

# MOUNT VERNON POLICE DEPARTMENT



## ***STRATEGIC PLAN***

***2004-2008***

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## **MOUNT VERNON POLICE DEPARTMENT** *Meeting the Challenges of the 21<sup>st</sup> Century*

The real measure of a police agency - the fact that separates excellence from mediocrity - is the commitment to purpose and to pursue continuous improvement with integrity.

Policing is presently going through a period of dramatic change on several fronts, particularly with regard to developments in sophisticated DNA analysis and the establishment of forensic data banks. Judgments as to a person's guilt or innocence is fast becoming less arguable as DNA fingerprinting gains acceptance.

Equally pressing is the challenge brought about by the technological explosion in computer science and the advent of the e-criminal. Crimes are being committed from a continent away. Traditional evidence gathering practices are often of limited value and investigators struggle with sophisticated encryption/decryption challenges.

Preparing to combat or prevent terrorism, with domestic and international ties, is new and unfamiliar turf for most police agencies in the United States. This new front requires police administrators to rethink local priorities and to strategize on a regional scale rather than focusing their efforts within traditional political boundaries.

We are experiencing a shrinking pool of eligible and qualified candidates to become the next generation of community peacekeepers. There will be pressure brought to bear on police administrators to relax tough standards in order to quickly fill vacancies as tired and disillusioned officers leave the police service for less stressful endeavors. This short-sighted strategy, if insisted upon, will undoubtedly create a potential for future breakdowns in police-community trust and cooperation.

In a growing and discomposing development, citizens have become increasingly vocal about police conduct and tactics. This development has huge implications for a community institution that is expected to make quick decisions in life and death matters. Juries are awarding colossal monetary judgments against police agencies for acts that in an earlier time passed relatively unnoticed; and the same public that makes up juries is, for whatever reason, questioning the findings, and, by extension, the wisdom of other juries. This evolution will undoubtedly bring about new and unanticipated challenges and accountabilities for police, as well as the community.

It is vital that we understand the implications of these developments. It will require thorough planning and proven ability to successfully take a case from crime scene to conviction. New emphasis will need to be placed on ensuring that officers are mature, educated, well trained, and properly equipped to handle the problems citizens will expect them to solve.

As the new century presents these additional and unfamiliar challenges, we will not be relieved of the societal problems that have been with us for all time past. Alcohol and drug abuse will continue to play a part in crimes such as murder, robbery, theft, child abuse, and spousal violence. Lack of social and economic opportunities will cause some people to turn to crime. This is as it has been for centuries.

As the Police Department continues to strive for excellence and improvement in service delivery, it becomes imperative that the focus be on *strategic and operational planning*. To not plan is to blindly drive for some desired result, not knowing the total costs and perils of the journey. That, in a nutshell, is the reason for this document.



## **WHO WE SERVE**

*Our Continuous Focus on the Residents and Visitors of Mount Vernon*

The community of Mount Vernon is made up of 27,720 residents (2004) and is the center of county government. Skagit Valley Community College hosts students from throughout the region and provides an array of academic and vocational learning opportunities for several thousand people.

The demographic face of Mount Vernon has been changing over the last several years as the population continues to increase. The area is viewed as an attractive place to live due to its rural feel, abundant recreational opportunities, proximity to the Seattle/Everett job market and lesser-expensive real estate. In 2004 Mount Vernon represented 25% of the County's total population, and is expected to take a larger share over the next several years.

Cultural and language differences have created communications challenges. Over twenty-five percent of the community's population and over 40% of enrolled students in the Mount Vernon School District are Hispanic (2003 MVSD).

Another factor that will dramatically affect policing over the next fifteen years is the anticipated growth of our younger and senior populations. By the year 2010, approximately 35% of our population will be under the age of 20. This is the prime age for first exposure to criminal activity. Currently, that group represents 33% of the local population (2000 census). Locally, 18% of children are raised in single-parent families and 11% of families are living below the poverty level (2000 census). The high school drop-out rate is 9.9% (2003 MVSD). Youth violence in Mount Vernon continues to show disturbing signs of increasing as new offenders emerge and violent offenders that had been serving prison terms return to the community.

The elderly make up over 12% of our population and that figure is expected to grow. Senior citizens are frequently victimized by thieves and confidence professionals. Many of the crimes against the elderly are "hidden", resulting in considerable investigative time being spent in this area.



## WHO WE ARE

**It is the Mission of the Mount Vernon Police Department** *“To consistently seek and find ways to affirmatively promote, preserve and deliver a feeling of security, safety and productive, quality service to citizens and visitors of the community”.*

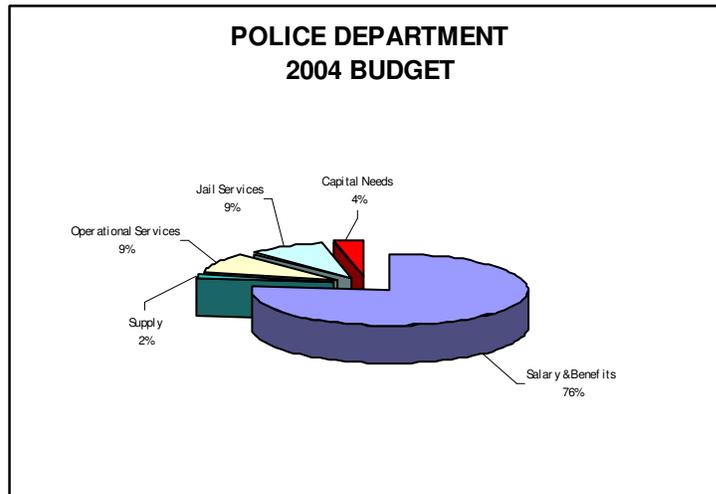
To fulfill its important mission, the Department has a **FY2004 budget** of \$5,193,383. Funding is appropriated as follows:

Salaries and Benefits	\$3,992,092
Supply	\$ 85,305
Operational Services	\$ 469,976
Care & Custody of Prisoners	\$ 456,505
Capital Needs	\$ 189,505

**Total Budget** **\$5,193,383**

The City of Mount Vernon also allocates funding for county-wide public safety communications and E911 services.

**Communications/E911** **\$ 129,476**

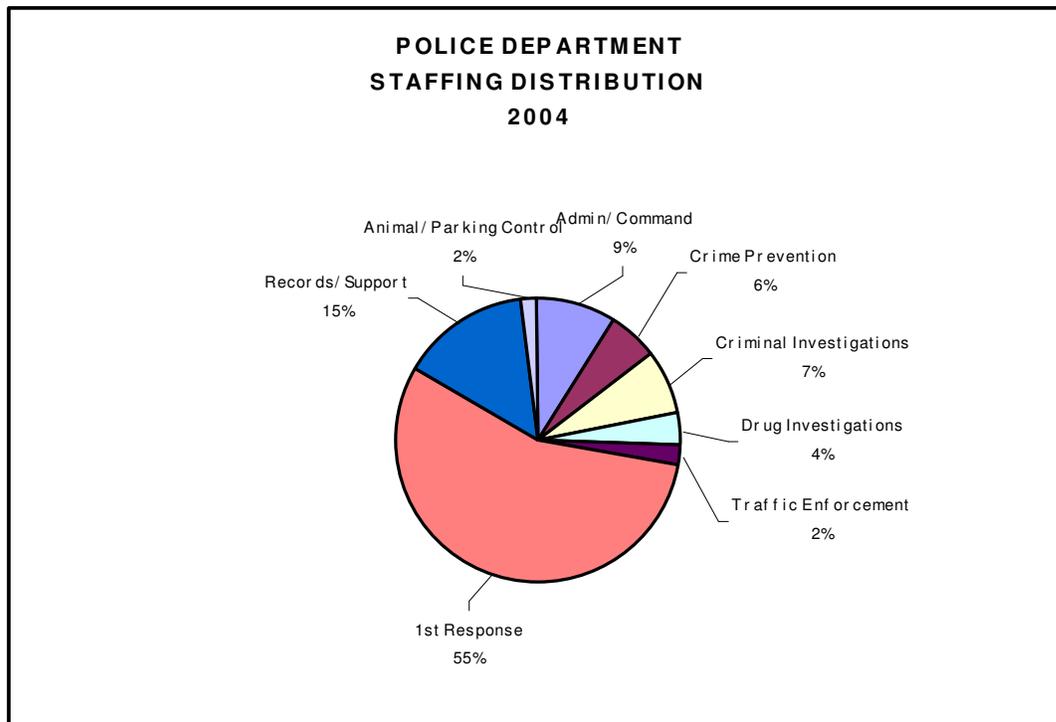


The Department currently has an **authorized strength** of forty-three commissioned officers, one Community Service Officer, one Animal Control Officer, and nine non-sworn support personnel, for a total of 54 employees. In addition, approximately 60 volunteers provide a variety of services in support of Department programs. Staffing is arranged as follows:

- 1 - Chief of Police
- 3 - Division Lieutenants
- 6 - Squad Sergeants
- 33 - Police Officers
- 1 - Community Service Officer
- 1 - Records Manager
- 5 - Records Specialists
- 1 - Administrative Assistant
- 1 - Secretary
- 1 - Receptionist
- 1 - Animal Control/Parking Control

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54 - Total Personnel

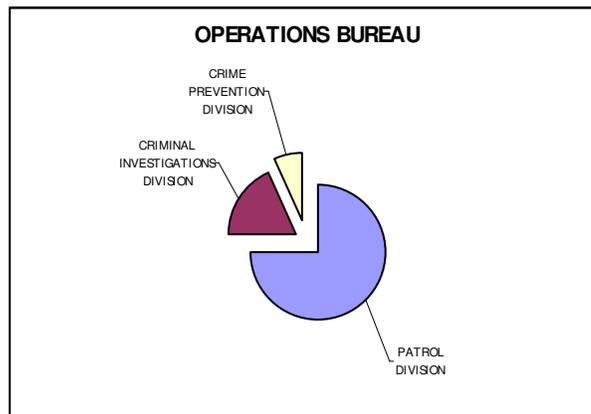


## FUNCTIONAL DIVISIONS

The Police Department is arranged in two (2) **Bureaus** and six (6) subordinate **Divisions**.

