Italy Police Department 2013 End of Year Report & Strategic Plan Update

Table of Contents

A Word from the Chief

Again, 2013 has been a very successful year for the Italy Police Department. The department has consistently improved its service to the community and has maintained a professional image. The police department has gained the trust and respect of the citizens through community service, professional policing, and fair treatment of all citizens. You can find examples of our core values (integrity, service, innovation, pride, respect and professionalism) in every aspect of our service.

This success can only be attributed to the dedication of our employees, clear communication both internally and externally, pride in what we do, superior supervision and meaningful expectations.

We are definitely on the right path...but we need to make sure we stay on track. In order to ensure success in the future, we must continually seek improvement, maintain focus, solicit public input and engage the community through partnerships.

While we have had many successes, we have also had failures. We must explore our failures and find new solutions. With training, evaluations and strong supervision, I am confident that we will overcome our failures in the future.

I have summarized the accomplishments and deficiencies of several service areas including:

- **Routine Patrol/Calls for Service**
- **Community Service/Community Policing**
- **Enforcement**
- **Investigations**
- **Administration/Supervision**
- **Training**

Routine Patrol/Calls for Service

The police department ended 2013 with 3058 calls for service as compared to 2992 in 2012. The overall crime rate had dramatically decreased from 2012 to 2013 but the calls for service (which includes self-initiated calls) remained the same. That means that officers increased their utilization of crime prevention patrol techniques through pro-active self-initiated activity such as; traffic stops, close patrols, business checks and routine investigations in the field to reduce crime in 2013.

The Italy Police Department will continue to serve the community in a pro-active way to ensure that we are doing everything we can to reduce crime.

Community Service/Community Policing

Effective community policing organizations focus not just on the traditional reactive aspects of law enforcement; they also try to be pro-active in dealing with issues. One basic premise is that, while it is great to have a good record as an agency of responding to and solving crimes, it is an even better allocation of resources to work to prevent a crime from occurring in the first place. Being pro-active can mean many different things depending upon the setting. Additional education programs for youths, establishing relationships between an agency's officers and neighborhood residents, and having officers notice environmental and nuisance issues such as weeds and abandoned vehicles in areas can all play a hand in preventing an area from deteriorating into a haven for criminal activity in the future.

Through cooperation of the City Council, civic organizations, businesses, other city departments and the citizens, the police department has been a leader in the community in planning, organizing and implementing community events that have brought unity within our community.

Officers, on a daily basis, use their problem solving skills to recognize reoccurring crime and find ways to prevent future occurrences.

Enforcement

The Italy Police Department focused on code enforcement violations throughout 2013. As a result, many dilapidated and dangerous structures as well as unsightly properties have been torn down and cleaned up. This progress reduces health and safety issues and increases property values.

Investigations

In 2013, due to obligations to his full-time employer, the Reserve Officer assigned to assist in major criminal investigations was unavailable to assist with investigations. The Chief of Police took responsibility for the majority of the case load. Some minor investigations were delegated to the patrol supervisor for follow up investigations.

During a short period of 2013, a newly hired full time officer (no longer with the department) that had experience with major cases at a larger department began to look into an unsolved homicide from 2003. The officer and Chief of Police were able to obtain new information from witnesses. The case was re-opened and is still active. An investigative television show has expressed interest in assisting with and broadcasting the homicide case.

Administration/Supervision

As a part of the organizational transformation process, the department has put into place an effective line of supervision that fosters good communication and accountability. The addition of the Corporal's position compliments the Sergeant's position and provides a comfortable span of control. Supervisors can spend more time with officers with career development and effectiveness in the field to make them better officers.

Training

Training is an important function of the Italy Police Department. Training breeds success and more importantly...increases officer safety.

The Italy Police Department, with the cooperation and assistance of the Italy Fire Department and Italy ISD, conducted active shooter response training at both Italy ISD campuses. The training was completed in a controlled but realistic environment using tactical rubberball guns that were purchased using seizure money.

The Italy Police Department also entered into a training agreement with Hill College for cost effective training. For only $25.00 for each officer per year ($150.00 total), officers will be able to attend continued education courses at no cost. The potential savings for the City of Italy would be about $250.00 to $300.00 per officer each year which allows the department to increase training hours per year for each officer.

