Rocklin Police Department

Strategic Plan

January 1, 2014 – June 30, 2015 Update
CONTENTS

Message from the Chief 3

Strategic Overview & Methodology 4

City Vision 5

Police Mission, Vision & Values 6

Factors Effecting our Strategic Plan 7 - 8

ADDENDUMS

• Addendum One:
  S.W.O.T. Analysis
    ➢ Strengths
    ➢ Weaknesses
    ➢ Opportunities
    ➢ Threats

• Addendum Two:
  Strategic Goals and Objectives
Message from the Chief

Strategic Planning is important for an organization to have a common understanding of how we will continue to achieve our Mission and Vision. A Strategic Plan provides a roadmap to achieve goals by establishing performance measures and holding ourselves accountable to a proactive approach to policing.

We routinely review our performance and operations to ensure we are using contemporary policing concepts, tactics and best-practices. Accreditation helps us frame our responsibilities and hold ourselves accountable to a higher-level of expectations.

Strategic planning is a valuable tool to ensure the entire organization is working collectively to achieve our Mission, Vision, Values & Goals. This Strategic Plan was developed using feedback from the Rocklin community, as well as internal feedback from our employees.

Through guidance from City Council and partnering with other City departments, we are able to identify priorities for policing and milestones we need to achieve to accomplish this Strategic Plan. Our aim is to build on our accomplishments and measure our ability to deliver unparalleled service through clearly definable goals and performance measurements.

We review our Strategic Plan annually and update as necessary, to ensure we meet community expectations. We will transition our Strategic Planning to a fiscal year (FY) to ensure we have the proper budget and resources to accomplish our stated goals. This Strategic Plan update will be an 18-month plan, covering from January 1st, 2014 through June 30th, 2015.

The Police Department is dedicated to serving our community with professionalism, compassion and integrity. We are honored to serve as public safety professionals and believe this Strategic Plan charts a course to our vision of being known far and wide for excellence. You may view this Strategic Plan on our website at www.rocklin.ca.us. Together with our citizens and all of the City government team, we can continue to excel as a City and make Rocklin a special place.

Sincerely,

Ronald A. Lawrence
Chief of Police
Strategic Overview

Benefits of a Strategic Plan

1. **Community Perceptions and Needs:** The Rocklin Police Department treats its residents and business owners as constituents, partners and customers. Like a business, we identify our constituents’ needs to know how to best serve them. We conduct Community Neighborhood Surveys every three years to glean information about community perceptions of safety, crime and how they perceive their police. Our Community Neighborhood Surveys are used to help develop our Strategic Plan.

2. **Building Community Partners:** Over the years, we have developed tremendous support from community partners. Our residents, business owners, Rocklin Unified School District, Sierra Community College, William Jessup University, and many others have grown to trust and rely on their police department to deliver the very best public safety. Building and maintaining community partnerships is a strength we leverage to keep our community safe.

3. **Internal Agency Improvements:** The PD values employee input and initiatives. Police managers meet bi-weekly to discuss crime trends and how best to deploy our resources in an efficient manner. We conduct “ROCKSTAT” meetings for all employees to hear from Unit supervisors what crime issues are most pressing for them, and how they are efficiently utilizing resources to address concerns. Additionally, we conduct open-forum meetings for employees to brainstorm ideas to help Rocklin PD achieve excellence.

4. **City Governance – Team Rocklin:** The Police Department works closely with other City departments as one large team, to ensure we provide the best, most cost effective and efficient government possible. Our City Council is engaged and participates in setting priorities for the City.

**Methodology**

During FY 2013, the City of Rocklin developed a Strategic Plan for the City of Rocklin, which encompassed all departments in the City. Our Police Department Strategic Plan dovetails into the overarching City Strategic Plan to ensure we are working as part of the bigger “Team Rocklin” to providing our citizens and businesses a top-rate City Government. The City of Rocklin Strategic Plan includes four strategic areas of emphasis:

<table>
<thead>
<tr>
<th>City of Rocklin - Strategic Areas of Emphasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fiscal Stability</td>
</tr>
<tr>
<td>2. Economic Prosperity</td>
</tr>
<tr>
<td>3. Quality of Life</td>
</tr>
<tr>
<td>4. Responsive, Cutting-Edge and Effective Government</td>
</tr>
</tbody>
</table>

RPD Strategic Plan  
1/1/2014 – 6/30/2015
City of Rocklin

City of Rocklin Vision Statement:
To become a city that provides its residents with an exceptional quality of life while maintaining its small town sense of community.

