Administrative Services

Communications

Regulatory

- **Training**

The Communications Center provides mandated training for those requiring access to the TLETS computer system.

Day-to-Day

- **Radio**

The Communications Center provides radio monitoring for the Rockwall and Heath Police Departments, Rockwall, Heath, and McClendon Chisholm Fire Departments, and Rockwall County Emergency Medical Services. Monitoring consists of assigning calls for service to the proper officer/department as well as receiving radio traffic from elements in the field.

- **Computer**

The Communications Center makes computer entries with regards to Officer/Department activities while in the field, enters warrants for municipal court, and checks for warrants and license status when prompted to do so.

- **Telephone**

The Communications Center takes calls for service, and citizen inquiries, through the use of the city telephone system as well as 9-1-1. The Communication Center is many times the first, and in some cases, the only contact citizens have with City personnel. Their quick response, calm, professional demeanor, and problem solving skills are critical to serving the needs of the community and instilling confidence in City government.

- **Services to Other Agencies/Departments**

The Communications Center provides a variety of services to other agencies and city departments. Active warrants are confirmed, telephone calls are properly routed, calls for assistance are processed, and informational inquiries are completed.

- **Weather Radar/Radio**

The Communications Center monitors the weather radio and weather radar so that necessary personnel are kept abreast of developing serious weather conditions that may affect city operations/citizen safety.

- **Walk-ins**

The Communications Center monitors walk-in traffic and provides assistance when necessary.

- **False Alarm Ordinance**

Communication personnel enter the information on all false alarms. They also generate all permits, letters and invoices for the Police department regarding false alarms.

- **Services to Patrol**

The Communications Center provides a wide variety of services to the Patrol Division through the monitoring of radio traffic, the assignment and monitoring of calls for service, checks for license and warrant status, and informational call backs when requested.

- **Services to Criminal Investigations**

The Communications Center provides a wide variety of services to Criminal Investigations including checking for license/warrant status on subjects, telephone call routing, and monitoring the locations of Detectives while they are in the field.

- **Services to Municipal Court**

The Communications Center provides a wide variety of services to Municipal Court including the entering and clearing of active warrants, license/warrant checks on subjects when necessary, and the routing of informational telephone calls.

- **Monitoring Of Door/Access Controls**

The Communications Center monitors access controls and video cameras recording the arrival and departure of people at doors of city buildings throughout the city.

- **Private Companies/Other Agencies**

The Communications Center handles interaction with a variety of private companies to include wrecker services, ambulance services, alarm companies, the Heath Police Department, and the Rockwall Fire department.

- **Service To Other City Departments**

The Communications Center provides after hours assistance to other city departments such as taking water payments after normal business hours and Animal Control issues.

Strategic Activities

- **New Radio System**

The Communications Center is working very hard to ensure a smooth transition when the new radio system is built and installed.

- **Dispatch Efficiency Study**

The Comb Group is conducting a systematic review to identify opportunities for process improvement in technology and to uncover untapped potential in personnel to create a more efficient operation. They are also building a growth model for the next eight years.

Computers

Day to Day

- **Network**

The Computer Manager is responsible for assisting with the maintenance of computer network infrastructure at the police department. He also serves as the liaison with City network personnel for network issues within the police and fire department.

- **Laptop Computers**

The Computer Manager is responsible for the maintenance and upgrades for police and fire department laptop computers.

- **AS400/New World Software**

The Computer Manager is responsible for the maintenance and upgrades of the AS400 and New World software for the police department.

Regulatory

- **Acquire Appropriate Licenses**

Software licenses are required for the network as well as the “air cards” for the mobile digital terminals in all squad cars and laptops.

Financial Obligations

Day to Day

- **Purchase Orders/Check Requests**

Processing purchase orders and check requests for necessary equipment, services, and supplies for the police department. This also includes the delivery of processed purchase orders/check requests/requests for payment to the finance department.

- **Expenditure Files**

Maintain departmental files with regards to expenditures throughout the year.

- **Liaison To Finance Department**

Act as a departmental liaison to the finance department.

- **Asset Management**

Keep up with maintenance and repair of vehicles and other equipment.

Recruiting and Personnel

Regulatory

- **Licensing**
Complete licensing paperwork for new employees
- **Training**
Ensure/schedule mandated training academy for new employees when necessary, as well as maintaining records of training for current personnel.

Day to Day

- **Applicant Processing**
Process applicant packets for those who pass the initial peace officer exam to assign background investigators..
- **Background Processing**
Prepare background packets for candidates.
- **Oral Review Boards**
Assign board members and schedule oral review boards for candidates.
- **Background Investigations**
Assign candidates who successfully complete the oral review board process to a background investigator. Deliver completed background investigations to the Chief for final interviews.
- **Equipment**
Orders uniforms and equipment for personnel.