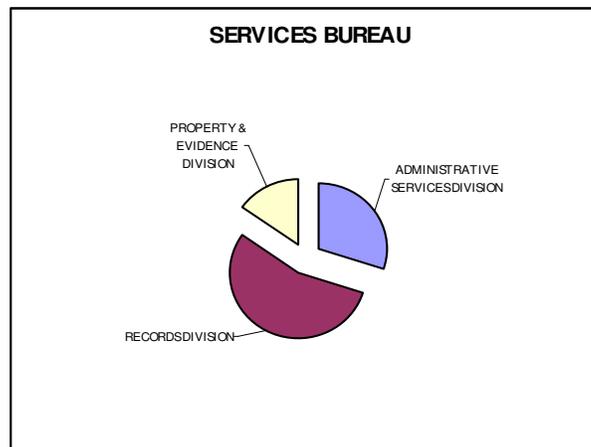
The **Operations Bureau** is comprised of the following Divisions:

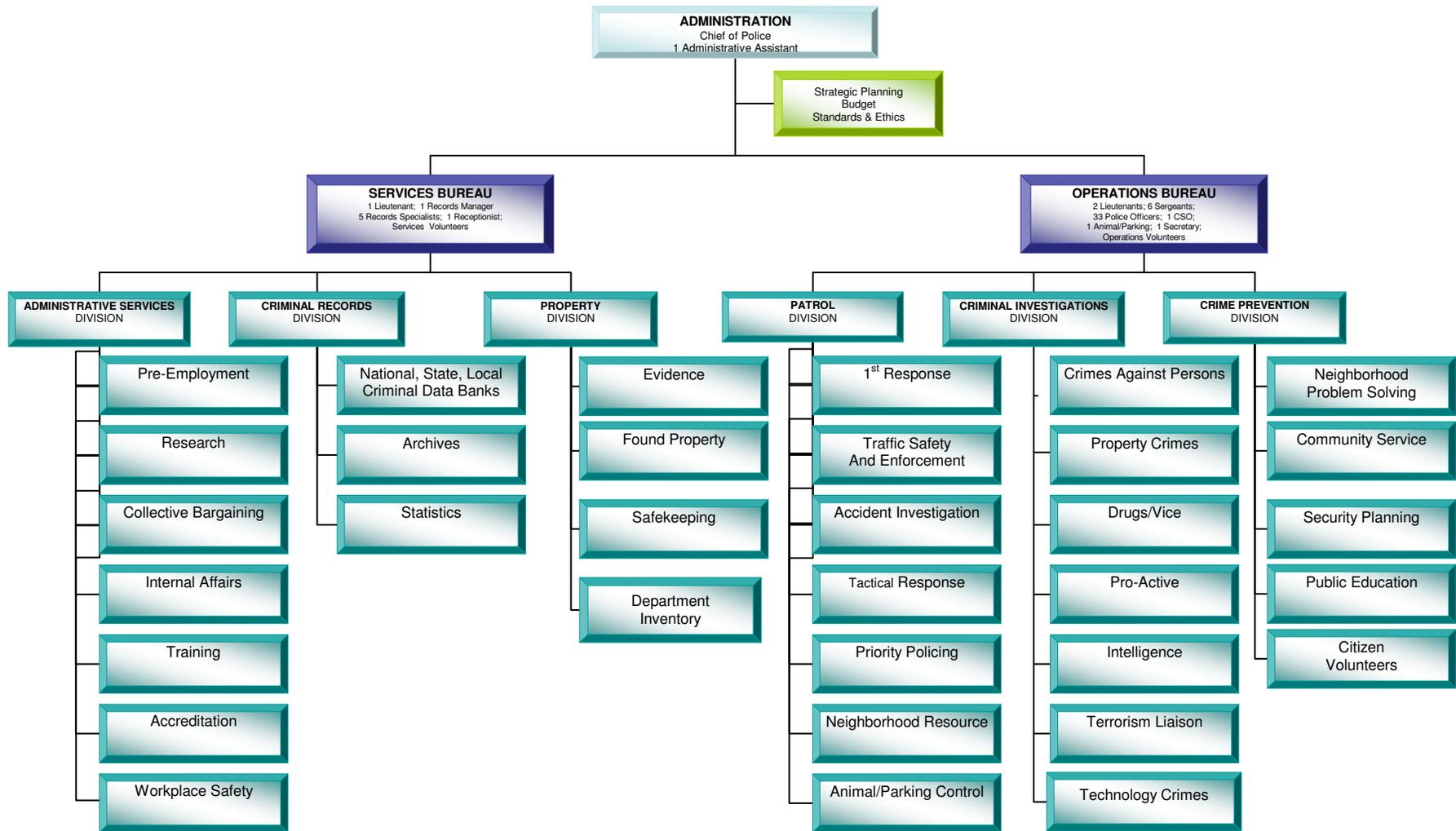
- Patrol (1<sup>st</sup> Response)
- Criminal Investigations
- Crime Prevention



The **Services Bureau** is comprised of the following Divisions:

- Records
- Property & Evidence
- Administrative Services







## **CORE VALUES**

*What we believe*

The men and women of the Mount Vernon Police Department are dedicated to fulfilling the Department mission and vision, and they commit their energy and ability to continue the history of providing quality service to all citizens of the community. In doing so, the Department strives to uphold a set of core values that represent the basic fabric of the organizational culture. These core values are:

1. The highest value is placed on the preservation of human life.
2. The principles of a democratic society must be preserved and advanced.
3. The first operational priority is to *prevent* crime.
4. The community must be involved in policing itself.
5. The Department is accountable to the community it serves.
6. The Department is committed to professionalism in all aspects of operations.
7. The Department is committed to maintaining the highest standards of integrity.
8. The Department must be attuned with a community in a state of continual cultural change.



## **STRATEGIC PLANNING**

### *Overview of Planning Purpose and Process*

From a service standpoint, this *STRATEGIC PLAN* serves as the Police Department's guide for preparation and response to community issues of crime and public safety. In addition, the Plan provides the basis for annual budget planning, and is the central feature of the Department's Performance Management Plan.

The Police Department's planning process involves staff from all assignments and levels of responsibility. The outcome of this annual process is a document that serves as a guide for service level adjustment, program development, resource allocation, and budget preparation.

The process involves a continuous information flow from community members (both formal and informal; written and oral). *Sources* of information related to issues of crime and public safety include, but are not limited to:

- Block Watch Meetings
- Citizen complaints/concerns
- Crime statistics
- City Council Meetings
- Business contacts
- Citizen surveys
- Newspapers
- Citizen Boards
- Community networks
- Officer observations
- Information "Hot Line"
- Health statistics
- Crime victims
- Commissioned studies (housing, health, crime, population, education, etc.)



## PLANNING PRINCIPLES

*The standards applied*

In planning for future policing focus in our community, the Police Department adheres to three distinguishing principles: communication, collaboration, and comprehensiveness. *Communication* is two-way and two-level. Ideas and insight are encouraged at all Department levels. The same is encouraged at the community level. *Collaboration* is imperative if measurable success is to be attained. *Comprehensiveness* becomes a safeguard against omission of important planning elements or policing needs.

The Department employs two needs-assessment models. It combines the attributes of a *needs-based* model with those of a *capacity-focused* model. This approach emphasizes the balanced investigation of neighborhood needs with the discovery of community resources available to assist citizens to invest in themselves and quality-of-life improvement efforts.



## PLANNING METHODOLOGY

*The planning practices we apply*

To ensure accurate planning, ongoing input from the general public is required. Five methods are routinely used by the Department to gather information: (1) Review of publications, including scientific and professional literature; (2) Surveys, internal and external; (3) Site visits of community institutions and service providers; (4) Public meetings such as Block Watch, School Board, and City Council; (5) Statistical review.

**METHOD I:** A review of various publications is an ongoing practice. Scientific journals and other similar documents are reviewed for changes in forensic practices that may impact the Department's procedures or budget. Newspaper articles and editorials are reviewed for repetitious focus and public attitude toward pertinent issues. Public agency reports are reviewed for demographic updates and other information relevant to police planning.

*METHOD II:* Neighborhoods may be surveyed to learn what residents sense as the most important issues relating to crime, fear, and public safety. In the course of work, police personnel are regularly questioned to gain a practitioner's viewpoint on the condition of the community and potential solutions to crime problems.

*METHOD III:* Contact is made with institutions such as schools and churches, as well as social service agencies and other police agencies to discuss common planning issues. In addition, many community needs are determined through communication with service clubs and volunteer organizations.

*METHOD IV:* Direct contact with citizens at public gatherings such as Block Watch Meetings, City Council Meetings, school meetings, community networks and action groups are usually excellent opportunities to gain information on what the community feels to be current public safety issues.

*METHOD V:* Local, regional, and national crime statistics are customary sources for data acquisition in police planning.



## **DEVELOPING GOALS & OBJECTIVES**

### *A Performance Management Tool*

Prior to the preparation of each year's budget, the Police Department holds a series of internal division-level meetings to develop and/or revise goals and objectives. Personnel are asked to plan, in writing, for their specific divisional needs for the coming year. These needs must align with the Department Mission and Broad Goals for reducing crime and improving public safety.

The information gained from staff is evaluated for congruency and relevancy in the long-range plan of the organization. Most surviving data are shaped into a preliminary report and combined with information gathered from citizens. Once all information is collected, the next year's goals and objectives are constructed. These goals are intended as short-term steps in the long-range plan. In essence, this information becomes the narrative and justification for annual Department funding requests.



## **LONG-RANGE VISION**

*Generally, what we strive for at some point in the future*

The *STRATEGIC PLAN* contains a section comprised of a less-focused set of vision statements. These statements are developed through a careful, ongoing study of community values, demographic changes, and policing trends. These visions usually do not change dramatically over the short term.



## **PLAN EVALUATION**

*Adjusting the policing mechanism*

Evaluation of the *STRATEGIC PLAN* is an ongoing process. Adjustments are accomplished through internal administrative mechanisms and, where appropriate, City Council Members and other City staff may become involved. During even-numbered years the Plan is rewritten to reflect major changes to Department direction and focus. In odd-numbered years minor adjustments are made to the Plan to reflect Divisional progress toward goals and to ensure the most efficient use of resources.



## **POLICING PHILOSOPHY**

### *Our Motivating Principles*

Philosophically, the Department espouses a system of linked operating principles that requires neighborhood-based partnerships to solve problems relative to crime, fear and neighborhood decay. Fundamentally, there are four primary strategies that form the substance of our service and mission: First, there must be open and trusting “EXCHANGE” between police and citizens. Communication is two-way. Citizens are heard and involved in the delivery of policing service. Second, “PREVENTION” is the central strategy in all operations. It is, by far, more to the community’s advantage to prevent crime than it is to react to it once it has occurred. Third, reduction of crime and fear, solutions to neighborhood problems, and general issues of public safety are “SHARED RESPONSIBILITIES”. Safer streets will be realized only if police and citizens collaborate to make it so. Fourth, if we are to be successful in our mission, we must be “ADAPTABLE”. No two neighborhoods are exactly alike, nor are the factors that make up their problems. It is our preference to apply flexible, tailored policing plans to each problem, as mutually identified and validated.