Crime Statistics and Enforcement

UCR Reported Crime				
Type of Crime	2010 YTD	2011 YTD	2012 YTD	2013 YTD
Murder	0	0	0	0
Forcible Rapes	0	3	1	0
Robbery	0	0	1	1
Agg Assault	1	2	7	3
Property Crime	4	18	19	17
Criminal Mischief	4	18	19	17
Graffiti	0	0	0	0
Burglary	29	18	9	10
Vehicle	13	4	2	1
Habitation	8	8	5	7
Building	7	6	2	1
Other	1	0	0	1
Motor Vehicle Theft	0	1	0	0
Arson	0	1	1	0
Totals	34	43	37	31
Other Crime				
Type of Crime	2010 YTD	2011 YTD	2012 YTD	2013 YTD
Assault	9	23	15	17
Simple	3	9	10	6
Family Violence	5	12	5	10
Injury to Child	1	2	0	1
Theft	13	28	32	37
<$50.00	5	7	8	6
$50>= $500	5	11	16	18
$500>= $1500	2	8	7	8
$1500>= $20,000	0	2	1	5
Pickpocketing	1	0	0	0
Harrasment	0	4	3	3
Disorderly Conduct	1	1	3	1
Criminal Trespass	0	5	5	2
All Other	31	100	106	77
Totals	54	161	164	150
Total (All Crime)	88	204	204	181

The overall crime rate in Italy from January 1ˢᵗ 2013 through October 1ˢᵗ 2013 was reduced by 22.8%. The goal of the department beginning in 2013 was to reduce the crime rate by 25% which was almost obtained. There was a slight increase in crime from October 1ˢᵗ 2013 to December 31ˢᵗ 2013, however; the total number of crimes in 2013 was only 181 as compared to 204 in both 2011 and 2012. That translates into an overall 11.3% decrease in crime for the year. Under *UCR Reported Crimes*, both Aggravated Assaults and Property Crimes were reduced but under *Other Crime*, the most dramatic reduction in crimes were *All Other Crimes* which went from 106 in 2012 to only 77 in 2013

This is demonstrated in the graphs below:
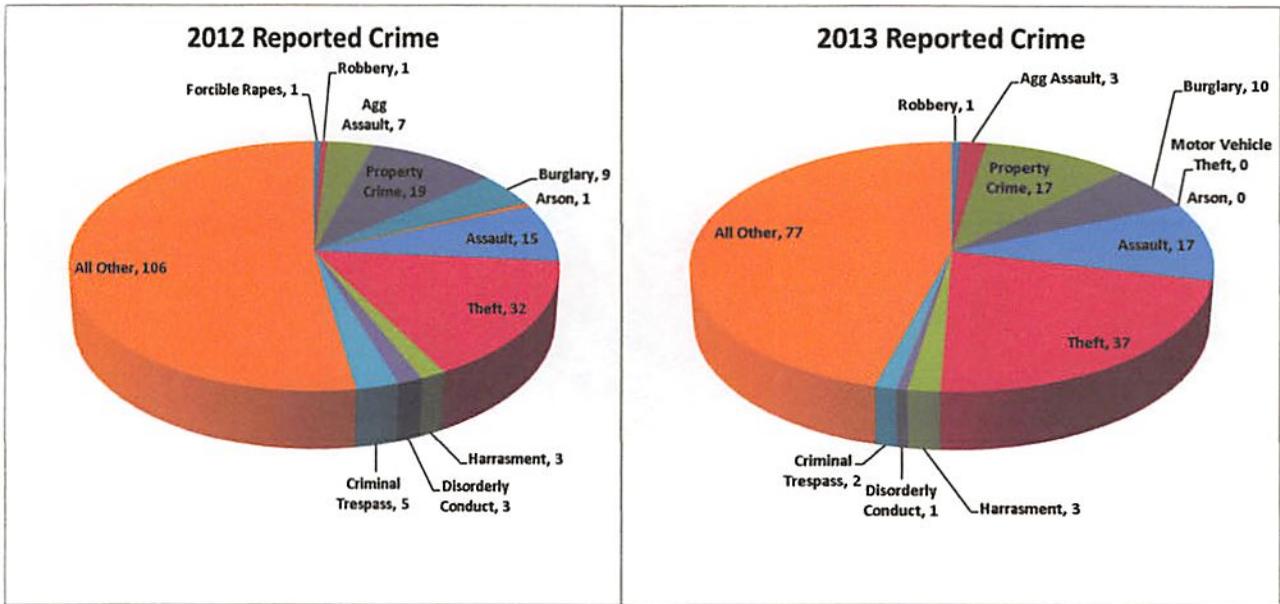
The FBI Crime Index for the City of Italy as compared to the *Texas and *National Average:

	Violent Crime				Property Crime			
	2010	2011	2012	2013	2010	2011	2012	2013
Italy	.5%	2.5%	4.5%	2%	21%	16%	20.5%	23.5%
Texas	4.5%	4.1%	4.1%	N/A	37.6%	34.7%	33.6%	N/A
National	4.0%	3.9%	3.9%	N/A	29.4%	29.1%	28.6%	N/A

Source of information--www.neighborhoodscout.com/tx/crime (2013 Crime Statistics Not Available)

The Italy Police department remains well below the State and National Average for reported violent crimes and property crimes and has for the first time in a number of year reduced the overall crime rate.

8

The Italy Police Department made 3789 traffic stops and issued 4582 citations in 2013 as compared to 4287 traffic stops and 5043 citations issued in 2012.

Citations				
Type	2010 YTD	2011 YTD	2012 YTD	2013 YTD
Moving Violations	4456	3497	3784	3367
Non-Moving Violations	1304	1659	1217	1123
Animal Control	15	22	21	46
Code Enforcement	193	3	21	46
Totals	5968	5181	5043	4582

In 2013, the police department logged 91 arrests as compared to 104 in 2012. The major reason for the slight reduction in arrests was due to the department only having to make 18 felony arrests in 2013 as compared to 45 felony arrests in 2012...which correlates to the decrease in violent crimes in Italy. Because officers were not involved in complicated felony arrests, they were able to focus on crime prevention and community policing which was what helped to have a dramatic crime rate reduction in 2013 also.

Arrests				
Type	2010 YTD	2011 YTD	2012 YTD	2012 YTD
Felony	19	29	45	18
Misdemeanor	56	69	37	43
Juvenile	1	3	3	5
Traffic Warrants	54	24	19	25
Totals	130	125	104	91

Investigations

In 2010, the Italy Police Department had 60 overall UCR type reported crimes with a 25% solve rate.

In 2011, the Italy Police Department had 118 overall UCR type crimes with a 11.8% solve rate.

In 2012, the Italy Police Department had 201 overall UCR type cases with a 43.6% solve rate.

In 2013, the Italy Police Department had 181 overall UCR type cases with a 65.7% solve rate. The national average overall solve rate for all offenses is 60%.

Accomplishments:

- Re-opened unsolved homicide from 2003. Several new leads obtained.

- The police department successfully investigated and solved a high profile Criminal Mischief case where several cemetery headstones where damaged.

Procedural and Policy Updates

- In November 2012, the Italy Police Department began the Texas Police Chief's Association Recognition Program process. Currently, the department is about 90% finished with submitting proofs of policy compliance. The next step in the process is for the on-site inspection which is projected to be completed by March 2014. Our goal is to become a Recognized Agency by April 2014.

- **Some general updates to policies and procedures:**
  - Policy Number 7.26 *Alarm Response* was added to the policy manual.
  - Minor changes were made to Policy Number *6.2 Firearms and Qualification*
  - Policy Number *5.3 Media and Public Information* was added to the policy manual.
  - Policy Number *7.33 Missing Persons and Amber Alerts* was added to the policy manual

Personnel

In 2013, the Italy Police Department continued to address personnel issues on a fair and expeditious manner. Besides some minor part-time and reserve status changes, personnel remained stable.

In 2013, there were no official complaints made against any IPD officer and as a result, there were no Internal Affairs Investigations.

There was only 1 administrative investigation on an officer for a minor policy violation which was founded and lead to disciplinary actions.

The following is a list of the personnel changes as of December 31st, 2013:

1)   Full Time Patrol Sergeant resigned and changed status to reserve officer.

2)   Patrol Officer promoted to sergeant.

3)   Part-Time Officer hired.

4)   New Reserve Officer hired.

5)   Reserve officer resigned (former full time patrol sergeant).

