



CITY OF DEL REY OAKS

## Police Department

STRATEGIC PLAN

2019 – 2021

*“Supporting the mission of the city of Del Rey Oaks through professional law enforcement and responsive community service.”*

## Police Department

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Del Rey Oaks Police Department  
Chief Jeffrey J. Hoyne





# **Strategic Plan...creating “a model small town police department.”**

## **Introduction**

The Del Rey Oaks Police Department experienced dramatic change in the past two years. In early 2017 the City Manager was released from employment and its long-time police chief retired. In March of 2017 the City hired an interim City Manager and an interim Police Chief, retired Santa Cruz Chief Steve Belcher. Chief Belcher was a sought-after interim chief with broad experience in organizational assessment. As a part of his contract, Chief Belcher was tasked with managing the department, engaging in a search for a permanent Chief of Police, and completing a comprehensive assessment of the Agency.

## **Del Rey Oaks Police Department Established 1953 – Re-established 2018**

Chief Belcher assumed command of the department and conducted a comprehensive review of operations. This assessment covered all aspects of the department that included areas such as personnel, morale, and community relations. The assessment identified significant challenges in redeveloping the police department and transforming it into a professional agency that adheres to contemporary best practices.

These challenges were complex and widespread. There were critical issues that needed attention in several areas which included: organizational management and structure; community-oriented policing; training; facilities and equipment; policies and procedures; auditing; records management; investigations; technology; and officer moral. Overall, the general reputation of the officers in the agency was one of dedication and service, but there were challenges related to the Department’s image in some parts of the community and among other local public safety agencies.

Additionally, the agency was operating with only 3 full-time officers and a part-time Interim Chief. One full-time position was vacant, and one sergeant was on leave during an on-going Administrative Investigation. Additionally, several long-time reserve officers had recently retired or resigned. This resulted in the remaining officers working significant amounts of overtime to assure 24-hour service to the City.

### **Selection of a New Chief**

In addition to the management and assessment of the organization, Chief Belcher was tasked with conducting a search for a permanent Chief of Police. The search resulted a unique collaboration between the City of Del Rey Oaks and the Monterey Peninsula Airport District. Both organizations entered into a shared services agreement in which the Airport District's Police Chief was to assume leadership of the City's Police Department while also maintaining command of the Airport's Police Department. As a part of the shared services agreement, the Chief was tasked with researching the possibility of consolidating the two agencies to provide cost-effective services to both the City and the District.

### **Police Consolidation**

From October 1, 2017 until October 1, 2018, both agencies operated separately. Transformation efforts were started at the Del Rey Oaks Police Department with a focus on organizational structure, policies and procedures, facilities and equipment, property and evidence, training, records, budget, personnel, and patrol operations. During this time, a consolidation concept was completed and presented to the Airport District Board and the Del Rey Oaks City Council in March of 2018. The concept covered areas such as budget, deployment, and personnel in a broadly-based overview of how a consolidated department would operate. Both the Board and the Council approved the concept, and gave direction to develop a detailed consolidation plan.

From March 2018 through September 2018 a comprehensive consolidation plan was constructed, a detailed budget was prepared, a deployment and scheduling model was created, and labor and personnel issues were addressed. A police services contract was then developed, negotiated, and approved between the Airport District and the City. On October 1, 2018 the Monterey Airport Police Department ceased operations, and the

new Del Rey Oaks Police Department began providing service to both the City and the Airport District utilizing a police-services contract model.

## **The Need for a Strategic Plan**

On October 1, 2018, the Del Rey Oaks Police Department was, essentially, a brand-new police department. The agency doubled in size and became the only contract law-enforcement services provider in Monterey County. Every aspect of the agency and how it operated had changed. Initial priorities were established to define what type of agency the new Del Rey Oaks Police Department would become. This included identifying the work necessary to become that Department, and how to measure the progress of that work. The first step in this process would be defining the department's mission, vision, and values.

## **Focus Areas – Mission, Vision, and Values**

**Strategic Objective** - In building “*a model small town police department,*” an easily understood, effective, and efficient organizational model must be put in place.

**The first step in constructing a strategic plan for a brand-new police department is the development of a new mission, vision, and values statement.** It should define what the agency does (mission), the “rules” it operates under (values), and where it is heading (vision).