Organizationally, this philosophy is expected to be visible in the work product of all Department members and is a priority consideration in hiring and transfer decisions.



## **OPERATIONAL PRIORITY**

### *It is a greater benefit to the community to prevent crime than to respond to it.*

The Department’s first operational priority is to prevent crime. Over the past decade, more emphasis was placed on this function as we transitioned from a strategy of “Patrol and Deterrence” to “Community-based Policing and Problem Solving”. Neighborhood improvement projects are regular occurrences and are aimed at making neighborhoods less vulnerable to crime and disorder. Preventative strategies are at the core of all police

efforts to reduce crime and fear. Evaluation of recent prevention-based projects has pointed to improvements in the quality-of-life of the affected residents.

An example of this approach to policing is the function called “Neighborhood Resource Officer”. The NRO is a concept designed to focus police resources on a problem neighborhood with the goal of reducing crime, fear of crime, and neighborhood decay to a level generally equal to the greater community. The effort is coordinated through one specially trained officer. He or she must organize and mobilize that neighborhood to not only help in the reduction of crime, but also to develop strategies to protect the area from the inevitable return of crime due to the periodic introduction of new and additional antisocial influences. The vaccinal agent is nothing more than the residents’ collective experiences and knowledge combined with the prevention-specific training and guidance provided by police. This approach may take only a year, or it may take several years of hard work, depending on the complexity of the specific problem.

A central focus on prevention must not be interpreted as a reduced eye for enforcement. No successful policing plan is all one or the other. As long as there is poverty, unsupervised children, unemployment, mental illness and an array of personality disorders, there will be crime. *Prevention* efforts alone have their limits. They may not be able to fully address the actions of impulsive, violent, or predatory offenders. *Enforcement* efforts alone do nothing to get at what is allowing the criminal activity to occur in the first place. As an example, the single enforcement strategy of placing police officers outside of bars and lounges to arrest drunk drivers will undoubtedly result in DUI arrests every night but will do nothing to stop the problem of drinking and driving.

For the above example, it is all about creating a balance of strategies that will most likely prevent the problem from reoccurring. Working with bar owners to prevent overservice; working through the media to inform the public; educating children in the schools; and maintaining a consistent enforcement stance against drunk driving all help to have a lasting impact on the problem.



## FUTURE ORGANIZATIONAL GROWTH

*Policing is all about people; it requires people to do the work.*

Policing involves people; *people* do the policing, and, *people* are policed. Most citizens will have some interaction with police at one time or another - whether it be a neighbor's emergency, a collision, a nuisance, a crime, suspicious circumstances, or fear . As the population grows, so does the number of people in need of police services. Technology can mitigate that need to a point. In the end, it takes *people*.

The City of Mount Vernon continues to grow. In about fifteen years the population is expected to reach over 42,000 residents (MV CEDD, 1997, updated 2003). Planning strategically for this growth becomes extremely important if we are to protect a relatively *safe and enjoyable community*.

Accurately predicting the staffing needs of a police department is difficult at best. There is no universally applicable staffing standard for police departments because of the many community variables in play. Calls for service, policing philosophy, priorities and practices, population size, composition and density, cultural conditions, reporting practices, transiency of the population, prosecutorial and judicial policies, crime trends and political will, all have an effect on staffing needs.

Presuming there will be no change in the Mayor's and City Council's public safety priorities, it is possible to create, albeit imprecise, a picture of the Police Department five, ten or twenty years into the future. In calculating the number of police officers and support staff that may be needed by the year 2021, the Police Department examines three different sets of data.

**The first**, although not particularly legitimate, looks at state averages for communities the size of Mount Vernon, based *only on population*. This method of calculating need is relatively popular with municipal officials because it is the easiest to understand. It, of course, assumes that the comparables have all used valid methods themselves and that the community characteristics are similar. This is rarely the case. In 2002, the last time the Department was near the state average, it was staffed at a rate of 1.61 officers per 1000 population, and 2.0 total staff per 1000 population. While the officer rate was near average, the total *staff* ratio was 0.3 lower than the average. This "blind" calculation might suggest that our Police Department was adequately staffed in 2002. The danger in this method of calculation is that it does not take into consideration the characteristics of the community or the behaviors of the population. The *average* is only an arithmetically derived figure somewhere near the mid-point of a series of higher and lower numbers. In Mount Vernon, this number of officers is unable to handle all calls for service without regularly seeking assistance from surrounding jurisdictions. Most often, calls are

“stacked” until officers are available. If this formula is applied (maintaining 1.61 officers per 1000) to a population of 42,000 residents in 2021, there will be a need for **68 police officers** and **97 total staff** to provide service at the state average. This will require 1.5 additional FTEs every year – an aggressive venture.

**The second** and more appropriate method of calculating staffing needs involves evaluating calls for police service, or studying the behaviors of the population. In 2002, MVPD employed 1.95 officers per 1000 calls for service and 2.48 total staff. As with the previous method, this level of staffing does not allow all calls for service to be answered and results in call stacking. Calculations by this method suggest a need for **66 officers** and **88 total staff** in the year 2021. This assumes a steady and realistic 2.5% annual growth in calls for service. If the past 10-year call load, averaging 5% per year, was to continue unabated, there could be a staffing need of 100 officers and 124 total staff.

**A third** method involves a review of Washington cities with an approximate population of 42,000. Their staffing levels are reviewed in relation to the population, both current and past. This method is far from precise because populations may be similar but call load or community characteristics may differ. Nevertheless, this method suggested a projected need for 1.57 officers per 1000 population and 2.31 total staff, or **66 police officers** and **97 total staff** for a population of 42,000.

The bottom line is that we cannot predict, with certainty, the exact staffing picture for a point in time fifteen years away. However, by annually evaluating and updating this data, the Department can keep the Mayor and Council informed and can avoid unexpected fiscal challenges.

A staffing spreadsheet follows. It illustrates the likely staffing needs over the next fifteen years as the population and call load grow to 42,000 and 35,000 respectively.

	A00	A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14	A15	A16	A17	A18	A19	A20	A21
population - 2.5%	2623		2667	2706																		
	2	26460	0	0	27720	28413	29123	29851	30598	31363	32147	32951	33774	34619	35484	36371	37280	38212	39167	40146	41150	42178
Officers - Actual	40	41	43	43	43	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?
off/pop 10 yr avg	42	43	43	44	45	46	47	48	49	50	52	53	54	56	57	59	60	61	63	65	66	68
Calls for Service - 5%*	2055		2173	2132	25085*	26339*	27656*	29039*	30491*	32016*	33616*	35297*	37062*	38915*	40860*	42903*	45048*	47300*	49665*	52148*	54756*	57494*
	8	20916	8	6		51	54	57	59	62	65	69	72	76	80	84	88	92	97	102	107	112
officers	40	41	42	42	49	46	48	50	53	56	58	61	64	68	71	74	78	82	86	91	95	100
Calls for Service - 5%	2055		2173	2132	22392	23512	24688	25922	27218	28579	30008	31508	33084	34738	36475	38300	40212	42223	44334	46550	48878	51322
	8	20916	8	6	22392	22952	23526	24114	24717	25335	25968	26617	27283	27965	28664	29381	30115	30868	31640	32431	33242	34073
officers	40	41	42	42	44	45	46	47	48	49	51	52	53	54	56	57	59	60	61	63	65	66
officers CC @ 42M pop avg																						
officers	40	41	43	43	43	45	46	47	48	49	50	52	53	54	56	57	58	60	61	63	65	66
1st responders (M CFS) - 2.5%						22.952	23.526	24.114	24.717	25.335	25.968	26.617	27.283	27.965	28.664	29.381	30.115	30.868	31.640	32.431	33.242	34.073
officers	28	29	29	29	29	31	32	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46
1st responders (M CFS) - 5%						23.515	24.688	25.922	27.218	28.579	30.008	31.508	33.084	34.738	36.475	38.300	40.212	42.223	44.334	46.550	48.878	51.322
officers	28	29	29	29	29	32	33	35	37	39	41	43	45	47	49	52	54	57	60	63	66	69
Investigators (M CFS) - 2.5%						22.952	23.526	24.114	24.717	25.335	25.968	26.617	27.283	27.965	28.664	29.381	30.115	30.868	31.640	32.431	33.242	34.073
officers	4	4	4	4	4	4.2	4.3	4.4	4.5	4.7	4.8	4.9	5.0	5.1	5.3	5.4	5.5	5.7	5.8	6.0	6.1	6.3
Investigators (M CFS) - 5%						23.515	24.688	25.922	27.218	28.579	30.008	31.508	33.084	34.738	36.475	38.300	40.212	42.223	44.334	46.550	48.878	51.322
officers	4	4	4	4	4	4.3	4.5	4.7	5.0	5.3	5.5	5.8	6.1	6.4	6.7	7.0	7.4	7.8	8.1	8.6	8.9	9.4
ProActive - PPT/TF																						
ProActive - PPT/TF	2	2	4	4	4	4	4	4	4	4	5	5	5	5	5	5	6	6	6	6	6	6
Crime Prevention																						
Crime Prev-sworn	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3
Admin/Command																						
Admin/Command	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5