6)   Patrol Officer promoted to corporal.

7)   Newly Hired Part-Time Officer resigned to accept job at larger agency.

8)   2 reserve officers resigned—one due to accepting full time job at large agency and the other due to other obligations.

2012 Ending strength of police department:

a. Chief	1
b. Sergeant	1
c. Administrative Secretary	1
d. Part-Time Property Technician	1
e. Animal Control/Code Enforcement/Patrol Officer	1
f. Patrol Officers	3
g. Reserve Officers	2

Total Personnel	11

Use of Force Report:

Total number Use of Force Incidents in 2013.........2

Average Number of officers on scene....................2.5

Types of Force Used:

- **Firearm Displayed....................... 1**
- **Soft Empty Hand Control..............1**
- **Hard Empty Hand Control............1**

Number Incidents where Officer was Injured..........0

Number of Incidents where Suspect was injured....0

Types of Resistance:

- **Felony Traffic Stop..............1**
- **Pulled Away From Officer.....1**
- **Possibly Armed...................1**

Training

Training and career development is very important to the success of the department. The Italy Police Department invested in valuable and meaningful training to all of the officers including part-time and reserve.

In 2013, the Italy Police Department conducted a realistic active shooter training at both the Elementary and High School campuses with the cooperation and help of the Italy ISD and Italy Fire Department. The department purchased 2 simulated AR-15s that were paintball guns converted to fire rubber target balls with Velcro to assist in the training.

Several officers during the year completed various Intermediate Courses to assist them in obtaining an intermediate peace officer license. Several officers only need 1 to 2 more courses to obtain that certificate level.

In order to make the training budget more cost effective and provide more training opportunities, the Italy Police Department engaged in a training agreement with Hill College that for the cost of $25.00 per officer per year ($175.00 total for the department), officers can attend any police officer continuing education course at no cost. Most intermediate and mandated training courses cost an average of $50.00 to $150.00 per course per officer. The department could save up to $1500.00 per year in training cost to be used for more substantial training.

Accomplishments

In 2013, the Italy Police Department has improved in many ways and has substantially improved its service to the citizens of Italy. The following accomplishments were noted for 2013:

- *Through a court order, the police department was able to destroy property and evidence that had been accumulating for several years and some property was as old as 12 years old. As a result, the property room was more manageable and organized.*

- *In February 2013, the Italy Police Department established its first ever social networking page through Facebook to provide updated information to citizens about events, crime prevention and department accomplishments.*

- *In May 2013, the Italy Police Department, with the cooperation of McDonalds in Italy, implemented a new program called "Coffee with a COP". McDonalds provided free coffee to patrons that participated in a question and answer session with an Italy PD Officer to help provide accurate information about crime prevention.*

- *The Italy Police Department conducted a scaled down version of the July 4th community crime prevention plan. There were only a few sporadic firework calls and no major incidents reported.*

- *Former IPD Sergeant, Tierra Mooney, was awarded the 2012 State of Texas Law Enforcement Achievement Award for Public Service at an awards ceremony in Austin. Due to Sgt. Mooney not being available for the ceremony, Chief Hill and Sgt. Martin accepted the award on her behalf.*

- *In continuing with the tradition of community partnerships, the Italy Police Department held the annual National Night Out at the new location of the City Downtown Pavilion on October 1st.*

- *The Italy Police Department and the Italy Fire Department organized and implemented the 2nd Annual Guns and Hoses Benefit Softball Game to benefit the Italy Police Department's Shop with a Cop program. The event was a huge success and raised over $3000.00 to help the Italy Police Department continue the program. The Police Department also provided a free fireworks show for the citizens of Italy after the game.*

- *For the third year in a row, the Italy Police Department along with the Italy Fire Department continued to provide a Christmas to several needy children in the community. The Program was renamed the "Shop with a Hero Program".*

- *The Italy Police Department successfully provided traffic control for several funerals, athletic bus escorts, the homecoming parade and the Christmas Parade and Christmas Festival.*

Mission Statement

The Italy Police Department will provide the highest level of service through the enforcement of laws and the protection of life, property and the constitutional rights of all. We will meet the present and future needs of the public through a continued partnership with our community.

Vision Statement

...Uniting the Community through Professional Police Service.

Core Values

- **Integrity**

An unwavering commitment to doing what is right through honesty and respect.