The Del Rey Oaks Police Department's previous mission statement was outdated and did not address the services the agency provided. It was several paragraphs long and was posted in only a single location in the Department. When officers were asked to recite or paraphrase the statement, they were unable to do so. This was not the fault of the officers, rather it was the fault of the Department for not promoting a simple and meaningful statement. Police Department mission statements should be brief, meaningful, and understood by all the members of the agency.

In addition to the mission statement, the Department must have a clear set of core values. The Department's core values should be concise and should be used as a guideline for behavior in performance of the Department's mission. The Department's

previous core values were included in its outdated mission statement, which did not highlight or promote them as defined core values. Finally, a well-defined vision of what the agency strives to be, should be articulated in a bold, attainable vision statement that serves as *the goal of the strategic plan.*

Since October 1, 2017 the Del Rey Oaks Police Department has instituted regular “all-staff” meetings to update officers on Department priorities and provide training on timely and relevant topics. On October 21, 2017 the Department held an all-staff training with the primary goal of establishing clear, concise, and meaningful mission, vision, and values statements. At the end of this all-staff meeting the Department’s staff agreed that the mission, vision, and values of the Del Rey Oaks Police Department would be defined as follows:

### **Mission**

***“Supporting the mission of the City of Del Rey Oaks through professional law enforcement and responsive community service.”***

### **Values**

***“Dedication, Service, Accountability”***

### **Vision**

***“...a model small town police department.”***

The primary reason for this Strategic Plan is to clearly define the Department’s vision statement of “...a model small town police department,” and craft a clear and concise plan to achieve that vision. The following pages clarify the objectives of the Strategic Plan, and will be used to make short-term administrative and operational plans that list the specific tasks necessary to accomplish those goals and achieve the Department’s vision.

**What does a model small town police department look like?**

From October 2017, until July 2019, the first “year” of this three-year strategic plan was executed. This long-term plan is based on the department’s vision statement, with the



end goal of developing the Del Rey Oaks Police Department into “*a model small town police department.*” Several critical objectives were selected to define what “*a model small town police department*” would look like (**Attachment B**). These strategic objectives were organized into several categories including; mission, vision and values; organizational structure; policy and procedure; patrol operations; investigations; department and personnel development; training; facilities and equipment; property, records and evidence; community responsive policing; and regional integration.

In each one of these areas, operational and administrative deficiencies, needs, and best practices were researched and identified. Strategies for improvement were developed and documented. Finally, goals, objectives, and tasks were defined. Three main resources for this process were utilized; *The Belcher assessment (BEMA Report)*, *The President’s Task Force on 21<sup>st</sup> Century Policing Report*, and the administrative and operational review of the department completed by current department staff members. These goals, objectives, and tasks were then placed in a task-list spreadsheet as action items for review and possible implementation in support of the overarching strategic objectives of this plan (**Attachment C**). The strategic objectives in turn, defined the standards necessary to be “*a model small town police department.*”

## Focus Areas and their Strategic Objectives

### Focus Areas - Organizational Structure

**Strategic Objective** - In building “*a model small town police department,*” an easily understood, effective, and efficient organizational model must be put in place.

There are many different models for the structuring of police departments. In medium or large agencies, many departments are broken up into geographic, functional, or other components (precincts, divisions, etc.). Smaller police agencies may find it more difficult to properly structure their organizations because of their limited size and staffing. This may be because they are patrolling jurisdictions of limited geographic size (no need for multiple precincts or stations), as well as assigning officers multiple responsibilities in operational, investigative, and administrative areas all at once. Without a proper organizational structure (and its system of accountability), projects, tasks, and follow-up items can easily be overlooked with catastrophic results.

The Del Rey Oaks Police Department's organizational model should cover all the functions a professional police department may be called upon to do, and provide a clear picture of which member(s) of the agency is accountable for that function. The Department is utilizing an organizational structure based on a hybrid "Division" model, along with 10 comprehensive "Administrative Areas" (AA's) that oversee the management of ALL functions of the Police Department, and assure that members of the organization are assigned all projects, tasks, and follow-up items for consistent accountability.

**Attachment D** is the current organizational and accountability chart for the Del Rey Oaks Police Department. Within the chart there are Divisions, Administrative Areas, and Operational Areas. These are the main administrative assignments in the Del Rey Oaks Police Department (although some other functions may be broken down into "bureaus," "sections," or "units," within the department's policy manual).