	A00	A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14	A15	A16	A17	A18	A19	A20	A21		
Investigative Specialist	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
CSO-Pat	0	0	0	0	0	1	1	1	2	2	2	3	3	3	3	3	4	4	4	4	4	4		
CSO-CP	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2		
Records/Transcr (M CFS) 2.5%	<b>0.164</b>					22.952	23.526	24.114	24.717	25.335	25.968	26.617	27.283	27.965	28.664	29.381	30.115	30.868	31.640	32.431	33.242	34.073		
Records/Transcription	<b>4</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	3.8	3.9	3.9	4.0	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9	5.1	5.2	5.3	5.5	5.6		
Records/Transcr (M CFS) 5%						23.515	24.688	25.922	27.218	28.579	30.008	31.508	33.084	34.738	36.475	38.300	40.212	42.223	44.334	46.550	48.878	51.322		
Records/Transcription	<b>4</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	3.9	4.0	4.3	4.5	4.7	4.9	5.2	5.4	5.7	6.0	6.3	6.6	6.9	7.3	7.6	8.0	8.4		
Evidence	1	1.5	1.5	1.5	1.5	1.5	1.5	1.5	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
Animal Control	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2		
Reception	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
Secretarial	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3		
Records Mgr	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
<b>Total Sworn - 2.5% CFS</b>	<b>40</b>	<b>41</b>	<b>43</b>	<b>43</b>	<b>43</b>	45	46	47	48	49	51	52	53	54	56	57	59	60	61	63	65	66		
<b>Total Non-Sworn - 2.5% CFS</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	12.3	12.4	13.4	15.0	16.2	16.3	17.4	18.5	19.6	19.7	19.8	20.9	21.1	21.2	21.3	21.5	21.6		
<b>Total All - 2.5% CFS</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>54</b>	57.3	58.4	60.4	63	65.2	67.3	69.4	71.5	73.6	75.7	76.8	79.9	81.1	82.2	84.3	86.5	87.6		
<b>Total Sworn - 5% CFS</b>	<b>40</b>	<b>41</b>	<b>43</b>	<b>43</b>	<b>43</b>	46	48	50	53	56	58	61	64	68	71	74	78	82	86	91	95	100		
<b>Total Non-Sworn - 5% CFS</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	12.4	12.5	13.8	15.5	16.7	16.9	18.2	19.4	20.7	21.0	21.3	22.6	22.9	23.3	23.6	24.0	24.4		
<b>Total All - 5% CFS</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>54</b>	58.4	60.5	63.8	68.5	72.7	74.9	79.2	83.4	88.7	92	95.3	100.6	104.9	109.3	114.6	119	124.4		
<b>Total Sworn - CFS 2.5%</b>																						Low	66	
<b>Total Sworn - Comp Cities</b>																								66
<b>Total Sworn - pop</b>																								68
<b>Total Sworn - CFS 5.0%</b>																							High	100
<b>Total Staff - CFS 2.5%</b>																							Low	88
<b>Total Staff - comp cities</b>																								97
<b>Total Staff - pop</b>																								97
<b>Total Staff - CFS 5.0%</b>																							High	124

CC = Comparable Cities  
CFS = Calls for Service  
M = 1000  
Lines 24-48 are based on CFS



## STRATEGIC OUTLOOK

### *Developing a future perspective in the Strategic Plan*

The Police Department operates in a dynamic environment that includes political, social, technological and environmental factors relative to crime and disorder. These factors have a direct effect on programs and operations. The key elements of the Department's Strategic Plan are the goals, objectives and operational strategies that are outlined in the core part of this document.

Detailed delivery and outcome measures are not included in this document. They are developed and maintained at the Division level.

**This section** of the Plan is intended to present the strategic outlook for the Department in the areas of crime prevention, response, and control. It attempts to make sense of the goals and objectives when placed in a strategic context.

As a basis for development of this Strategic Plan, the Department has identified the following key assumptions that if significantly changed, would affect the ability to implement or maintain effective service programs:

1. The community will continue to grow at a pace that will result in an approximate population of 42,000 residents over the next 15 years and the Department will realize personnel levels in line with the established staffing plan.
2. The Department budget will remain consistent with the Mayor's and City Council's decision to place public safety as a high community priority, and will change, as appropriate, to align with future community growth, crime trends, and local, state and federal initiatives.
3. The Department will propose crime impact measures that are likely to have the greatest effect on crime, and work with the Mayor and City Council to fund their implementation.
4. The Department will philosophically maintain an approach to policing that includes exchange, prevention, adaptability and shared responsibility as core strategic principles.
5. The effects of the world wide terrorist threat will not significantly impact this community in the foreseeable future.

Based on these planning assumptions, the Strategic Plan for years 2004-2008 has been developed. It includes long-range, mid-range and annual goals and objectives.

The specific objectives in this document are developed at the Division level with involvement from all staff. It is our experience that the more involved personnel are in the process of planning, the more successful we are at providing effective and responsive police services. Everyone is committed to reducing crime and protecting the quality of life enjoyed in our community. While many of the established objectives may seem insignificant at first glance, they all contain a thread of connectivity to the bigger goal of maintaining a safe community.



## ***DEPARTMENTAL BROAD GOALS***

The sustaining Broad Goals of the Mount Vernon Police Department have been in place for many years and remain sound. All organizational plans, including annual division-level goals and objectives, are required to be congruous and subordinate to the Department's Statement of Broad Goals.

### ***Statement of Broad Goals***

- To decrease the amount of actual and perceived criminal activity.
- To deliver the type of police service consistent with community needs and the ideals of contemporary policing practices.
- To create a community awareness of crime problems and methods of increasing the Police Department's ability to deal with actual or potential criminal activity.
- To cause and maintain a community-wide commitment to community-based policing as an effective means to attaining the Department Mission and ultimately the Department Vision.





## LONG RANGE FOCUS

It is very difficult to predict conditions and needs beyond the immediate future. Despite this fact, the Department must plan for a period of time several years into the future. This is especially true when trying to identify funding mechanisms for staffing and equipment needs in support of necessary programs. Through evaluation of the many official studies that are available to us and by staying current on the professional literature, we can formulate a generalized, albeit hazy, vision for the Police Department beyond the year 2007.

It is also recognized that preparations for a future time must be fluid. Our community is not existing in isolation. Regional and world events will influence us and require us to continually reshape our planning and response to changing conditions. With this in mind, we should expect there will be a need to regularly modify whatever plan is developed for the future of policing in Mount Vernon:

**Focus #1:** A well defined Citizen/MVPD **partnership** to identify and provide effective and appropriate police services. By institutionalizing this practice, the word “community” can be dropped as an unneeded descriptor for the Department’s policing model. “Community” will be an inherent component of policing.

**Focus #2:** Fully integrated 21<sup>st</sup> Century **technology** to complement the traditional methods of policing. This will enhance the Department’s ability to efficiently plan for, prevent, and respond to crime, fear and neighborhood challenges, including that introduced by the e-criminal.

**Focus #3:** A working relationship with **non-traditional** partners to address certain calls for service normally handled by publicly funded police agencies and which may be more appropriately handled by the private sector.

**Focus #4:** Alternative **correctional programs** in lieu of maximum security incarceration wherein non-violent, non-predatory offenders put their skills to work on community projects. Community accountability will be a factor in offender release.

**Focus #5:** The **merging or retooling of certain police functions** within the County to improve consistency and effectiveness. Examples might include various administrative services, centralized records, property and evidence, and

specialized services such as K-9, Major Crimes, covert and tactical operations. It may be feasible to consolidate specialized police services in the county as criminal justice costs increase and a higher standard of service is demanded.



## **MID RANGE GOALS & OBJECTIVES**

*2004-2008*

### **GOAL #1**

#### **IMPROVE THE COOPERATION AND COORDINATION OF INTER-AGENCY POLICING EFFORTS AFFECTING THE MOUNT VERNON POLICE DEPARTMENT AND COMMUNITY.**

- Objective 1** Continue to encourage all Skagit County police agencies to establish a single philosophy of policing, with strategic policies of similar tone for reducing crime, fear, and neighborhood decay.
- Objective 2** Study the state of police services in our area. Report on what services might yet be combined, added, or deleted in the interest of efficiency and consistent service to the public.
- Objective 3** Develop a county-wide mechanism for investigating alleged criminal acts of police employees. This objective is scheduled to be completed in late 2004.

### **GOAL #2**

#### **MAINTAIN DEPARTMENT EFFECTIVENESS AS THE COMMUNITY GROWS IN AREA AND POPULATION.**

- Objective 1** Update the Police Department Staffing Plan to reflect projected changes in population and call load.
- Objective 2** Increase the CSO-to-Sworn staffing ratio to allow for a more efficient response to calls for service.
- Objective 3** Assign a training officer to organize and centralize the Department training function. This action is required to ensure effectiveness, reduce liability, and to ensure compliance with accreditation standards.
- Objective 4** Recruit and hire bilingual/bicultural officers and support staff, including volunteers, to improve communication between the Department and the community.

### **GOAL #3**

#### **PROVIDE EQUIPMENT THAT WILL IMPROVE POLICE CAPABILITY AND KEEP THE DEPARTMENT CURRENT WITH ADVANCEMENTS IN TECHNOLOGY.**

- Objective 1** Continue to acquire updated less-lethal equipment as technology in this area improves.
- Objective 2** Acquire patrol vehicles in keeping with the most efficient vehicle-to-operator ratio.
- Objective 3** Continue with the schedule of *replacement* for essential protective/safety equipment such as firearms, radios, and soft body armor.
- Objective 4** Improve officer safety with the acquisition of thermal imaging equipment to assist with the detection of hidden dangerous offenders and evidence. This objective is scheduled to be met in late 2004.
- Objective 5** Replace the aging and outdated multi-purpose vehicle for major crime scenes, extended investigations and high risk incidents.
- Objective 6** Add VHF to the existing radio system to enable communication with Fire, Public Works, and other service agencies during emergencies.
- Objective 7** Identify and acquire the necessary basic equipment for handling responses to WMD events of a biological, chemical or nuclear nature.

#### GOAL #4

#### IMPROVE THE GENERAL POLICE RECORDS FUNCTION, TO INCLUDE ISSUES OF ACCESSIBILITY, STORAGE AND RETENTION.

- Objective 1** Utilizing efficient, up to date storage methods, archive police records, and destroy hard copies as allowed by law.
- Objective 2** Modify and implement the General Records Retention Schedule for the Department. This objective will be accomplished in late 2004.

#### GOAL #5

#### DEVELOP A RELATIONSHIP BETWEEN THE DEPARTMENT AND CITIZENS OF MOUNT VERNON THAT FOSTERS OPEN COMMUNICATION AND TRUST ON ISSUES RELATING TO COMMUNITY SAFETY AND SECURITY.

- Objective 1** Maintain the annual Citizen's Police Academy as a mechanism to accomplish the Department's Broad Goals.
- Objective 2** Steadily add neighborhoods to the Block Watch program.
- Objective 3** Utilize communications links such as the Department Web Site, TV10, radio, newspaper and neighborhood newsletters to provide educational and emergency information.



## **2004 GOALS & OBJECTIVES**

### *Division-level Planning*

The following goals and objectives are provided by the Division Commanders who worked with assigned staff to devise ways to meet the Department mission. Tactical aspects of this plan are not included for public viewing due to the often-times sensitive and protected nature of operations. Performance measures and strategic planning schedules are also not included in this document.