Visions Principles:
The City vision principles define Rocklin’s future in terms of community values, providing detail to support the implementation of the Vision Statement.

- Rocklin celebrates and builds on its rich history by protecting natural and cultural resources.
- Rocklin views the safety of its citizens as vital and places a priority on public safety and emergency response.
- Rocklin values education and its benefit to the community and is an active partner and supporter of community schools.
- Rocklin is a community of neighborhoods; each unique and essential in preserving and promoting a diverse and welcoming community.
- Rocklin emphasizes citizen engagement and views it as the cornerstone for community decision making.
- Rocklin supports convenient shopping and services, easily accessible by neighborhood residents wishing to walk, bicycle or drive.
- Rocklin supports the opportunity for a variety of businesses and service providers to operate in the city to serve residents.
- Rocklin values community recreation programs and a park system serving all residents. Recreation areas and parks are linked by a network of pedestrian routes and bikeways, so that everyone resides within an easy walk or bike ride to a park.
- Rocklin supports a variety of mobility options because they are essential to its economic vitality and quality of life.
- Rocklin strives to be a sustainable community, both economically and environmentally.
Rocklin Police Department

Mission, Vision & Values

Mission:
We are committed to serve, protect and promote a safe community.

Vision:
Rocklin PD will be known far and wide for excellence. Citizens will trust and respect us, young people will admire us and criminals will fear us. The streets will be cleaner, safer and less traveled by those who would do harm to our community. Other agencies will strive to achieve what the Rocklin badge represents: pride, professionalism and teamwork.

Values:
- **Respect** – We value our citizens and each other. We recognize our responsibility to maintain order while affording dignity and respect to every individual. We treat members of the public and fellow employees with consideration by being attentive, patient and courteous.
- **Integrity** – We practice honest and responsible behavior, consistent with our code of ethics, thus generating pride, confidence and trust in local government.
- **Accountability** – We are accountable to citizens for our performance, use of resources, and stewardship of assets. We are accountable to each other for attainment of our mission, vision, and the adherence to our values.
- **Quality Service** – We commit ourselves to excellence by providing the highest quality service possible to make our community a better, safer place to live.
Factors Affecting Our Strategy – Historical Snapshot

Rocklin is a well-educated, residential community with unique business and commercial characteristics. As of May of 2013, the California Department of Finance estimates the City’s population at 58,484\(^1\). Anticipated build-out of Rocklin is estimated to occur around the year 2030, with a population in excess of 75,000 citizens.

Internal Department Factors

- **Current police workforce**: is highly-skilled, motivated and department moral remains strong.
- **Public safety resources**: remain at lower than optimal levels. Ideally, with the current population RPD would staff 58 sworn officers, 12 Public Safety Dispatchers (PSD), and four FTE’s in Records.
- **Additional staff**: Three additional FTE’s positions (two police officers and one PSD) are anticipated to be authorized for hire as of July 1st, 2014, bringing our totals to 54 sworn, and 27 professional staff. Even with these additions, the number of allocated sworn and professional staff positions remains below levels prior to 2010, and below desired levels for current population and workloads.
- **Reorganization**: One management position is being eliminated and replaced with a Crime Analyst position, designed to bolster our predictive and intelligence lead policing in an effort to reduce crime.
- **Police / Fire partnership**: Fire Admin is preparing to move into the police facility. This presents an opportunity to closely collaborate on public safety matters and utilize the Incident Command System for emergency response more frequently. RPD and RFD will share support staff resources such as Records, Dispatch, and other professional staff to more efficiently operate both departments.
- **Expansion of our Reserve Police Officer Program**, which began in 2011, has been successful in terms of hiring qualified individuals. The actual number of reserve officers in the program is at low levels, only because most were hired into full time officers. The infusion of new police officers allows us to lesson our reliance on lateral police officers, which had been our practice prior to 2011.
- **Retirements**: key personnel with important corporate knowledge are slated to retire within the next year. This presents challenges and opportunities to reorganize in an effort to address these changes.