## **Focus Area - Department and Personnel Development**

**Strategic Objective** – *"A model small town police department"* has a clear mission, vision, and values statement; has a comprehensive and understood long-term strategic plan; provides its staff with modern and high-quality equipment and facilities; and prepares its officers to serve the community and advance their careers.

The Del Rey Oaks Police Department will consistently strive to develop both the Department and its staff members in an effort to complete its mission and reach its vision. It will also provide a culture and atmosphere that motivates officers, encourages positive risk taking, and attracts quality applicants. As part of building a professional culture, the Del Rey Oaks Police Department will utilize a recommendation from the President's Task Force on 21<sup>st</sup> Century Policing that stresses both internal and external legitimacy. That is, building internal legitimacy through procedural justice by treating officers and staff fairly. This in turn can be a catalyst for officers to demonstrate external procedural justice and build legitimacy in the community they serve.



This is in-line with the *Police Chief's Expectations*;

***We serve the City***

***We will try to do the right thing. Every time.***

***We will be accountable for what we do.***

***We treat each other well.***

The Del Rey Oaks Police Department will strive to utilize all of its resources to serve the City in support of its mission of providing quality municipal services. Department training will focus on operational capabilities, technical expertise, and building ethical leadership skills. The Department's facilities and work space will be updated and improved consistently. Modern patrol equipment, increased technology, and professional workspaces will be a priority. All of these efforts will mirror the Department's efforts to provide sustainably excellent service to the community.

## **Focus Area – Patrol Operations**

**Strategic Objective** – The Patrol Division of the Del Rey Oaks Police Department should be capable of providing regular, comprehensive, and professional patrol and response capabilities throughout the City's neighborhoods, commercial areas, streets, and highways.

The Police Department staff established several criteria for patrol operations in "*a model small town police department.*" The Department should be able to handle both routine and extraordinary calls for service 24 hours a day, 7 days a week, 365 days a year. When an extraordinary call for service exceeds the Department's on duty resources or capacities, the request for, and utilization of, mutual aid resources should be a seamless process in the resolution of the incident.

Officers and supervisors should be capable of responding to, controlling, resolving, and investigating incidents to make our community safer, exceed standards for successful prosecution of offenders, and instill confidence within the department and the community. Additionally, the department should build a reputation for professional competence within the greater public safety community of Monterey County. The Del

Rey Oaks Police Department should be considered a reliable and competent partner that can provide professional mutual aid should a neighboring jurisdiction ask for assistance.

## **Focus Area – Investigations**

**Strategic Objective** – “A model small town police department” should have the capability of investigating crimes and filing charges on all but the most serious or unique of criminal activities without the need for outside assistance.

The Del Rey Oaks Police Department has historically had limited ability to follow-up on criminal cases. Due to fielding one officer per shift and a lack of basic Commission on Peace Officer Standards and Training (POST) investigative courses, the Department lacked a comprehensive and systematic investigative program. The Del Rey Oaks Police Department will build a comprehensive and effective Patrol Detective program to resolve this deficiency. In order to do this, the Department needs to create a professional program with investigative and subject matter experts. Basic courses such as Institute of Criminal Investigation (ICI), evidence collection, and courtroom testimony should be considered for all officers selected for the program.

Additional specialized courses should be provided for detectives in preparation for incidents such as; homicides, sexual assaults, fraud or financial crimes, and serious motor vehicle accidents. The Department must also develop and maintain local and regional investigative relationships to prepare for incidents beyond the department’s capabilities or capacities and to assure any event can be managed through strong mutual aid partnerships.

## **Focus Area – Policy and Procedure**

**Strategic Objective** – “A model small town police department” fields and maintains a modern and updated professional policy manual.

Prior to 2018, the Del Rey Oaks Police Department utilized a policy manual that had been produced on a typewriter and had been in use in one form or another for over twenty years. This was in spite of the fact that the Department had contracted to use the state-of-the-art Lexipol policy manual several years earlier.

In late 2017, the Department contracted with the former Interim Chief Steve Belcher to update Del Rey Oaks Lexipol policy manual, make additions based on organizational structure and operational necessity, and have the manual ready for issuance in early 2018. In early 2018, the Lexipol manual was updated and edited and issued to all officers of the Del Rey Oaks Police Department. The previous policy manual was then archived according to records retention requirements.

