



**Petaluma Police Department**

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# **Strategic Plan**

# **2022-2024**

*Working with our community to provide professional police services since 1858.*

# By the Numbers

**61,000**

CITY  
POPULATION

**494,396**

COUNTY  
POPULATION

**70**

AUTHORIZED SWORN  
PEACE OFFICERS

**32.6**

CIVILIAN PROFESSIONAL  
SUPPORT STAFF

**78,000**

CALLS  
RECEIVED 2020

**49,076**

CALLS FOR  
SERVICE 2020

**6.1m**

RESPONSE TIME  
TO EMERGENCY CALLS

**23%**

OFFICER  
AVAILABLE TIME

**\$62M**

CITY BUDGET– General Fund

**\$23M**

POLICE DEPARTMENT  
BUDGET

# Message

## From the Chief



The delivery of professional public safety police services can only be experienced by recognizing the critical need to invest in and maintain the highest levels of wellness, resiliency, and training in our staff. We must always recognize we are people first in service to the people of this great community. Recognizing our people, I want to extend my humble and sincere appreciation to my staff for the daily devotion, dedication, and compassion they bring to their respective positions and to our community. Our ability to protect and serve this community with pride and integrity is not possible without their continuous selfless service and sacrifice. As an organization we will continue to prioritize the health and wellness of our employees. We recognize that our employees are our most valuable resource and without their full strength and resiliency from within to respond to and help others through the most traumatic events, we cannot accomplish our mission. All members of our organization are integral to our ability to maintain and deliver exceptional police services. I am proud and honored to lead this organization made up of the finest men and women into the future.

While we recognize the health and safety of our community begins with the health and safety of our team, we also realize we alone cannot achieve true community safety without the help and engagement of our community. Community centric policing, also known as Petaluma Policing, prioritizes the importance of sharing crime and safety information with those we serve results in a safer community. Petaluma Policing relies on community partnerships so we can best understand the needs of our community members and deliver the best services to meet those needs.

This strategic plan emphasizes the importance of taking care of the people who take care of you to accomplish our current goals and priorities to keep Petaluma the place you want to call home for you, your family, or your business. We are committed to always being better than we have been and this plan recognizes the need to be agile and nimble to respond to unpredictable changes in our community and our profession. This plan is a living document and through annual workshops, surveys, and meetings with the community and our employees we identify key trends and public safety issues facing our community. It is our intent with this plan to develop goals and objectives to best address these challenges, both presently and into the future. I am proud to lead and serve alongside the professional members of the Petaluma Police Department who are committed to serving our community with the highest standards of performance, utilizing the most innovative and best policing practices.

*Chief Ken Savaro*

# Introduction

A strategic plan is the roadmap to move from where we are today to where we want to be in the future. It addresses the benchmarks, goals and objectives of an organization while providing actionable guidelines for achievement. To be successful, the strategic plan must be flexible to adjust to the unexpected, promote innovation, progress, and development, and fluidly transition from one strategic planning cycle to the next. It recognizes an organization's strengths and weaknesses, and builds a foundation and structure supporting the action needed to reach its goals. This document sets forth the policing strategy for the Petaluma Police Department (PPD). It acknowledges the past, addresses our current challenges, and looks to our future.

Since 2015, the PPD has focused its efforts on best practices in policing outlined in the President's Task Force Report on 21st Century Policing. We purposefully recognized our history of community centered policing while embracing a mindset of always striving to be better. As guardians of the community, we practice and believe in procedural justice through Principled Policing.

While the City and our Department experienced significant budget and staffing reductions during the great recession, the recent passage of Measure "U" has restored revenues and allowed the City and our Department begin to rebuild our organization to meet the needs and expectations of our community and our staff.

This three-year strategic plan includes stated goals and objectives and outlines the guiding principles used in decision making across the organization.

As a public safety organization, we have identified four service priorities that guide us in our daily work planning:

- 1. Reduce Crime**
- 2. Increase Traffic Safety**
- 3. Improve Quality of Life**
- 4. Community Engagement**

This plan provides the goals and objectives to address these priorities by supporting and providing for our most valuable resource, our staff who deliver these vital services.

Through a series of feedback and review sessions, internal ideas and input gathered from all levels of the organization validated the objectives through which progress would be achieved. The goals and objectives in this plan also align with the goals and priorities of our City.

This document shares with our community our Mission, Vision, Leadership Statement, and Organizational Values that guide our philosophy to achieve our identified goals and objectives.

Our core values provide a fundamental guideline for our purposeful actions as a department. They define us, say who we are and what we as an organization stand for. Our values, reflected here, are the filter through which we view all of our decisions and actions.

