



Central Marin Police Authority

Staff Report

TO: Central Marin Police Authority Council
FROM: Michael A. Norton, Chief of Police
DATE: February 28, 2019
RE: STRATEGIC PLANNING FOR 2019/2020

ACTION REQUESTED

That Council receives the staff presentation on strategic planning for the next two years.

SUMMARY AND BACKGROUND

The Central Marin Police Authority would like to review its previous year's Strategic Plan and seek the input from its Police Council regarding its future plans and goals. This will allow the Police Council to have more input on possible projects and goals it would like achieved during the next two years. It will also allow the Authority to inform the Council of the Authority's plans for the next two years.

FISCAL IMPACT

None.

RECOMMENDATION

It is recommended for the Council to receive the staff presentation on strategic planning.

Respectfully Submitted,

Michael A. Norton
Chief of Police



Central Marin Police Authority

Staff Report

Attachments

1. 2018 Strategic Planning Outline
2. 2019 Strategic Planning Outline

**CENTRAL MARIN POLICE COUNCIL MEETING
STRATEGIC PLANNING SESSION
February 8, 2018**

Goals

Short range goals (1 year or less)

1. Improve recruitment of new Officers
 - a. Cadet and Explorer program
 - b. College and military recruiting
2. Continue to train our new and veteran Officers through in-house and regional training
 - a. De-escalation and crisis intervention training for new Officers
 - b. Leadership training for new supervisors
3. Improve IT issues with regards to Intergraph, RiMS, and body worn cameras
4. Improve Dispatcher/Officer relations
 - a. Improve dispatcher knowledge of our communities

Medium range goals (2 – 5 years)

1. Establish an in-house professional mentorship program
 - a. To improve retention and morale of employees
2. Establish an in-house professional crisis intervention and homeless assistance team
 - a. To assist with growing number of mental health and homeless issues
3. On-Line reporting system
 - a. Option for community members to use website instead of face to face interactions with police

Long range goals (5+ years)

1. Provide exceptional service to our communities on an individual and personal “small town” level, while operating the Authority as a large well-functioning and efficient organization
2. Maintain fiscal responsibility with regards to employee benefits, equipment, and other costs as they relate to our overall budget
3. Continue to research ways to improve the service to our communities and improve the revenue into our budget.

**CENTRAL MARIN POLICE COUNCIL MEETING
STRATEGIC PLANNING SESSION
February 14, 2019**

Goals

Short range goals (1-2 years)

1. Improve efficiency within the organization in an effort to free up more time for employees to conduct other duties and be more responsive to the needs of the communities
 - a. Conduct a strategic workshop with front-line supervisors to identify areas where efficiency could be improved
 - b. Over the next two years conduct a thorough internal audit of Patrol and Support divisions to discover where efficiency could be improved
 - c. Explore technical and fiscal feasibility of an on-line reporting system
 - i. Explore benefits to community and officers
 - d. Explore technical and fiscal feasibility of e-citation program to replace paper tickets
 - i. Explore benefits to officers and support staff
2. Improve Patrol presence
 - a. Through the improvement in efficiency, free up more officers' time to be more visible in the communities
 - b. Work with managers to examine all options for improving officer visibility in the communities, in an effort to improve crime prevention and provide a stronger sense of security
3. Improve traffic enforcement
 - a. Through an improvement in efficiency and patrol presence, free up more officers' time to conduct traffic enforcement
 - b. Conduct more public outreach regarding safe driving habits and traffic enforcement operations
 - c. Collaborate better with public works departments to address and improve overall traffic safety through engineering
4. Establish an in-house professional mentorship program
 - a. Explore benefits to improve retention and morale of employees

Long range goals (2+ years)

1. Provide exceptional service to our communities on an individual and personal "small town" level, while operating the Authority as a large well-functioning and efficient organization
2. Maintain fiscal responsibility with regards to employee benefits, equipment, and other costs as they relate to our overall budget
3. Continue to research ways to improve the service to our communities and improve the revenue into our budget.