## **Focus Area – Training**

**Strategic Objective** – The Del Rey Oaks Police Department should field a staff of highly trained, competent, and professional law enforcement officers.

The most valuable resource for building a professional and capable law enforcement agency is continuing professional education and training. In 2016 the Del Rey Oaks Police Department had a staff of six full-time police officers (FTE's), and approximately 12 reserve police officers. The approved training budget for the entire police department was \$9000.00. The department lacked training in many areas that were required or considered an industry standard or best practice. For example, the Department's training, records, and evidence functions were being overseen by members without POST required management training in those areas. During review of POST audits, it was noted that in many instances, officers and supervisors in the department did not attend state mandated training and did not apply for required POST Peace Officer or Supervisory certification. These are basic and critical requirements that must be met by POST certified agencies.

In October of 2017, with the merger of the City and Airport Police Departments, training was singled out as a priority for the Department. The new department consisted of 11 full-time officers and six reserve police officers, and the Department's training budget was almost tripled. This increase in training funds will not only allow the Department to meet mandatory training requirements, but will also increase training in core concept areas such as leadership, community policing, perishable skill instruction (firearms and defensive tactics instructors), and mental health intervention.

The Department must prioritize training as *the* key to providing professional law enforcement services to the City and the Airport District. A two-year training needs assessment and training plan must be developed by the Department's Training Manager. This assessment and plan should measure compliance with all required training, identify current training needs, and map out how the Department will meet these goals over the course of the next 24 months. Training resources should be focused on mandatory requirements (POST – training, records, property and evidence), necessary skills (firearms, defensive tactics, defensive driving), subject matter expertise (investigations, active shooter, mental health), and leadership.

## **Focus Area – Facilities and Equipment**

**Strategic Objective** - The Del Rey Oaks Police Department will strive to provide its officers (and the community it serves) with the updated, state of the art equipment and facilities necessary to complete its mission proudly and professionally.

The Del Rey Oaks Police Department has made meaningful strides in increasing its operational capabilities, professionalism and reputation. A very important and visible indication of these improvements is the quality and condition of the Department's equipment and facilities. This is not only an outward indication of the Department's image; it is an important part of building and maintaining a positive and professional working environment. This effort includes a focus on the following:

- Clean, professional work environment
- Clean, modern, and adequate work stations/work space for officers
- Clean and updated locker room facilities (adequate storage and locker space)
- Functional evidence processing station
- Adequate crime scene processing and incident command supplies
- Clean, organized and audited evidence storage facilities
- Updated technological capabilities and resources (CLETS, Live Scan, RMS, body-worn cameras, night-vision, individually issued radios)
- State of the art weapons systems (pistols, lights, rifles, Tasers, less-lethal)
- Modern, clean, and adequate vehicle fleet
- Modern, functional, professional, and clean police uniforms and duty gear

## **Focus Area - Property, Records, and Evidence**

**Strategic Objective** – “A model small town police department” should utilize best practices in carrying out its administrative duties, with professional oversight, organized systems and processes, and best practices that are legally defensible.

One of the most important aspects of a professional organization is the level of attention paid to regulatory requirements and administrative oversight. In the law enforcement profession, the processes of handling, storing, documenting, and auditing evidence, police records, and community property is vital to performing professionally, and reducing overall liability. While police departments handle many highly visible and dangerous operational tasks on a daily basis, the handling of administrative tasks in a professional manner is a crucial component in maintaining a professional police department.

The Department’s efforts related to evidence, records, and property will focus on POST certified training for the appropriate staff, and the development of standards, systems, and procedures that meet industry best practices. Property, evidence, and records management training for responsible staff will be provided. Additionally, training for all officers in these systems and procedures will be conducted so that the department can adhere to the standards required of a professional agency. The end goal of this effort will be the Department’s ability to implement a sustainably comprehensive set of systems, procedures, policies and practices that will withstand legal scrutiny and regulatory audits.

## **Focus Area – Community Responsive Policing**

**Strategic Objective** – the Del Rey Oaks Police Department will work to respond to community concerns through action and information. The Department will provide service above and beyond the norm, engage in community groups and events, and always remember that it not only serves the city, but is also a part of the city.