**Working with our community to provide professional police services since 1858.**

**Mission**

**Those we serve know those who serve them**

**Vision**

**The relationship with our community starts with the relationships with our staff**

**Leadership**

**Professionalism**

**Teamwork**

**Organizational Excellence**

**Leadership**

**Community**

**Winning Attitude**

**Values**

Through the Strategic Plan, the Petaluma Police Department continually evaluates progress and identifies ways in which it can improve. The Department constantly trains to be efficient yet empathetic in our processes and interactions. Our staff commits to engaging in robust dialogue and communication with the community through courageous conversations to maintain an environment supportive of problem-solving through relationship-based collaboration.

## Plan Purpose

The Petaluma Police Department will focus on five goals during the 2022-2025 Strategic Plan:

### Goal 1– Organizational Wellness & Professional Development

Focus on our most important resource, our staff, their facility, equipment, and training.

### Goal 2 - Crime and Collision Reduction

Effective responses to crime and traffic safety in our community through the use of technology and intelligence-led policing.

### Goal 3 - Active Partnerships

As a community we all share responsibility for safety and quality of life.

### Goal 4 - Safe Spaces

Enhance the quality of life and safety for all in our parks, open spaces, neighborhoods, and business districts.

### Goal 5 - Transparent Accountability

Building trust and legitimacy with the community we serve.

## Goals for 2022-2025

# Strategic Goal 1

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## Organizational Wellness and Professional Development

*To be successful as an organization we have to focus on our most important resource: our staff, their facility, equipment, and training with four primary objectives:*

### **(1) Maintain and exceed 100% compliance with Peace Officer Standards and Training requirements and expand department trainings.**

- (a) Implement Training Needs Assessment Plan.*
- (b) Identify foundational trainings for each job classification and incorporate in master training plan.*
- (c) Develop and maintain POST certified instructors in key dimensions.*
- (d) Incorporate more de-escalation, cultural sensitivity, and tactical communications trainings.*
- (e) Conduct annual team building workshops and strategic/succession planning trainings to build and encourage professional growth and effective communications.*

### **(2) Maintain department staffing levels at no less than 95% of authorized positions through proactive recruitment and retention.**

- (a) Implement a Wellness and Resiliency Program incorporating physical and mental health.*
- (b) Provide professional staff with opportunities for career development in addition to continued education.*
- (c) Enhance mentorship and explorer/cadet/intern programs to improve recruitment opportunities.*
- (d) Evaluate progressive programs to foster retention.*

### **(3) Promote diversity in the workforce to align with the demographics of our community.**

- (a) Evaluate the hiring and selection process for sworn and professional staff.*
- (b) Expand local recruitment efforts for sworn and professional staff.*
- (c) Enhance explorer and intern programs with a focus on diversity in recruitment.*

### **(4) Conduct organizational staffing, facility, and equipment needs assessment.**

- (a) Complete an organizational analysis and workload assessment.*
- (b) Evaluate staffing deployment levels for each division.*
- (c) Analyze short-term facility expansion opportunities/improvements.*
- (d) Complete police facility needs assessment to develop long term expansion/relocation plan.*
- (e) Identify immediate equipment needs and establish ongoing replacement schedule.*

# Strategic Goal 2

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## Crime and Collision Reduction

*The Department has developed effective responses to crime and traffic safety in our community through intelligence-led policing with the following objectives and strategies:*

### **(1) Reduce response times to calls for service**

- (a) Reduce the time a call for service remains pending before being dispatched.*
- (b) Reduce response times to Priority 1 emergencies and crimes in-progress calls for service to less than 5 minutes.*
- (c) Reduce response times to Priority 2 and 3 (non-emergency) calls for service to less than 10 and 20 minutes respectively.*

### **(2) Reduce Part 1 Crimes by 5% compared to the last calendar year.**

- (a) Expand our forensic examination and crime scene processing capabilities.*
- (b) Enhance capabilities of crime analysis to provide timely crime data.*
- (c) Focus on habitual offenders.*
- (d) Increase crime prevention messaging across social media platforms.*

### **(3) Reduce fatal and injury collisions by 5% compared to the previous calendar year.**

- (a) Increase Traffic Safety education and public awareness throughout the community.*
- (b) Collaborate with community partners to address bicycle and pedestrian safety.*
- (c) Provide collision data and analysis to patrol/traffic personnel for directed enforcement of the primary causes and locations of collisions.*

### **(4) Increase officer available time to 40%**

- (a) Increase patrol staffing to increase available time for community policing and problem solving.*
- (b) Expand the Community Service Officer program to alleviate officer responses to certain investigations.*
- (c) Utilize a mobile crisis and outreach support team to enhance patrol efficiencies.*
- (d) Continue evaluating opportunities for differential policing alternatives.*



# Strategic Goal 3

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## Active Partnerships

*As a community we all share responsibility for public safety and the quality of life for everyone. As a member of the community, our Department will be an active partner with the following four objectives:*

### **(1) Increase community outreach and input into police operations.**

- (a) Renew commitment to ongoing community town hall and district meetings.*
- (b) Develop a Community Advisory Board.*
- (c) Evaluate the use of technology and social media to expand outreach.*
- (d) Develop and implement civilian mobile crisis response and intervention program.*