Strategic

- **Improve Background Investigations**
In the past, the background investigations for police officer applicants have taken between six and eight months. Other than in extraordinary circumstances, this is far too long. We will reduce the overall time to three months.

Recent Strategic Progress

Since the initiation of the Balanced Scorecard approach to strategic action implementation, progress has been made by the Police Department on a number of strategic initiatives. This progress is reported by related Council Focus Areas below:

RELATED COUNCIL FOCUS AREA	RECENT STRATEGIC ACCOMPLISHMENT
<i>Community Safety</i>	Participated in funding AFIS (Automated Fingerprint Identification System) with Rockwall Co. Sheriff's Office for identification of prisoners.
<i>Community Safety Staff Effectiveness</i>	Added Public Service Officer (PSO) / Crime Scene Technician position to assist Patrol and CID
<i>Community Safety Infrastructure Staff Effectiveness</i>	Added 5 Police Officer Positions.
<i>Staff Effectiveness</i>	Established quarterly training sessions and brought in some outside instructors.
<i>Community Safety</i>	Police Department Web page created.
<i>Community Safety Staff Effectiveness</i>	Added Patrol Sergeant position.
<i>Staff Effectiveness Community Safety</i>	Assessed candidates and filled all vacant supervisory positions.
<i>Staff Effectiveness Community Safety</i>	Participated in City-wide Table Top exercise.

Continuing Strategic Initiatives

INDEX
Develop Actions to Reduce Crime as City Grows
Enhance Crime Analysis Function
Improve Background Investigations
Maintain & Expand Crime Watch Programs
Alternative Career Path
Crime Scene Equipment
Radio System
“Less Than Lethal” Weapons
Supervisor Training
Advanced Management Training for Lieutenants
Participate in Emergency Management Programs
Improving Customer Satisfaction
Training Facility
Response Team Training
Holiday Crime Initiative
Dispatch Efficiency Study

DEVELOP ACTIONS TO REDUCE CRIME AS CITY GROWS

Description:

With a ratio of at least 2 officers per 1,000 residents the Police Department is able to provide quality service and still maintain a high visible presence in the Patrol Division. The City plans to achieve this target by adding 5 police officer positions this year.

While the city population keeps growing, our goal is to maintain this ratio of officers to population to reduce crime.

Annual comparisons of crime rates based on population, comparing the number of offenses per 1,000 residents for the current and two previous calendar years.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

1. Increase number of Police Officers
2. Maintain ratio of crimes per capita

Target:

1. Maintain 95% of Hiring Ratio - Out of 10 openings at the beginning of the fiscal year, 6 hired as of February 21, 2005
2. Develop crime per capita ratios by June 30, 2005

Anticipated Funding Source:

General Budget

ENHANCE CRIME ANALYSIS FUNCTION

Description:

The Crime Analyst will help us better determine crime trends and patterns, which will allow us to focus our resources in critical areas at the proper times.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

1. Filling position
2. Define Analysis Function and outcomes

Target:

June 1, 2005

Anticipated Funding Source:

General Budget

IMPROVE BACKGROUND INVESTIGATIONS

Description:

In the past our background investigations for police officer applicants have taken between six and seven months. Unless extraordinary circumstances are involved, this is too long. The quicker we can speed up the process, the sooner we can put officers on the streets.

Related Council Focus Area(s)

Staff Effectiveness

Measure:

Reduce time from 6 month process to 3 month process

Target:

October 1, 2005

Anticipated Funding Source:

General Budget

MAINTAIN & EXPAND CRIME WATCH PROGRAMS

Description:

Last year 26 Programs participated in National Night Out. We would like to increase participation every year. As the City grows, we will strive to increase crime watches in new and developing neighborhoods.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measures:

1. Add 3 Crime Watch Programs throughout the City
2. Expand National Night Out participation

Targets:

Increase participation in National Night Out by 10%
Add 3 Crime Watch programs by October 1, 2005

Anticipated Funding Source:

General Budget

ALTERNATIVE CAREER PATH

Description:

The Alternative Career Path program allows officers to earn additional income if they are topped-out on the pay scale. To receive this payment, officers must accumulate points through tests or projects that will benefit the Department and Community; and are outside their normal job duties. All projects must be approved by the Board. All topped out officers are eligible to participate in the program.

Related Council Focus Area(s)

Staff Effectiveness

Measure:

Develop report to evaluate participation and effectiveness.