- **Service**

Working together with the community in a positive and responsive manner that is summed up as: we care and we deliver.

- **Innovation**

Exploring efficient and productive ways to ensure excellent stewardship of the City's resources and the highest level of police service.

- **Pride**

We take pride in ourselves as individuals, our department as a team and our citizens as a community.

- **Respect**

We will ensure that all persons are treated with equality, dignity and courtesy.

- **Professionalism**

We are committed to the highest level of professional standards through the development of highly trained and motivated.

*Note—At least 50 percent of goals should be obtained for the objective to be met.

2012 Plan—*Revisited--7 out of 9 Objectives Met*

I. Community Partnerships

> ### *Objective #1: To Create A Lasting Partnership With The Community.*
> #### *Objective was met--75% of Goals Obtained.*

GOALS

- **Plan, Organize and Implement the First Citizens Police Academy Class** First Citizens Police Academy was conducted with 6 citizens graduating the program.
- **Organize and Implement a program for National Police Week (May 13th-19th, 2012) that involves community engagement.** Local media was contacted and officers displayed COPS (Concerns of Police Survivors) ribbons during Police Week. A Proclamation for National Police Week was read during the City Council Meeting.
- **Promote and Organize the 2012 National Night Out.** The 2012 National Night Out was very successful. The attendance to the event increased over 100%.
- **Introduce officers into community policing philosophy through initial training.** Due to time limits and other priorities, the training was not conducted.

II. Infrastructure/Technology

> ### *Objective: Increase Productivity of Reporting Crime*
> #### *Objective was met--75% of Goals Obtained.*

GOALS

- **Maximize the effectiveness and capability of the Ejustice reporting system by properly utilizing its functions.** Through proper field training of new officers, the department increased the effectiveness of the Ejustice RMS system. As a result, fewer reports were disapproved.
- **Look into administrator training for the Ejustice report system.** The Police Department administrative assistant attended a day long online training session.
- **Conduct training to all officers on proper use of the Ejustice system.** The police department conducted in house training with all current officers on proper usage of the RMS system.
- **Explore the possibility to connect Ejustice with CrimeReports.com** Because the Italy Police Department is switching to another Records Management System, this goal was not pursued.

> ### *Objective: Install and utilize new Toughbook computers awarded through the Wireless Initiative Grant through Sam Houston University.*
> ### *Objective was met--100% of Goals Obtained.*

GOALS

- **Install computers in 532 (new), 534, 535, 536 and 537.** All patrol units have had Toughbook computers installed and are operational.
- **Develop electronic form to use in patrol cars for daily activity reporting and call documentation.** A new excel formatted Incident/Activity Log was created and fully utilized. This log can be accessed with the patrol laptops for entries in the field.
- **Create electronic form for daily vehicle inspections.** Through the laptop computer, the officers can fill out and save daily vehicle inspection sheets for quick review by administration.

III. Crime and Disorder

> ### *Objective: To decrease crime and disorder by 25%.*
> ### *Objective was not met-84% of Goals Obtained but failed to achieve 25% decrease in crime.*

GOALS

- **Increase business and neighborhood patrols** Business and Neighborhood Patrols increased by 292%.
- **Officers will begin creating relationships with citizens and gaining partnerships.** All officers involved in community service projects.
- **Monitor repeat offenders and take necessary enforcement action.** Officers created intelligence file on locations and persons that the department frequently deals with.
- **Work closely with surrounding agencies and Ellis County DA office on intelligence information.** Attended several Ellis County Intelligence Meetings and worked closely with Texas Ranger and Task Force with several investigations.
- **Create crime reports showing crime trends that can be addressed with special patrols.** Unable to create report or graph with existing RMS system.
- **Create Crime Comparison reports to present usable data to city council.** Created comprehensive Crime Report for city council reporting each month.