# PATROL DIVISION GENERAL OPERATIONS



## GOAL #1

**REDUCE THE INCIDENCE OF CRIME, FEAR OF CRIME AND DISORDER TO LEVELS PROPORTIONATE TO THE GROWTH IN POPULATION BY DIRECTING SERVICES TO NEEDED AREAS.**

**Objective 1** Reduce the level of vehicle prowl crime that occurs in Mount Vernon by 10% over levels that occurred in 2003. Strategies include:

### First Responder Patrol

- Continue our quarterly commitment to focusing resources on vehicle prowl detection and reduction. This includes dedicating an officer(s) to vehicle prowl detection activities including surveilling specific neighborhoods, foot patrol to areas with repeated activity, unmarked vehicle or bicycle patrol or completing neighborhood information canvasses to educate residents and or gain insight on possible suspects.

### Priority Policing Team

- Weekly, PPT Members will review the vehicle prowl activity to determine reoccurring areas, potential suspects, similarities in motives, etc. Further dissemination of there findings will depend on the findings.
- Monthly, PPT will provide the Department a status report on vehicle prowling. This will include the volume for the month, comparison to previous periods, areas to focus directed patrols, individuals of interest and anything else pertinent to reduce further crimes.
- Complete a monthly review of where the VARDA alarm is placed and move the locations accordingly.

- Continue efforts to develop directed patrol/surveillance plans to areas repeatedly affected by vehicle prowling.
- Continue commitments of time for follow-up investigations with individuals arrested for vehicle prowling activity to discern their sophistication, probability for reoffending and working with prosecutors to decide aggressive prosecution approaches.

**Objective 2** Develop formal crime/disorder reduction plans when activity affecting our community rises beyond levels normally experienced.

**Objective 3** Continue our efforts to manage and reduce unsafe disorderly activity occurring in our north end restaurant/lounge areas.

- Review our response plan for north end restaurants, bars and grocery stores that was developed in 2002. Are the responses still effective? Do any changes need to happen to improve effectiveness?
- Continue communicating and working with the Liquor Control Board to address overservice, overcrowding and other lounge management issues.
- Continue walk through patrols to identify over service, disorderly patrons or other concerns. Remove these individuals or issues before they become a problem.

**Objective 4** Develop at least one crime prevention emphasis using education/information as the primary response per quarter. The outcome desired is educating members of our community about issues such as effective crime prevention techniques, introduction of particular policing service or some other topic that will increase citizen involvement in reducing crime in our community.

**GOAL #2**

**IMPROVE THE WAY PATROL OPERATION SERVICES ARE DELIVERED TO THE COMMUNITY FOR THE PURPOSE OF INCREASING EFFICIENCY, REDUCING COST OR IMPROVING OUR OVERALL EFFECTIVENESS.**

**Objective 1** Conduct a Lead Officer training update. The theme understanding and working with the local media

- Objective 2** Complete the necessary training and introduction of less lethal Taser for all first responders.
- Objective 3** Complete a civil disobedience refresher course for all personnel who have completed the 16 hour basic course. Time allowing, a second 16-hour basic course will be provided for staff who have not completed this course.
- Objective 4** Complete a less lethal users course for less lethal beanbag, Pepperball and Taser for those officers who have not been trained.
- Objective 5** Complete the implementation of Auto Cite technology for Parking Control.
- Objective 6** Implement the thermal imaging plan to include policy, training and operational guidelines for use.
- Objective 7** Implement the computerized traffic accident reporting program to improve efficiency and effectiveness.

### **GOAL #3**

**CONTINUE OUR STAFF DEVELOPMENT COMMITMENT FOR THE PURPOSE OF INCREASING THEIR SKILLS AND ABILITIES TO MEET FUTURE OPERATIONAL AND LEADERSHIP NEEDS.**

- Objective 1** Provide at least eight hours of leadership and supervisory training to those officers who have successfully completed the Lead Officer selection process.
- Objective 2** Develop training for patrol first responders focused on techniques, tactics and equipment to deal with non traditional use of force encounters. Example: Suicidal individuals, Assaultive person with a bat, etc.
- Objective 3** Continue our commitment to the training offered by the Skagit and Snohomish County Trainers Group as a means to meet professional development commitments.
- Objective 4** Continue our squad level commitments to training. Sergeants will see that at least three squad level in-service training opportunities take place during the year sessions regarding a contemporary leadership, police skills or career development topic preparing officers for future assignments
- Objective 5** Provide continuing education and updates regarding preparedness and response to terrorism activities.
- Objective 6** Complete Simunitions orientation training for all Range Officers and schedule two blocks of Force Use training for other officers.

#### GOAL #4

**REDUCE THE FEAR OF CRIME AND INCIDENCE OF CRIME BY INCREASING THE COMMUNITY'S AWARENESS OF DISORDER ISSUES AFFECTING OUR COMMUNITY AND HELPING THEM UNDERSTAND CONTEMPORARY POLICING PRACTICES AND THEIR ROLE IN DELIVERING POLICE SERVICES.**

- Objective 1** Continue our “Adopt A Grade School” program for drop-in visits by patrol staff to break-down potential barriers between children and police. Each squad will ensure one visit per month while on Dayshift is completed to their selected school.
- Objective 2** Continue our commitment to educating residents during our Graveyard shifts by completing personal contact with residents and businesses or utilizing our Crime Prevention Mailer Cards for noted crime prevention tips. Officers will attempt at least one contact or card per week while on Graveyard shift.
- Objective 3** Continue our connection with Downtown Business merchants by completing a minimum of two business contacts per month within the Downtown area to discuss current issues of concern or evaluate the effectiveness of our directed patrol plans.

#### GOAL #5

**COLLABORATE WITH OTHER AGENCIES AND CITY DEPARTMENTS FOR THE PURPOSE OF SHARING RESOURCES AND INCREASING OUR EFFECTIVE ABILITY TO POLICE THE COMMUNITY.**

- Objective 1** Continue to foster a cooperative working relationship with Liquor Board Agents in our area as another means to ensure reduced alcohol offenses and compliance with state and local laws.
- Objective 2** Supervisors will continue to conduct at least quarterly reviews of the Registered Sex Offender Check Log to determine monthly checks are occurring by officers assigned.
- Objective 3** Dedicate personnel from the squad to assist Crime Prevention with at least two community events during the year. This may be to assist with City Block Parties, Citizen Academy or specific Block Watch activities that need event staffing, information provided, or answer questions.

## **PATROL OPERATION PRACTICES**

**“Practices” are those activities that have evolved from goals and objectives to become regular occurrences within the Patrol Division. Therefore to reflect their impact on our productivity they are summarized below.**

1. Complete the hiring of new patrol officers to include:
  - Participation with orientation sessions
  - Oral boards
  - Ride alongs
  - Selection process
2. Continue with our commitment to coordinating the Emergency Vehicle Operation Course for Skagit County Law Enforcement Agencies. This will involve the selection, training and orientation of two new EVOG instructors from our agency.
3. Continue utilizing lap top technology to advance our access to data in the field to include accident reporting, mug photos, routine forms, etc.
4. Continue with our commitment to gathering regularly as Squads in non-work related settings for the purpose of inter-personal development.
5. Maintain our commitment as Squads to participate in regular physical conditioning to reduce injury, illness and meet the physical challenges presented.
6. Continue our weekly commitments to working with our Citizen Volunteers for the purpose of supporting their contributions.

# PATROL DIVISION SPECIAL OPERATIONS



## KULSHAN CREEK NEIGHBORHOOD RESOURCE

OFFICER JON GERONDALE

### GOAL #1

**CONTINUE OUR COMMITMENT TO REDUCING CRIME AND DISORDER WITHIN THE KULSHAN CREEK NEIGHBORHOOD TO LEVELS CONSISTENT WITH HISTORICAL TRENDS.**

- Objective 1** Continue efforts to reduce vandalism that has occurred on the Kulshan Trail and bridge east of North 26<sup>th</sup> Street.
- Objective 2** Conduct a monthly service call review to identify emerging crime/disorder issues and develop the appropriate response plan.
- Objective 3** Conduct a 2003 service assessment to verify the current levels of crime, disorder, and quality of life in the Kulshan Creek Neighborhood are consistent with neighborhood history. Compile the data into a working/usable format, identifying areas for directed patrol.
- Objective 4** Develop a plan that will modify our current parking restrictions and allow the city's street sweeper to clean both sides of North 26<sup>th</sup> Street.

## GOAL #2

**CONTINUE TO DEVELOP POLICING SERVICES CONSISTENT WITH KULSHAN CREEK NEIGHBORHOOD NEEDS AND THE DEMANDS OF THE RESIDENTS, BUSINESS OWNERS, AND SCHOOLS WITHIN THE NEIGHBORHOOD.**

- Objective 1** Continue the neighborhood garden program as a means to involve residents in community activities that instill personal ownership.
- Objective 2** Implement the Kushan Creek Neighbors On Patrol Program to include volunteer classroom training, field training, equipment acquisition and plan for Spring patrols.
- Objective 3** Coordinate and participate in Kulshan Creek Neighborhood events for the purpose of representing the Mount Vernon Police Department. These may include spring/summer neighborhood clean-ups, Boys and Girls Club “Back to School Fair”, Neighborhood Health/Safety Fair, etc.
- Objective 4** Participate in the monthly neighborhood “Movie Night” that is hosted at Skagit Valley College for residents and their families.

## GOAL #3

**MAINTAIN OUR COMMITMENT TO PROVIDING NEIGHBORHOOD RESIDENTS AND MVPD PERSONNEL WITH EDUCATION ON CURRENT CRIMINAL ISSUES IMPACTING THE NEIGHBORHOOD AND CRIME PREVENTION TECHNIQUES.**

- Objective 1** Coordinate publishing of the quarterly Kulshan Creek Newsletter for 2004 as a means to keep residents informed and educate them on current events occurring in the neighborhood and community.
- Objective 2** Provide instruction at the 2004 Citizen Academy for the Kulshan Creek Neighborhood Station and the role of the Neighborhood Resource Officer.
- Objective 3** Attend the monthly Gang Resource Meetings to discuss and disseminate current gang/graffiti information pertinent to the Kulshan Creek Neighborhood.
- Objective 4** Continue monthly meetings with area apartment managers to discuss and reduce police activity on their campuses.
- Objective 5** Continue monthly staff meetings with agencies offering services or working out of the Kulshan Creek Neighborhood Station to ensure a coordinated effort.

# WEST HILL NEIGHBORHOOD RESOURCE

OFFICER DAVID SHACKLETON

## GOAL #1

**CONTINUE OUR COMMITMENT TO REDUCING CRIME AND DISORDER WITHIN THE WEST HILL NEIGHBORHOOD TO LEVELS CONSISTENT WITH COMPARABLE NEIGHBORHOODS AND HISTORICAL TRENDS.**

- Objective 1** Develop a system for reviewing service calls to the West Hill Neighborhood so that emerging crimes or disorder are quickly identified. Develop solutions as deemed appropriate.
- Objective 2** Continue to work with residents and school officials to reduce the parking shortage impacts from school construction. This will include a review with residents regarding outcomes of the Resident Parking Zones.
- Objective 3** Survey residents to identify issues or concerns they have living in West Hill so customized policing strategies can be developed.