For over three decades, the concept of Community Oriented Policing has been gaining in popularity and practice in the United States. In the recently published (May 2015) “The President’s Task Force on 21<sup>st</sup> Century Policing,” one of the “Six Pillars” that make up the

structure of the report, is titled “Community Policing and Crime Reduction.” This pillar stresses the importance of the police department working in cooperation with the residents it serves to craft solutions to the problems unique to that community.

The Del Rey Oaks Police Department practices Community Oriented Policing, although it prefers the concept of Community Responsive Policing. This is not a semantic difference; it conveys the concept that not only is the Police Department engaged with the community, and listening to the community’s concerns, it responds to them with both action and information. If the Police Department can solve a problem or provide service stemming from a community request (action) they will. If the Police Department can’t take action in the manner the community wants, or if it responds in a way different than the community requests, the Police Department will explain their actions to the community (information), and act in a manner that is consistent with the Department’s core value of “*Accountability.*”

Some tools for increasing community responsive policing that should be considered are an increased social media strategy, and the development and use of a meaningful community survey process. As a start, citizen feedback from Neighborhood Watch meetings, community events, social media sites, and the Department’s daily interaction with the community were considered when developing this plan’s Strategic Objectives. Community feedback is one of several tools that were also utilized to craft this strategic plan. These include; the organizational review by BEMA and associates (former interim Chief Steve Belcher and his consulting firm), the President’s Task Force on 21<sup>st</sup> Century Policing, and the on-going organizational review of the Department’s current Chief of Police and staff members. Additionally, the creation of a Police Advisory Committee is being planned for late 2020.

## **Focus Area – Regional Integration**

**Strategic Objective** – “*A model small town police department*” participates in regional law enforcement efforts and teams, obtains membership in regional professional groups, and enhances its response capacity to city incidents by leveraging its professional relationships and partnerships.



The Del Rey Oaks Police Department should not only be a resource for the city, but for the greater regional community as well. There are numerous regional law enforcement groups and teams in Monterey County that agencies participate in to enhance regional public safety efforts. Prior to 2017 the Del Rey Oaks Police Department did not participate in any significant regional law enforcement efforts. Integration with regional law enforcement and public safety efforts not only helps to serve the region, but benefits the City of Del Rey Oaks as well. One of the primary benefits for the City is the addition of public safety resources and services that would not otherwise exist. The Del Rey Oaks Police Department is already a member of several county-wide professional groups and since the Fall of 2017 has joined both the Peninsula Regional Violence and Narcotics Task Force, and the Peninsula Special Response Unit.

## Summary

The Strategic Plan for the Del Rey Oaks Police Department simply provides a plan to develop the Department into *“a model small town police department.”* Standards of performance were made into ten strategic objectives that were considered necessary to reach that goal. Those objectives will be met through the completion of the hundreds of identified tasks that were identified as industry standard best practices. These tasks were collated from the Department’s organizational assessment completed by the BEMA group, the President’s 21<sup>st</sup> Century Task Force on Policing report, and the organizational review conducted by the Department’s current staff. These tasks will be completed over the course of the next two years, with an estimated completion date in late 2021. It should not be considered necessary to complete all of the tasks to reach the Department’s Strategic Objectives. The nature of some of the tasks makes that virtually impossible. However, the Police Department staff will strive to complete as many identified tasks as possible to assure the Strategic Objectives are met. If the task is not (or cannot) be completed, viable alternatives will be identified, or an explanation as to why the task was left undone should be provided. The progress of these tasks, as well as the Strategic Objectives, will be updated throughout the life of the plan so that progress can be monitored and staff held responsible.

It is the Department’s hope that this Strategic Plan will result in the creation of *“a model small town police department”* that provides professional law enforcement and dedicated community service to the City of Del Rey Oaks.



## Del Rey Oaks Police Department – Strategic Plan

### Attachments:

- A. Organizational Development concept handouts
- B. Strategic Objective list
- C. BEMA Report Recommendation, “*Presidential Task force on 21<sup>st</sup> Century Policing,*” and Administrative Area (AA) and Operational Area (OA) two-year planning Action Item list
- D. Del Rey Oaks Police Department Organizational and Accountability Chart