IV. Youth and Elderly

> **Objective: To Establish a Successful Relationship With The Italy ISD.**
> ***Objective met in 2013--80% of Goals Obtained.***

GOALS

- **Meet with School Administration during 2012 School Year to Discuss Improved Responses.** Met several times with superintendent, high school principal and elementary principal.
- **Create an emergency plan for all schools and plan training for response by emergency personnel and school staff by the start of the 2012-2013 school year.** Met with Italy ISD safety team in 2013 and developed a plan
- **Train officers on how to have positive interactions with teachers and students.** PD Supervisor and Chief attended several school based training courses in 2013.
- **Begin plans for *Every 15 Minute* program in conjunction with the Italy Fire Department to be implemented in 2013.** No plans were discussed with the Fire Department or the school district.
- **Continue "Shop with a COP" program and increase the eligible number of participants to 8.** The Italy Police Department continued this program and increased the number of children selected from 5 to 6.

> **Objective: To Establish a Successful Relationship with Elderly Citizens.**
> ***Objective not met--0% of Goals Obtained.***

GOALS

- **Look into feasibility of elderly watch program.** Unable to establish a program in this fiscal year due to low manpower and other priorities.
- **Determine the needs of the elderly community by conducting a survey.** Survey not conducted.
- **Develop and Implement Scam and Fraud Training targeting the Elderly** Training not conducted.

V. Internal Operations

> **Objective: To Stabilize the Patrol Coverage for Officer and Community Safety as well as increase productivity.**
> *Objective was met--100% of Goals Obtained.*

GOALS

- Present a proposal to city council to convert a part-time position to a full time officer for next budget year. (2012-2013 Fiscal Budget Improvement) (Department was granted a new full time position for the 2012-2013 budget year by combining 2 part-time positions.
- Create a safer environment for officers on high risk calls (i.e....Disturbances, Intoxicated Persons, etc.) by requiring a 2 unit response. With the new full time position, the department created a schedule that allowed for double coverage at least 70% of the time.
- Create an Italy Police Department Organizational Chart. The Chief of Police Created a new organizational chart.

> **Objective: To Improve Animal Control Service Response and Increase Code Enforcement.**
> *Objective was met--100% of Goals Obtained.*

GOALS

- Utilize the new full time animal control/code enforcement/patrol position to the its maximum capability by sending officer to specialized code enforcement training. Assigned officer was sent to Code Enforcement training in December 2012.
- Replace Animal Control Vehicle by converting Unit 530 into ACO/Code Enforcement Vehicle. The department converted Unit 530 into a functional animal control vehicle.

> **Objective: Improve the Operational Functions of the Police Department**
> *Objective was met--66% of Goals Obtained.*

GOALS

- Promote a full time officer to sergeant Officer was promoted to sergeant on May 21st, 2012.
- Create and implement an improved officer career development program through training and evaluations. Created new evaluation form and career development form. Assigned specific supervisors appropriate employees to complete their evaluations in a timely manner.
- Assign an officer as a community services liaison officer. Unable to assign this position until 2013.

2013 Plan—Revisited—6 out of 9 objectives met

I. Community Partnerships

> **Objective: Continue to Develop a Partnership with the Community**
> *Objective not met-only 43% of Goals Obtained.*

GOALS

- Conduct 2nd Citizens Police Academy Class
  - Did not have enough citizens apply.
- Have first graduating CPA class organize a CPA Alumni Organization.
  - Did not have enough from first class to form an Alumni Organization.
- Create an Italy Citizens on Patrol Program
  - Unable to have COP program at this time.
- Utilize Volunteers for Special Events (ie, Bike Rally, Parades)
  - Used several CPA graduates for events in 2013.
- Celebrate National Night Out 2013
  - Held National Night Out at the Downtown Pavilion.
- Promote Police Memorial Week through Business and Organization Support.
  - Used social media and local media to promote Police Memorial Week.
- Involve the CPA Alumni and COPS members in the "Shop with a COP" program.
  - Did not have alumni set up or a COPS program to utilize.

II. Infrastructure/Technology

> **Objective: Look into the Feasibility of a New Police Facility**
> *Objective was met- 66% of Goals Obtained.*

GOALS

- Develop a Budget Plan for Initial Costs and Bonds.
  - Met with Fire Department and Architect to begin process to build a joint PD and FD station.
- Examine Locations (both existing and new)
  - Fire Department located property on HWY 34 (Dale Evans Dr.)
- Develop an Architectural Rendering.
  - Architect still in process.