### **(2) Improve community quality of life.**

- (a) Enhance coordination with County Behavioral Health and social service stakeholders.*
- (b) Utilize enhanced patrol officers in public areas.*
- (c) Restore Homeless Outreach Services Team or similar problem oriented policing model.*
- (d) Evaluate restorative justice programs for both juvenile and adult offenders.*

### **(3) Strengthen relationships with community stakeholders.**

- (a) Provide support for after school and local youth programs.*
- (b) Broaden opportunities through increased networking with local business groups and service organizations.*
- (c) Collaborate with local community care providers.*

### **(4) Utilize technology and information sharing to maximize intelligence-led policing.**

- (a) Increase professional staff to support technology within the organization.*
- (b) Evaluate opportunities for surveillance camera program to prevent crime.*
- (c) Improve online and virtual crime reporting capabilities.*

# Strategic Goal 4

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## Safe Spaces

*We will improve safety and the quality of life throughout the community in our public and private spaces to be sure everyone feels safe, welcome, and respected with the following objectives:*

### **(1) Increase collaborative efforts within neighborhoods and business districts.**

- (a) Restore neighborhood watch programs integrating neighborhood watch meetings utilizing sworn and professional staff.*
- (b) Utilize social media to strengthen community partnerships and engagement.*
- (c) Enlist community cooperation in technology programs such as Surveillance Camera Registry.*
- (d) Develop and implement an anti-hate campaign to address hate speech and crimes.*
- (e) Designate a hate crimes coordinator assigned to the Investigations Team.*

### **(2) Improve collaborative efforts with educational institutions**

- (a) Coordinate communications with school districts regarding school related incidents.*
- (b) Annually review emergency operations plans and conduct associated trainings.*
- (c) Evaluate designating a liaison to school districts and SRO positions.*

### **(3) Promote the accessibility of our public spaces, special events, and coordination with other City Departments**

- (a) Collaborate with other City Departments to enhance public safety throughout the community.*
- (b) Implement “Parks are for Kids” Program addressing quality of life issues in our City public parks.*
- (c) Improve special event permitting and safety plan reviews to increase overall efficiencies and to reduce impacts on associated staff time.*

# Strategic Goal 5

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## Transparent Accountability

*Building trust and legitimacy with our employees and the community we serve through effective communications and actions*

### **(1) Increase department transparency**

- (a) Provide bi-annual or monthly statistics on PPD website for use of force, complaints, and department training.*
- (b) Publish demographic data for sworn staff, persons arrested, and use of force incidents.*
- (c) Fully implement the Racial and Identity Profiling Act (RIPA) prior to being legislatively required.*

### **(2) Track, reduce, and report personnel complaints**

- (a) Utilize technology to consolidate and improve use of force and complaint tracking.*
- (b) Provide annual in-service training on implicit bias, racial profiling, and cultural diversity.*
- (c) Incorporate tactical communication and ethical decision-making concepts into departmental training.*

### **(3) Attain a 100% compliance with Department policy related to all use of force incidents**

- (a) Conduct comprehensive use of force skills training and testing twice a year for sworn staff.*
- (b) Incorporate arrest and control tactics and policy review in all use of force incident audits.*
- (c) Incorporate de-escalation training and practices in annual training plan.*

## Implementation and Evaluation of the Strategic Goals

It is critical that the department implements the five strategic goals of:

- ◆ **Organizational Wellness and Professional Development**
  - ◆ **Crime and Collision Reduction**
    - ◆ **Active Partnerships**
      - ◆ **Safe Spaces**
  - ◆ **Transparent Accountability**

To ensure the success and implementation of these goals, each member of the Petaluma Police Department will be held accountable. Beyond the continuous monitoring and updating, progress will be tracked and measured while annual reviews and updates will be implemented.

### Accountability

The department's leadership is committed to the successful implementation of this strategic plan. The leadership team assumes responsibility for the strategic plan objectives, recognizing the support and commitment of all members of the organization are needed to accomplish these goals and objectives. They will work together as a team to assign strategy leaders and balance resources as the department moves forward with the plan.

### Tracking and Measurement

Strategic plan progress is continually tracked, measured, and reviewed during bi-monthly department leadership team meetings. In addition to the bi-monthly meetings, progress reports highlighting key accomplishments and progress are reviewed monthly at management team meetings and are distributed department-wide for the benefit of all employees.

### Annual Review and Update

The strategic plan is reviewed and updated as needed on an annual basis, in conjunction with the City's annual budget preparation cycle. The department's overall objectives and strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime and traffic statistics, or special initiatives. This process allows for plan flexibility given the ever changing realities, ensuring the strategic plan remains a viable and legitimate tool that supports annual operations, budgeting, and capital improvement project (CIP) development, and equipment and personnel planning. The annual review and report will be posted to the Police Department website on the transparency portal.

We are proud to be a part of our community.

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### Petaluma Police Department

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Emergency **911**

Non-Emergency 707.778.4373

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