External Local Factors

- **Crime Rate**: Rocklin experienced a small rise in Part-I crime during 2013, increase from 16.7 during 2012 to 18.5 during 2013 per every 1,000 residents; yet Rocklin continues to maintain a low crime rate compared to communities within the greater Sacramento Region.
- **Residential Growth & Commercial Base**: Rocklin has experienced a recent surge in both residential and commercial growth. While it is not anticipated this sudden growth will rival what was experienced between 2000 and 2009, it has been a sharp increase over the past three years. In the first few months of this calendar year, Rocklin has had more than twenty-five housing developments break ground or begin the permitting process. Commercial development and new businesses have begun to sprout up, primarily in the I80/Sierra College Boulevard area.
- **New residential growth** is anticipated to slightly increase police workload in areas such as traffic congestion and collision investigation, neighborhood disputes, and crimes normally associated with residential neighborhoods such as burglary, domestic violence, and auto-theft.
- **New commercial growth**, particularly in the area of Sierra College Blvd. and I-80, is anticipated to cause an increase in theft related crimes.
- **Team-Rocklin**: The Police Department enjoys positive working relationships with other departments in the City. Working collaboratively, we are able to address many community concerns rapidly.

\(^1\) May 2012 memo from Demographic Research Unit of the California Department of Finance, Sacramento, CA.
Impacts from State of California

- **State Assembly Bill 109:** “Public Safety Realignment of 2011,” (also known as “Prison Realignment”) has been an impact mostly on the Placer County Jail, as the maximum capacity levels have been realized on a routine basis. This has caused inmates serving sentences for lessor crimes to be released early. County Jail levels have increased as a result of AB109, which allowed the State of California to push inmates from the State Prison system down to the County level. Our Sheriff’s Department has done a great job mitigating the impacts as best as possible, and we are in better shape than a few other counties, but having a jail at full capacity can result in certain arrestees not being housed due to overcrowding.

- **Narcotic Taskforces:** In December of 2011, The State collapsed several narcotics taskforces throughout the State, and the Placer County Special Investigations Unit (SIU) was one that suffered this reality. Law enforcement officials from within Placer County agreed to retain the SIU unit intact, and take over the management and oversight of the unit. The Rocklin Police Department has been the agency responsible for the administrative oversight, while the State Department of Justice continues to participate by offering a funded taskforce commander.

- **Marijuana Legislation:** There have been recent attempts to legalize marijuana for recreational use in the California Legislature. Law enforcement professional associations such as the California Police Chiefs’ Association, as well as other law enforcement professional groups are bracing for the potential for the legalization of recreational marijuana within California. The States of Washington and Colorado have already experienced legalization of marijuana for recreation purposes, and it is possible California could follow given some of the legislative bills circulating at the State Capitol. It is unknown at this time what types of impacts this may carry, but would likely be a significant social shift in Rocklin and surrounding communities.

Community Participation in Strategic Planning

- **Neighborhood Survey:** In an effort to solicit public input for our Strategic Plan, the Police Department conducted a tri-annual “citizen survey,” in 2011 to glean from the public community concerns, police strengths and comments.

- **Community Meetings:** Additionally, through 2012 and 2013, Rocklin PD held community meetings open to the general public called “Chat with the Chief,” and “Coffee with a Cop,” during which attendees were asked questions regarding strategic planning for the Police Department.

SWOT Analysis

A thorough and candid reflection on our organizational Strengths, Weaknesses, Opportunities and Threats were conducted and played a significant role in our Strategic Plan development. Our S.W.O.T. analysis is outlined in Addendum one (1) attached to this Strategic Plan.

Strategic Goals and Objectives

Within the framework of the four Strategic Areas of Emphasis (as described on page 5 & 6), the Rocklin Police Department will focus on 11 fundamental goals and 35 corresponding objectives / actions during the next twelve months to achieve our Mission & Vision, as well as the City’s Vision. These goals may be revised from time to time as economic and other conditions change. The Goals and Objectives are outlined in Addendum two (2) attached to this Strategic Plan.