> ### *Objective: Provide Patrol Officers with Reliable and Up-to-Date Technology in Patrol Vehicles*
> **Objective was met-66% of Goals Obtained.*

GOALS

- **Communicate with other larger agencies about mobile dispatch options.**
    - o **Explored feasibility of mobile dispatch options with Ellis County SO with Justice Solutions RMS/CAD.**
- **Purchase a high capacity server by utilizing available seizure funds for in-car video storage.**
    - o **Not affordable with current budget at this time.**
- **Communicate with RMS (Records Management System) vendors and get initial costs.**
    - o **Chose new RMS vendor (Justice Solutions) due to the ability to utilize and connect with the Ellis County SO on arrest reports.**

III. Crime and Disorder

> ### *Objective: Increase Community Involvement in Preventing Crime*
> **Objective was met—100% of goals were obtained*

GOALS
- **Educate Community on Securing Valuables by Developing an Education Flyer.**
    - o **Utilized Social Media (Facebook for community crime prevention education.**
- **Utilize CPA Alumni and COP Members in Educating Public at Events.**
    - o **Used several CPA graduates for events throughout the year.**

IV. Youth and Elderly

> ### *Objective: Reduce Juvenile Crime through Education and Enforcement*
> **Objective was met—50% of goals were obtained*

GOALS
- **Apply for School Resource Officer Grant.**
    - o **No grants available during this budget year.**
- **Appoint Italy PD Officer as a Juvenile Specialist and Develop Duties and Expectations (This position will become a School Resource Officer position if grant is approved)**
    - o **Unable to appoint an officer due to other obligations.**

- Announce Juvenile Specialist to Italy ISD Administration, Faculty and Students in a special assembly and educate all students on the Juvenile Curfew Ordinance.
    - No juvenile specialist appointed.
- Advertise IPD's Efforts to Curtail Juvenile Crime and Enforce Juvenile Curfew through the Neotribune and Facebook.
    - Utilized facebook for juvenile crime prevention efforts.
- Communicate with Italy ISD on organizing a program to educate juveniles on underage drinking.
    - Remained in constant contact with Italy ISD on juvenile crime issues and worked with administration on enforcement of crimes.
- Continue Shop with a COP Program.
    - Conducted a new "Shop with a Hero" program in cooperation with the Italy FD to provide Christmas presents for 7 children.

Objective: **Create a Senior Citizen program that will support their needs**
*Objective was not met—0% of goals were obtained

GOALS

- Conduct a meeting with senior citizens of the community to determine their needs and review survey results from 2012 goal.
    - Did not meet with senior citizens.
- Make a priority list with the meeting attendees of possible issues.
    - Did not have meeting.
- Develop a plan for next year.
    - No plan developed.

V. Internal Operations

Objective: **Develop a Strong Leadership and Command Structure**
*Objective was met—100% of goals were obtained

GOALS

- Send new Sergeant to a New Supervisor's Training Course.
    - Sergeant attended New Supervisor's training
- Explore the possibility in creating a Reserve Sergeant position to command the reserve unit.
    - Assigned the full time corporal to supervise reserve officers.
- Develop a Corporal position to compliment and assist the Patrol Sergeant. (Budgeted Improvement)
    - Developed corporal position.
- Develop expectations and duties of the Corporal.
    - Developed duties and communicated to patrol.
- Select a Corporal through a promotional process.
    - Promoted patrol officer to position.

> ## Objective: Begin Texas Police Chief's Association Police Department Recognition Process
> ### *Objective was met—100% of goals were obtained*

GOALS

- **Appoint employee as the Program Manager.**
  - Appointed admin assistant as program manager.
- **Program Manager begins training.**
  - Sent program manager to training course.
- **Program Manager begins file organization.**
  - Began recognition process and proof submissions.

> ## Objective: Create a Stable and Safe Work Environment for Patrol
> ### *Objective was not met—0% of goals were obtained*

GOALS

- **Increase Full Time Patrol by 1 officer. (2013-2014 Fiscal Budget Improvement)**
  - Due to other budget obligations and needs, unable to increase patrol.
- **Increase Reserve Staff by 2 officers. (2013-2014 Fiscal Budget Improvement)**
  - Increased by 1 reserve officer, but lost 3 reserve officer during the year which reduced overall strength of reserve.
- **Create a schedule that will allow for a 2 officer minimum per shift for officer safety.**
  - Only able to have a schedule with 75% coverage for 2 officer minimum.