## GOAL #2

**PROVIDE POLICING SERVICES CONSISTENT WITH THE NEEDS OF WEST HILL RESIDENTS.**

- Objective 1** Continue to offer and provide training topics to school staff as a means to supplement or enhance required course curriculums.
- Objective 2** Complete an informal site review in August before school resumes to identify any safety concerns with construction that has occurred over the summer. Complete another review in December during the winter break. Any concerns should be coordinated with the campus administration.
- Objective 3** Continue to pursue the opportunity to teach an introductory Criminal Justice class within Mount Vernon High School.

### GOAL #3

#### **CONTINUE TO EDUCATE RESIDENTS, SCHOOL STAFF, STUDENTS, AND PARENTS REGARDING THE ROLE AND RESPONSIBILITY OF THE WEST HILL NEIGHBORHOOD RESOURCE OFFICER.**

- Objective 1** Update the Freshman Orientation and back to school materials so new students, parents and teachers are familiar with the West Hill NRO and our role on campus.
- Objective 2** Complete at least one business contact with each business within West Hill to inquire about service concerns or needs.
- Objective 3** Complete the informational services brochure for the West Hill NRO. Stock finished brochures in the West Hill Neighborhood Station.
- Objective 4** Continue our commitment towards the Mount Vernon Police Department Preparatory Program as a means to encourage students to consider a career in policing or improve their understanding of its role in our community.

### GOAL #4

#### **COORDINATE OR FACILITATE RESOURCES FOR WEST HILL RESIDENTS AND BUSINESSES IN AN EFFORT TO REDUCE CRIME AND NEIGHBORHOOD DECAY.**

- Objective 1** Revisit at least 3 homes who have held Block Watch Captain titles and determine if they are still active. Coordinate with the Community Service Officer to develop programs for new areas.
- Objective 2** Review the need for a West Hill Neighborhood Newsletter that could be published on a regular basis to keep residents, businesses, schools, etc. informed about current activities and ways to reduce crime that resonates.
- Objective 3** At least once per month, alter work hours to accommodate those residents who are not home during the work day. Use the time to complete follow-ups with crime victims, review concern areas after dark, attend after hour school events and other functions.
- Objective 4** Review the possibility of using the Bulldog Newspaper as a forum to write and inform students about crime, safety or ways they can affect life quality within Kulshan Creek.

## GOAL #5

**MAINTAIN CONTACT WITH OTHER DIVISIONS WITHIN THE MOUNT VERNON POLICE DEPARTMENT TO EXCHANGE INFORMATION REGARDING ACTIVITY AND PROGRAMMING OCCURRING WITHIN WEST HILL.**

- Objective 1** Attend at least two roll call sessions per week to keep patrol personnel up to date on issues on campus and around the neighborhood. In addition, keep abreast of activity occurring around the community that may surface in some form on campus.
- Objective 2** Participate in the 2004 Citizen Academy Program to inform members about the police services and role in West Hill.
- Objective 3** Attend monthly gang resource, criminal investigations, and crime prevention meetings as necessary to share information about campus and neighborhood crimes.
- Objective 4** Schedule monthly meetings with other MVPD Officers working within the schools to discuss and problem solve issues.

# PRIORITY POLICING TEAM

## OFFICER MIKE OSTER

### GOAL #1

**REDUCE THE INCIDENCE OF VEHICLE PROWL OCCURRING IN MOUNT VERNON. MAINTAIN LEVELS AT OR BELOW 688 FOR A YEAR PERIOD.**

- Objective 1** Complete a weekly review of vehicle prowl activity to determine any patterns or spikes in activity.
- Objective 2** Continue to maintain a list of the frequent offenders suspected of conducting vehicle prowl in our community. Keep in contact with probation and parole staff about their new offenses and refer any probationary violations.
- Objective 3** Develop customized approaches for addressing emerging criminal activity occurring in Mount Vernon throughout the year.

### GOAL #2

**REDUCE CRIME AND FEAR OCCURRING IN IDENTIFIED AREAS OF OUR COMMUNITY TO LEVELS EQUAL OR BELOW THE COMMUNITY AVERAGE.**

- Objective 1** Continue our commitment of tracking chronic offenders and working with other criminal justice agencies like Youth and Family Services, Juvenile/Adult Parole and prosecutors to invoke sanctions for re offending.
- Objective 2** Work with the Middle and High School Resource Officers when appropriate to address specific crime problems that occur on campus and then carryover to areas of the community or vice versa. Gang crimes area specific concern for Priority Policing Officers.
- Objective 3** Maintain an open dialogue with SCIDEU regarding drug activity occurring in neighborhoods. Develop joint plans to eliminate these problems.
- Objective 4** Reduce or eliminate lewd activity incidents that occur in our city parks that create a level of alarm or concern from its intended users.

### GOAL #3

**CONTINUE OUR EFFORTS TO ELIMINATE GANG ENCROACHMENT IN OUR COMMUNITY KEEPING THE LEVEL AT OR BELOW THE LEVELS EXPERIENCED BETWEEN 1998 & 2000 .**

- Objective 1** Continue our commitment to coordinating monthly gang information exchange meetings with probation, parole, prosecution, and schools to identify emerging trends and discuss methods of intervention and suppression.
- Objective 2** Continue our commitment to eliminating the fear and intimidation gang activity creates for citizens by conducting informational seminars and training for community groups and criminal justice agencies that addresses ways to recognize gang behavior, how they obtain power to create fear, and effective intervention methods.
- Objective 3** Commit to continuing education for Priority Policing Officers to keep current on gang trends. This will include attending seminars, personal self-development, acquiring related newsletters, and other training deemed appropriate.

### GOAL #4

**MONITOR THE PROGRESS OF PREVIOUS PROJECTS TO ENSURE POLICING STRATEGIES ARE WORKING EFFECTIVELY.**

- Objective 1** PPT Officers will monitor the following policing efforts throughout 2003 to see if any changes in strategy need to occur:
- South 27<sup>th</sup> Street Neighborhood Problem Juvenile Project
  - Lion's Park Lewd Conduct Issues
  - Southside Florencia Gang Reduction Plan
- Objective 2** Maintain a close working relationship with other Special Operations members and seek opportunities to engage in both work and non-work environments.

## TRAFFIC UNIT

OFFICER RICK VANDERGRIEND

### GOAL #1

**EDUCATE THE COMMUNITY REGARDING FACTORS THAT INCREASE DRIVER AND PEDESTRIAN SAFETY AND REDUCE THE POTENTIAL OF BECOMING INVOLVED IN A MOTOR VEHICLE ACCIDENT.**

- Objective 1** Identify and participate in at least two community events that offer exposure to a large audience for presentation of traffic safety information. These may include the Skagit County Fair, Child Car Seat Clinics, or other community organization
- Objective 2** Instruct at least two traffic safety presentations to support our Department's volunteers or other public education programs such as COPP, Preparatory Academy, Citizen Academy, etc.
- Objective 3** Continue our commitment to researching tools and methods to increase performance and efficiency. Projects include computerized accident drawing and reporting software, upgraded radar for the police motorcycle, and using Lidar to measure accident scenes.

### GOAL #2

**PROVIDE CONSISTENT EDUCATION, ENFORCEMENT AND ENGINEERING ATTENTION TO AREAS OF THE COMMUNITY DETERMINED TO HAVE A HIGH FRQUENCY OF TRAFFIC RELATED PROBLEMS.**

- Objective 1** Review the 2003 accident data to determine the "Top 10" areas to prioritize for 2004. This research will also include any changes that occurred in our previous areas and the probable causes.
- Objective 2** Organize an emphasis or focus to one of the Top 10 Accident areas identified from the 2003 data at least once per month. This time will be spent observing driver behavior, delivering appropriate enforcement tactics and seeking possible reduction strategies through education and engineering of the area.
- Objective 3** Coordinate with the Community Service Officer to develop a Radar trailer deployment plan providing coverage to areas of the community on a weekly basis.

**Objective 4** Develop plans or methods to respond to traffic complaints from citizens and/or neighborhoods experiencing speeding vehicles, accidents, or other traffic safety issues.

**GOAL #3**

**COLLABORATE WITH OTHER POLICE AGENCIES AND CITY DEPARTMENTS TO MAXIMIZE THE USE OF AVAILABLE RESOURCES AND PROVIDE A PROFICIENT LEVEL OF SERVICE TO THE COMMUNITY.**

**Objective 1** Seek at least one training course or seminar outside our traditional in-service curriculum for the purpose of collaborating with other agencies and enhancing our knowledge of contemporary traffic policing issues.

**Objective 2** Provide two in-service training sessions in a roll call setting related to a traffic field (crash case carried for serious accidents, computer drawing program, etc.).

**Objective 3** Participate in traffic emphasis projects involving other agencies focused on enforcement, education, or a combination of these to share resources and address problems on a broader community level.

## MIDDLE SCHOOL RESOURCE

### OFFICER KEITH LINDERMAN

#### GOAL #1

**DEVELOP AN OPEN AND COOPERATIVE RELATIONSHIP WITH STUDENTS, STAFF, AND PARENTS TO BETTER UNDERSTAND AND RESOLVE ISSUES FACING SCHOOLS AND POLICE.**

- Objective 1** Identify locations and opportunities to engage students in a social setting versus more formal environments (presence before and after school; walking halls at breaks; attend lunch room times, assemblies, dances and other extra curricular activities).
- Objective 2** Review the materials and presentation for introducing school based policing to new students entering LaVenture and Mount Baker Middle School in the 2004/2005 school year.
- Objective 3** Schedule attendance at school staff meetings at least once per month to discuss issues and concerns, round table student behavior problems, or provide training to teachers.
- Objective 4** Attend at least one class period per quarter at Mount Baker and LaVenture Middle School to as an opportunity to build relationships with students and staff.
- Objective 5** Attend parent/teacher conferences when appropriate and schedule home visits with parents who are experiencing difficulty with their child at school and are unable to meet during school hours.

#### GOAL #2

**PROVIDE A CAMPUS ENVIRONMENT THAT IS SAFE, SECURE, AND FREE OF CRIME FEAR.**

- Objective 1** Review the 2003 survey of the physical environment around both campuses. Confirm no substantial changes have occurred that would affect campus safety before school resumes in September.
- Objective 2** Develop plans for increasing police and security visibility on campus. Develop a general list of times and locations that are important for the SRO.
- Objective 3** In September, review both middle school's security plans (to include the lock down plan and fire drill procedures). Provide any insight or training as appropriate that would enhance safety.