Target:

Submit annual report by October 1, 2005

Anticipated Funding Source:

General Budget

CRIME SCENE EQUIPMENT

Description:

This is the second phase of developing a basic crime lab for this Department. It will allow us to process evidence in a secured environment and maintain the chain of custody. Major equipment to be purchased is the Downdraft Fingerprint Station and the Forensic Drying Cabinet.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Purchase and install budgeted equipment

Target:

January 1, 2006

Anticipated Funding Source:

General Budget

RADIO SYSTEM

Description:

The City is upgrading the radio system from a 150 mhz VHF to a 450 mhz UHF trunked system. The new system will eliminate interference while improving radio coverage throughout the county. It is the newest technology and is totally interoperable with other systems.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Replace old system

Target:

July 1, 2005

Anticipated Funding Source:

Contractual Obligation Bonds

“LESS THAN LETHAL” WEAPONS

Description:

The X26 Taser system introduces an electrical impulse into the body disrupting the subject’s nervous system affecting only the skeletal muscles. This causes the subject to stiffen and immediately stops their resistance. They are fully conscious, but are unable to move. As soon as the impulse is stopped, the subject regains all bodily functions.

This system will enhance officer safety while reducing suspect injuries, which sometimes occur with batons or pepper spray.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Purchase 5 Tasers and train Patrol Officers in their use.

Target:

September 30, 2005

Anticipated Funding Source:

General Budget

SUPERVISOR TRAINING

Description:

The new sergeants will also attend supervisor's school in addition to the mandated training. This school will focus more on administrative and management training.

Related Council Focus Area(s)

Staff Effectiveness

Measure:

Complete State mandated training for all new supervisors. At least 3 of 6 attend additional supervisor's school.

Target:

September 30, 2005
Classes are currently being researched.

Anticipated Funding Source:

General Budget

ADVANCED MANAGEMENT TRAINING

Description:

Advancement management schools will be required of all three lieutenants. These schools are in-depth studies including management techniques, personnel and liability issues, and criminal justice and other governmental relationships.

Related Council Focus Area(s)

Staff Effectiveness

Measure:

All Lieutenants to attend advanced schools by June 30, 2006.

Target:

June 30, 2006

Currently – 2 enrolled for this year

Anticipated Funding Source:

General Budget

PARTICIPATE IN EMERGENCY MANAGEMENT PROGRAMS

Description:

The Police Department must be prepared to respond to any large-scale emergency or disaster. To ensure this readiness, we must continue the participation of all Command Staff and supervisors who are assigned to the Emergency Operations Center in all training deemed appropriate by City Administration.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

All personnel assigned to the E.O.C. attend all City sponsored training exercises

Target:

September 30, 2005

Anticipated Funding Source:

General Budget

IMPROVING CUSTOMER SATISFACTION

Description:

The Citizens Survey conducted in August, 2003 rated the Police Department very highly. With this rating, Police Services and General Community Safety were placed in Category I

Additionally, the Police Department is committed to improving general areas the apply to all City departments. In Category III, "Phone Call – Follow-up" will be one area of emphasis for departmental employees. The targeted goal for this area will be to assist the City in improving that index score in Category II.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Maintain that level of citizen satisfaction and, if possible, increase that index score.

Target:

The next City of Rockwall Citizens Survey

Anticipated Funding Source:

General Budget

TRAINING FACILITY

Description:

This Department is leading the coalition of five law enforcement agencies to finance and construct a Firearms Training Center. This joint facility will be utilized by every partnering agency in Rockwall County and will greatly enhance training and officer safety throughout this region.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Obtain financing through the Emergency Services Corporation to begin the construction process.

Target:

September 30, 2005

Anticipated Funding Source:

Emergency Services Corporation

RESPONSE TEAM TRAINING

Description:

We are providing advanced training to selected officers who will be able to respond to some tactical situations. They will not have the extensive training or equipment of a SWAT team, but will be on-duty and immediately available.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

At least two response team officers on duty at all times.

Target:

Complete selection and training process by September 30, 2006.

Anticipated Funding Source:

General Budget

HOLIDAY CRIME INITIATIVE

Description:

By maintaining a very high visible presence throughout the I-30 retail / restaurant corridor, we hope to prevent thefts and vehicle crimes associated with increased shopping activity during the Christmas holiday season.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

A range no greater than 10% increase in offenses over the average for the previous three years.

Target:

Submit a comparison report by February 1, 2006

Anticipated Funding Source:

General Budget

DISPATCH EFFICIENCY STUDY

Description:

The Combs Group is conducting a systematic review to identify opportunities for process improvement in technology and to uncover untapped potential in personnel to create a more efficient operation. They are also building growth models for the next 3, 5 and 8 years.

Related Council Focus Area(s)

Community Safety
Staff Effectiveness

Measure:

Evaluate the proposed recommendations and implement those that are possible.

Target:

Recommendations on personnel by September 30, 2006
Recommendations on process or technology by September 30, 2005

Anticipated Funding Source:

General Budget

Validation Panel

1. Officer Ray Fitzwater
2. Officer Donnie Breytspraak
3. Officer Laurie Burks
4. Officer Aaron McGrew
5. Dispatcher Kristina Williams