2014 Plan

I. Community Partnerships

> ### Objective: *Increase Community Involvement with Police Activity*

GOALS
- Conduct 2nd Citizens Police Academy Class
- Have CPA Alumni and COPS members conduct community education programs and assist with CPA academy.
- Conduct 2nd Citizens On Patrol Academy
- Utilize Volunteers for Special Events (ie, Bike Rally, Parades)
- Celebrate National Night Out 2014
- Promote Police Memorial Week and Organize a community wide memorial service.

II. Infrastructure/Technology

> ### Objective: *Decrease the Amount of Outstanding Warrants by 25%*

GOALS
- Utilize COPS members to make warrant calls.
- Conduct a warrant round-up

> ### Objective: *Begin Technology Improvements to Increase Efficiency*

GOALS
- Replace Chief's computer and printer.
- Replace Admin computer and printer.

III. Crime and Disorder

> ### Objective: *Engage the Community into Police Department Planning*

GOALS
- Create a public safety council

IV. Youth and Elderly

Objective: Engage Youth in Community Projects

GOALS
- Promote youth activity throughout the community.
- Have School Liaison Officer create a community project that involves youth.
-

Objective: Continue to Support Senior Citizen Input

GOALS
- Continue Senior Citizen Meetings.
- Develop plans from meetings.

V. Internal Operations

Objective: Reduce Officer Safety Concerns

GOALS
- Train officers on high risk call responses.
- Create procedures for high risk call responses.

Objective: Provide Special Emergency Response Service to Citizens

GOALS
- Appoint 4 officers to a special emergency response team.
- Send officers to SWAT school.
- Develop procedures for response.

Objective: Continue Recognition Program Process

GOALS
- Program Manager makes final preparations for visit.

2015 Plan

I. Community Partnerships

> **Objective: Develop Community Relations**

GOALS
- Conduct 4th Citizens Police Academy Class
- Have CPA Alumni and COPS members conduct community education programs and assist with CPA academy.
- Conduct 3rd Citizens On Patrol Academy
- Celebrate National Night Out 2015
- Promote Police Memorial Week and organize a community wide memorial service.

II. Infrastructure/Technology

> **Objective: Continue Technology Improvements for efficiency**

GOALS
- Replace PD1 and PD 2 computers.
- Purchase a high capacity color laser printer for department use.

III. Crime and Disorder

> **Objective: Engage the Community into Police Department Planning**

GOALS
- Have public safety council assess the department's effectiveness.

IV. Youth and Elderly

> **Objective: Engage Youth in Community Projects**

GOALS
- Plan and Implement an *Every 15 Minutes Program* with the fire department and other services.
- Continue the Shop with a COP program.

V.   Internal Operations

Objective: Continue to Develop Officer Skills

GOALS

- Regularly send officers to intermediate core courses for skill development.
- Send Sergeant to ILEA School of Supervision.

Objective: Police Department maintains Recognition Status

GOALS

- Department appoints recognition manager to maintain files for compliance.

2016 Plan

I.   Community Partnerships

Objective: Develop Community Relations

GOALS
- Conduct 5th Citizens Police Academy Class
- Plan and Organize a CPA Alumni Reunion Celebration.
- Conduct 4th Citizens On Patrol Academy
- Celebrate National Night Out 2016
- Promote Police Memorial Week and organize a community wide memorial service.

II.   Infrastructure/Technology

Objective: Continue Technology Improvements for efficiency

GOALS
- Explore the feasibility of a new digital camera system for the department to include police station cameras.

III.   Crime and Disorder

Objective: Utilize Community Policing to Reduce Crime

GOALS
- Conduct Community Policing training with patrol officers
- Have officers develop a 3 year action plan to implement community policing
- Conduct Community Policing training with other city employees
- Conduct a Town Hall meeting to introduce community police to the citizens and organizations.

IV.   Youth and Elderly

Objective: Reduce Juvenile Delinquent Behavior by 25%

GOALS
- Utilize the School Resource Officer to educate juveniles by creating a year long classroom program.

V. Internal Operations

Objective: Begin Planning Process for Next Five Year Plan

GOALS

- Have a planning retreat meeting with key departmental employees

Objective: Police Department maintains Recognition Status

GOALS

- Create a part-time records position that will also serve as recognition status manager for the department.