**Objective 4** Continue to develop plans with the Kulshan Creek NRO to add visibility to areas commonly used by students leaving school back to their homes. These may include the Kulshan Creek trail, bus routes and stops, common arterials used by students, etc. Non traditional transportation modes may be incorporated.

### **GOAL #3**

#### **PROVIDE A CONSISTENT LEVEL OF COMMUNICATION BETWEEN ACTIVITIES ON SCHOOL CAMPUS AND OTHER DIVISIONS WITHIN THE DEPARTMENT.**

- Objective 1** Attend at least one roll call session per week to update patrol squads on school related issues.
- Objective 2** Attend monthly gang resource exchange meetings to provide updates on issues occurring in the Mount Vernon middle schools.
- Objective 3** Develop a back to school traffic safety plan for both middle schools Coordinate efforts with the Traffic Unit to provide extra attention to cross walk and school zone locations. Re apply these plans for scheduled school breaks.
- Objective 4** Work with the Kulshan Creek NRO to provide additional oversight to the Kulshan Creek trail, which is a common walking path for students attending LaVenture Middle School and other neighboring schools. Develop crime prevention strategies as deemed appropriate.
- Objective 5** Coordinate gang investigation activities with Priority Policing Officers in an effort of reducing gang encroachment in our schools and neighborhoods.

### **GOAL #4**

#### **DELIVER POLICING SERVICES CONSISTENT WITH INDIVIDUAL CAMPUS NEEDS.**

- Objective 1** Attend monthly meetings with Youth and Family Service Staff and Middle School Counselors to assist programs for identified youth at risk at Mount Baker & LaVenture Schools.
- Objective 2** Develop prevention plans for reducing gang crimes and encroachment on middle school campuses. This will include meetings with building principals to discuss policies and practices and review gang awareness training planned for staff.

- Objective 3** Provide staff a list of resources and trainings that the Police Department could offer as a supplement to their core curriculum. These may include Criminal Law and Procedures and a Law Enforcement Day.
- Objective 4** Communicate with the Skagit County Juvenile Prosecutor to determine proper approaches to criminal investigations that allow enhancements for school based crimes, alternatives to the criminal justice system for certain offenses, and other ideas to hold delinquent activity accountable.
- Objective 5** Investigate the Student Crime Stoppers Program or a tip line as a means for students to privately report criminal activity.
- Objective 6** Complete the SRO services brochure for students, staff, parents, and community members.
- Objective 7** Research the ability to produce a “fun night” with middle school students using a select weekend night with open gym, refreshments, and activities where students can interact with each other, police personnel, and other community members/leaders.

# CRIMINAL INVESTIGATIONS DIVISION



## GOAL #1

### **TO MAINTAIN A LEVEL OF DIVISIONAL EFFECTIVENESS EQUAL TO THAT ATTAINED IN 2003**

- Objective 1** Maintain pawn program, transitioning several duties to CID Secretary to ensure that transaction reports are tracked, entered into data base and pawn block information is updated and distributed on a monthly basis.
- Objective 2** Continue with the production of a spreadsheet for those individuals that are locked out of pawnshops due to City Ordinance, which would include the expiration date that would be monitored and modified in a timely basis. Names will be entered into the Spillman data base and disseminated to pawn shops.
- Objective 3** Work with local pawn shop owners/employees to continue the existing partnership that has developed and network by providing information exchange and training between the pawn shops and law enforcement two times a year.
- Objective 4** Continue research based on current technology, equipment needs for the purpose of acquiring necessary investigative tools such as computer crime technology, enhanced photo and video imaging, multi-jurisdictional interfacing.
- Objective 5** Conduct refresher training to investigators throughout the year on specific equipment in the investigations unit. Training topics will include but is not limited to:
- Computer Crimes
  - Photography
  - Fingerprinting techniques
  - Digital Video Camera
  - Varda
- Objective 6** Manage monthly sex offender residence check program, tracking addresses, facilitating level three community notifications, assigning officers as needed, attending County sex

offender classification meeting and sending cases to the Sheriff's Office for filing when necessary.

- Objective 7** Conduct community meeting(s) on sex offenders as determined necessary as a team consisting of the Mount Vernon Police, Prosecutors Office, Adult Probation and Parole, Juvenile Probation, other law enforcement agencies and Schools in an effort to educate the community.
- Objective 8** Continue to provide Detective Wright with computer forensics skills and training that is necessary to investigate a computer crime case.
- Objective 9** Create a checklist that includes the steps necessary and the contact list for resources necessary for investigating missing person's. Additionally, this includes missing children, homicide suspects, or fugitive cases.
- Objective 10** Ensure that the two new investigators complete the required schools in 2004.

## GOAL #2

### **IMPROVE COMMUNICATION BETWEEN CID, OTHER DIVISIONS, AND THE COMMUNITY.**

- Objective 1** The on call investigator will attend one Patrol roll-call sessions per week to exchange information of mutual interest.
- Objective 2** During the year Investigator(s) will conduct proactive assignments as needed, based on community crime problems that are discovered. These assignments may incorporate working individually or with Crime Prevention to distribute flyers to businesses. Investigators may also work with Patrol attending briefings, conducting pro-active operations, and assisting Patrol with major follow-up and proactive investigations.
- Objective 3** Criminal investigators will conduct training sessions with Patrol for the purpose of instruction on specialized investigative equipment, techniques or specific needs at request of Patrol Sergeants.
- Objective 4** Encourage Patrol Officers to utilize the Investigations Division as a resource when individual officers choose to investigate and follow up on cases. Investigations will provide one on one training and provide necessary information that is needed to help the Patrol Officer successfully complete their investigation.
- Objective 5** Conduct weekly Divisional meetings to discuss cases and issues of interest (goals, training, tasks and assignments etc.) to the investigative unit.
- Objective 6** Financial crime trends, frauds and scams will be shared with other Divisions in a timely manner.

### GOAL #3

#### **PROVIDE PUBLIC EDUCATION TO THE COMMUNITY THAT IDENTIFIES THE RESOURCES OF THE CID, PROVIDES ACTUAL INCIDENTS OF CRIME VS PERCEPTION, AND AIDS IN THE PREVENTION OF CRIME.**

- Objective 1** Commit to teaching of Citizen Academy X in the classroom providing information on the Investigators role and provide hands on experience of equipment during the citizens academy mock scene fun day.
- Objective 2** Provide one training session to local banks and check cashing services (i.e. Moneytree and others) on computer fraud, theft and forgery with a special emphasis on prevention and reporting techniques.
- Objective 3** At least one investigator will attend each semi annual Bank Managers Meeting.
- Objective 4** While investigating crimes where appropriate investigators will share prevention information with victims and refer to the crime prevention division where appropriate.

### GOAL #4

#### **CONTINUE THE COMMITMENT TO COMMUNICATION AND TRAINING BETWEEN CRIMINAL JUSTICE AGENCIES**

- Objective 1** Conduct monthly meetings of police investigators and other criminal justice professionals within the region. The purpose will be to exchange information regarding gangs, drugs, and cases of mutual interest. Additionally, training where possible will be conducted at these meetings.
- Objective 2** Conduct monthly departmental case progress review of current cases to evaluate and refocus resource allocation.
- Objective 3** Conduct meetings with prosecutorial staff to discuss inter-agency issues of cooperation and communication.
- Objective 4** Sponsor at least two training sessions to local law enforcement through the monthly investigators meetings.

# CRIME PREVENTION DIVISION



## GOAL #1

### **CONTINUE THE DEPARTMENT COMMITMENT TO BLOCK WATCH AS AN EFFECTIVE PREVENTION TOOL.**

- Objective 1** Continue semiannual Block Watch Captains Meetings as a means of communicating new information, procedures, and training, etc. Responsible person is Jon Skiffington.
- Objective 2** Encourage Patrol Division involvement in Block Watch meetings through ongoing communication and posting of the up-coming meeting information. Responsible person is Jon Skiffington.
- Objective 3** Publish two newsletters, fall and summer, posting on the City of Mount Vernon Web site and distributing hard copies for all Block Watch Captains and their neighborhood members. Develop an e-mail data base as a means of further communication and dissemination of information with Block Watch Captains. Responsible person is Jon Skiffington.
- Objective 4** Accomplish new Block Watch neighborhoods throughout the year, and do ongoing monthly Block Watch updates with the captains to check their status, interest, and development in their neighborhoods. Responsible person is Jon Skiffington.
- Objective 5** Distribute one electronic and regular mail Block Watch Survey and validate status of all existing Block Watch Neighborhoods.

## GOAL #2

### **CONTINUE THE DEPARTMENT'S COMMITMENT TO REDUCE CRIME, DISORDER, DECAY AND FEAR BY UTILIZING PUBLIC EDUCATION AS AN EFFECTIVE MEANS OF IMPACTING PERCEPTIONS OF CRIME AND ACTUAL INCIDENTS.**

- Objective 1** Continue providing and or developing presentations, programs and training for the community, business people and other agencies. This is to be accomplished throughout the year. Examples of presentations and programs that we are actively conducting are,

basic street sense, burglary, child safety, CPTED, personal safety, robbery safety, shoplifting, work place violence, drug awareness, domestic violence, theft/fraud prevention, ID theft, Homeland Security and others to be determined.

**Objective 2** Continue commitment to utilizing the radio & television and other media sources as a means of providing public service announcements and to deliver education and prevention tools to the community based on the needs of the community.

**Objective 3** Facilitate one in house regional training session in 2004.

### GOAL #3

#### **CONTINUE TO MAXIMIZE THE USE OF AVAILABLE RESOURCES TO PROVIDE ADDITIONAL SERVICE AND PROGRAMS.**

**Objective 1** Continue with our customer support patrol function. Each Crime Prevention Officer assigned to the unit will work one shift per month to focus on the needs of problem neighborhoods, existing neighborhood projects, and develop better communication with the Patrol Division through interaction and attending periodic roll call sessions. Exception public education officer will work this detail only during the summer months.

**Objective 2** Continue to revitalize and energize our COPP, RSVP and other office volunteers. Look for ways to involve all volunteers more in the community. Continue to utilize volunteer services at community events throughout the year as needed. Utilize the database that has been developed for all volunteers as a means of establishing additional communication with volunteer members.

**Objective 3** Continue Crime Prevention commitment to partnering with the community by working community events such as: Downtown Halloween event, Downtown Christmas Parade, Fourth of July Activities, Children's Art Festival, MVHS homecoming parade, Youth Appreciation Week, Skagit Valley Herald Christmas party and other deemed appropriate community activities.

**Objective 4** Utilize the Community Beautification Project grant monies as a tool to improve the quality of life in problematic neighborhoods where deemed necessary and attempt to establish a continuing community partnership through Block Watch and other department programs.

### GOAL #4

#### **CONTINUE THE PROGRAMS GEARED TOWARD EDUCATING YOUTH ON DRUG RESISTANCE AND VIOLENCE.**

**Objective 1** Continue TEAM commitment at the Skagit County Fair, various school and other community involvement activities.

- Objective 2** Conduct ongoing TEAM Program assessment annually to determine Crime Prevention commitment to TEAM and make adjustments to the program are needed.
- Objective 3** Continue to support and develop the "Preparatory Academy" for students with an interest in policing as a career.
- Objective 4** Study the feasibility of tracking incidents that occur surrounding all schools through utilization of the Spillman database.

## GOAL #5

### **CONTINUE WITH BANK MANAGERS AND APARTMENT MANAGERS NETWORKING PROGRAMS.**

- Objective 1** Work with local bank managers to continue the existing partnership that has developed and network by providing information exchange and training between the banking community and law enforcement two times a year.
- Objective 2** Work with local apartment managers to continue the existing partnership that has developed and network by providing information exchange and training between the apartment managers and law enforcement two times a year.

## GOAL #6

### **CONTINUE TO IDENTIFY AND SOLVE NEIGHBORHOOD ISSUES THROUGH ORGANIZED PROBLEM SOLVING AND INTERVENTION.**

- Objective 1** Use crime analysis including new geo based software as a means of identifying problematic areas and exchanging this information with other Divisions.
- Objective 2** Work with volunteers, Department personnel, and community members to identify and solve issues that negatively affect the quality of life in our neighborhoods.

## GOAL #7

### **CONTINUE THE GRAFFITI ABATEMENT PROGRAM USING CSO, VOLUNTEERS AND OTHER COMMUNITY RESOURCES TO PROACTIVELY ELIMINATE THE PROBLEM AS IT DEVELOPS**

- Objective 1** The CSO will meet with the graffiti volunteer(s) twice a month to review old cases and do follow up.
- Objective 2** Every month the CSO will drive the entire city looking for new graffiti. Additionally, the CSO and volunteer(s) will walk the downtown area to look for any new graffiti and work with property owners in the removal of graffiti.

**Objective 3** Utilize the City of Mount Vernon Work Program, Skagit County Jail Work Release Program and other resources in helping with graffiti eradication.

# CRIME PREVENTION DIVISION “COPP”



**Developed by members of  
CITIZEN' S ON PROACTIVE PATROL**

## GOAL #1

### **CONTINUE IMPROVING THE COPP PROGRAM AND INCREASING PARTICIPATION.**

**Objective 1** Add to our commitment throughout the year by participating in some of the following events:

- Halloween Downtown
- Christmas Parade
- Citizen's Academy Mock Scene Day
- Skagit County Fair Parade
- Tulip Festival
- Extra Patrols for 4<sup>th</sup> of July and New Year's Eve
- MVHS Homecoming Parade
- Attend monthly training meetings
- Support and attend Kulshan Creek Neighborhood activities

## GOAL #2

### **CREATE MORE PUBLIC AWARENESS OF COPP.**

**Objective 1** Increase one on one contact with citizens by getting out of the car. This can be done by making it a point to contact new businesses, greeting citizen's (especially kids) while on duty, doing some foot patrols through parking lots, handing out baseball cards and working with Patrol to identify neighborhood problems/quality of life issues.

**Objective 2** Provide ideas where COPP can assist patrol with more responsibilities.

**Objective 3** Complete one CPTED mailer card per month. Mailers will be sent to the property owner in an attempt to make them more aware of safety and security issues.

**Objective 4** Research the possibility of creating a COPP trading card.

### **GOAL #3**

#### **CONTINUE TO INCREASE AND SUPPORT THE CURRENT COPP LEADERSHIP.**

- Objective 1** Continue to have monthly meetings that are not only informative but enjoyable as well.
- Objective 2** Continue to have informative, updated and refresher training. Subjects to include but not be limited to; radio training, traffic control, Crime Prevention Through Environmental Design, Racial Profiling, Gang Update, DUI Detection, and First Aid.
- Objective 3** Encourage all members to be a part of the leadership structure by interacting more with Advisory Board members when ideas, suggestions, and other issues arise.
- Objective 4** Continue to look to our department coordinator for guidance when needed.
- Objective 5** Continue having selected, members of the COPP give training at monthly meetings.
- Objective 6** Make an effort to have 75 percent attendance by COPP members at monthly trainings.

### **GOAL #4**

#### **CONTINUE TO IMPROVE MAKING PRESENCE KNOWN TO OFFICERS ON DUTY.**

- Objective 1** Make contact with the Sgt. or Lead Officer at the beginning of our shift, either in person or on the radio, to find out if there is any particular area we should be concentrating on throughout our shift.
- Objective 2** Attend roll call periodically. Roll Call happens daily at 0700 for dayshift, 1500 for swing shift, and 2300 for graveyard shift.
- Objective 3** To make more of an effort to offer our help to officers while on duty. This could be done by contacting dispatch or officers directly when situations arise where we can be of assistance. Examples...traffic problems or fireworks complaints.

### **GOAL #5**

#### **IMPROVE SQUAD MORALE.**

- Objective 1** Get together throughout the year to just enjoy each other's company and get to know each other better. We will do this by continuing to have two gatherings per year. One will be in March for awards and appreciation and the second in July for a summer BBQ.

**Objective 2** Veteran members will call new members and ride with them to make them feel comfortable as a part of the group.

## **GOAL #6**

### **ENSURE ALL COPP MEMBERS ARE COMFORTABLE AND SECURE IN THEIR DUTIES.**

**Objective 1** Continue the yearly FTO process for veteran members to ensure maximum knowledge.

**Objective 2** Each new member will be assigned a FTO for a period of 1 year. The FTO will be that new members “go-to” person should they have questions of concerns about the COPP program.

## **GOAL #7**

### **EXPAND THE “NO-WAIT 8” PROGRAM WITHIN THE DEPARTMENT.**

**Objective 1** Recruit additional qualified members to the group.

**Objective 2** Have quarterly “No-Wait 8” meetings to discuss recent call-outs and have additional training regarding issues dealt with by the “No-Wait 8”.

# RECORDS AND PROPERTY DIVISIONS



## RECORDS DIVISION

### GOAL #1

#### **PROVIDE THE BEST POSSIBLE SERVICE TO INTERNAL AND EXTERNAL CUSTOMERS**

- Objective 1** Develop and provide pamphlets and other printed material to assist the public in the various contacts they have with MVPD – to include:
- Alarm ordinance permit information
  - Dog licensing information
  - High school parking permit info
  - Fingerprinting
  - Gun dealer licensing
  - Criminal history request information
- Objective 2** Review and improve the various forms used by our front-counter customers – to include:
- Criminal history check requests
  - Report requests
  - Complaint forms
- Objective 3** Develop and implement a procedure for processing alarm permits.
- Objective 4** Research an e-mail address that can be used by the public to communicate directly with the Records Division.
- Objective 5** Provide CID and/or CP Divisions with misdemeanor disposition information in order that victims may be informed of case outcomes.
- Objective 6** Provide training to officers – as needed – in obtaining statistical data through the Spillman Data System and applying it to their needs (specialized reports).

## **GOAL #2**

### **IMPROVE OVERALL EFFICIENCY.**

**Objective 1** Research feasibility of acquiring DISCUS. This is a carry-over for completion.

## **GOAL #3**

### **MAKE MORE EFFICIENT USE OF STORAGE SPACE.**

**Objective 1** Purge two or more years of obsolete archived records. This year a new approach will be take toward this objective, as this year it will be necessary to move archived files from the main facility to the secondary facility. We expect to purge these (1995 and 1996) records prior to the move rather than adding them to those unpurged records already at the secondary facility. The purge from 1987 forward to 1995 will continue at the secondary facility.

## **GOAL #4**

### **CONTINUE TO INCREASE KNOWLEDGE BASE OF DIVISION PERSONNEL AND THEREBY PROMOTE EFFICIENCY IN ALL RECORDS FUNCTIONS.**

- Objective 1** Complete training for new ACCESS trainer and transfer TAC duties in order to achieve and maintain proper certification for all MVPD personnel.
- Objective 2** Continue to provide updated training to all Division employees in the various aspects of the job.
- Objective 3** Improve process for sharing information gained by Division personnel.
- Objective 4** Become proficient in “Summit” which is scheduled to be on line some time in 2004, and conduct training for other divisions.



## **PROPERTY DIVISION**

### **GOAL #1**

#### **MAKE MORE EFFICIENT USE OF STORAGE SPACE.**

- Objective 1** Conduct complete inventory of primary property room.
- Objective 2** Continue research of alternative methods of disposing of forfeited and abandoned property other than holding auctions. This research will include the legality of using “stealitback.com”.

### **GOAL #2**

#### **BECOME MORE EFFICIENT IN PROPERTY HANDLING.**

- Objective 1** Reduce amount of moneys in MVPD evidence account through development and use of Excel program for tracking such funds.
- Objective 2** Develop and/or review and re-work Property procedures for:
1. Receiving property
  2. Releasing property to
    - a. Owner
    - b. court, etc.
    - c. final disposal
  3. Making copies (to include photo prints, CDs, floppy discs, audio tapes, etc.)



## CLOSING

This document is intended to provide guidance in our effort to plan for the policing needs of the community in the years ahead. Without effective planning, we blindly commit ourselves to a course of action, unsure of the time, place, or degree of attainment. Without involving others in the planning process, we set ourselves up to stand alone or divided when turbulent times fall on the community.

Policing is only one element in a community plan designed to provide a foundation for a safe, prosperous, and enjoyable environment. The police cannot do it alone. It is critically important that citizens, elected officials, police, schools, church, social service providers, and other groups and governmental entities work in partnership to ensure security for future generations. It takes but one element, working out of step from the others, to derail hard-fought efforts to move past the costly period of history we are currently writing, wherein scarce dollars are thrown at programs that tend to work against or in disconnected duplication of one another.

The Mount Vernon Police Department, as an organization within the community, is committed to being a partner in creating neighborhoods free from violence and other conditions that allow victimization to flourish.

Michael S. Barsness  
Chief of Police