

## **4.1 Law Enforcement - Goals, Policies and Action Statements**

### **GOAL A: PROVIDE A SAFE AND SECURE ENVIRONMENT FOR PEOPLE AND PROPERTY IN THE COMMUNITY.**

**Policy A.1** Provide rapid and timely response to all emergencies.

#### ***Action Statements***

**A.1a** Study resource deployment variables which impact response time.

**A.1b** Provide training to certify personnel in First Aid and Cardiopulmonary Resuscitation.

**A.1c** Assist in the implementation and evaluation of the Emergency Preparedness Plan.

**A.1d** Maintain, train, and equip special response teams for extraordinary or extremely hazardous emergency incidents.

**Policy A.2** Control conduct recognized as threatening to life and property.

#### ***Action Statements***

**A.2a** Provide on scene services to restore the peace and prevent further injury to life or property.

**A.2b** Investigate all reported criminal actions.

**A.2c** Study and implement methods whereby response to service calls can be managed more effectively in order to permit better utilization of non-committed patrol time.

**A.2d** Effectively structure and use preventive patrol time in order to accomplish specific patrol objectives.

**A.2e** Limit the amount of time administrative tasks detract from patrol operations, thereby increasing the amount of time available for other activities such as preventive patrol.

**A.2f** Enhance crime analysis techniques and capabilities in order to provide timely information which identifies evolving or existing social

problems and crime patterns, so as to provide supporting data for improved allocation of resources.

**A.2g** Study methods to further enhance community/problem oriented policing.

**A.2h** Identify evolving and existing gang activity and gang involved crime problems that impact the quality of life in the community.

**A.2i** Develop information and strategies in order to proactively impact current and evolving gang activity.

**Policy A.3** Provide investigative services directed toward successful prosecution and conviction of criminal offenders.

***Action Statement***

**A.3a** Provide for quality preliminary investigations that will enhance the success of follow-up investigation and subsequent court presentation.

**A.3b** Provide for selective screening of cases to be investigated past the preliminary investigation stage.

**A.3c** Investigate all major FBI Part I crimes (murder, rape, robbery, and burglary).

**A.3d** Provide continuous monitoring of the effectiveness and efficiency of the investigative process.

**A.3e** Strengthen the investigator/victim/witness relationship.

**A.3f** Maintain a cooperative liaison with the prosecuting attorney.

**Policy A.4** Reduce crime by strengthening the police/community partnership.

***Action Statements***

**A.4a** Continue and enhance neighborhood based crime prevention activities.

**A.4b** Continue and enhance programs designed to reinforce positive juvenile behavior and prevent juvenile delinquency.

**A.4c** Continue and enhance loss prevention programs in the commercial and industrial sectors.

**A.4d** Continue and enhance programs designed to prevent and reduce drug and alcohol abuse.

**A.4e** Identify geographical areas or population groups experiencing noticeable crime victimization in order to improve effectiveness of crime prevention efforts.

**A.4f** Develop citizen involvement in all phases of prevention programs.

**A.4g** Provide early intervention through education of youth, families, school staff and other community members on gang recognition and prevention.

**Policy A.5** Facilitate the safe movement of pedestrians, bicyclists and vehicles.

***Action Statements***

**A.5a** Provide traffic enforcement to deter traffic violations.

**A.5b** Provide traffic enforcement in congested areas during commute hours to enhance the safe flow of traffic.

**A.5c** Provide vehicle and pedestrian accident analysis to determine common locations and causes so as to properly plan selective enforcement.

**A.5d** Provide bicyclist accident analysis to determine common locations and causes so as to properly plan selective enforcement.

**A.5e** Participate in Citywide Bicycle Plan.

**A.5f** Maintain liaison with the Traffic Engineering Department in studying and solving traffic problems.

**A.5g** Participate in activities that enhance the successful detection, apprehension, rehabilitation and prevention of persons driving under the influence of alcohol/drugs.

**A.5h** Participate in prevention and enforcement activities directed at minimizing personal injury in traffic collisions.

**A.5i** Maintain liaison with schools and Traffic Engineering Department to determine locations where crossing guards are required during the school year. Hire, train and deploy crossing guards.

**GOAL B: PROVIDE COMMUNITY ORIENTED SERVICES THAT ARE RESPONSIVE TO CITIZEN'S NEEDS IN TRADITIONALLY NON-CRIMINAL AREAS.**

**Policy B.1** Aid those who cannot care for themselves (intoxicated, addicted, mentally ill, physically disabled, the young, the old).

***Action Statements***

**B.1a** Identify and maintain list of current community referral agencies.

**B.1b** Provide emergency transportation or commitment to medical, mental health, or other appropriate facilities.

**B.1c** Maintain liaison with social services agencies providing support to indigent persons.

**Policy B.2** Provide crisis intervention and conflict management and resolution.

***Action Statements***

**B.2a** Identify and maintain list of current referral agencies.

**B.2b** Provide diversion programs and referrals for juvenile offenders.

**B.2c** Monitor repeat juvenile offenders and identify them to the proper authorities such as juvenile probation and the Juvenile Court system.

**B.2d** Develop programs aimed at violence prevention.

**B.2e** Develop programs that are aimed at reducing domestic violence.

**B.2f** Maintain liaison with appropriate support groups for victims of domestic violence and other traumatic crimes.

**B.2g** Provide training for Officers on the resolution of personal and interpersonal conflicts.

**B.2h** Facilitate civil conflict resolutions by intervention/referral.

**GOAL C: INCREASE AND MAINTAIN PUBLIC CONFIDENCE IN THE ABILITY OF THE PUBLIC SAFETY DEPARTMENT TO PROVIDE QUALITY POLICE SERVICES.**

**Policy C.1** Provide for assessment of changing community needs and expectations.

### ***Action Statements***

**C.1a** Identify means of measuring citizen satisfaction with Police services.

**C.1b** Provide analysis of crime data so as to adequately plan enforcement strategies.

**C.1c** Provide for data systems enhancements to improve data used for resource allocation strategies.

**Policy C.2** Provide inspection and control of personnel and Department operations which is responsive to citizen concerns.

### ***Action Statements***

**C.2a** Maintain Department policies for control and internal discipline.

**C.2b** Maintain Internal Affairs policies and procedures.

**C.2c** Facilitate the process of handling citizen complaints.

**C.2d** Promote public awareness of the Citizen's Inquiry process.

**GOAL D: CONDUCT PLANNING AND ADMINISTRATION THAT INCORPORATES INTERACTION WITH OTHER CITY DEPARTMENTS AS WELL AS OTHER AGENCIES, BOTH PUBLIC AND PRIVATE, WHERE MUTUAL CONCERNS EXIST WHICH COULD HAVE IMPACT ON THE DELIVERY OF LAW ENFORCEMENT SERVICES.**

**Policy D.1** Coordinate law enforcement planning with local, regional, State and Federal plans.

### ***Action Statements***

**D.1a** Identify and maintain liaison with appropriate intergovernmental agencies and organizations.

**D.1b** Maintain close liaison with Community Development Department, City Attorney, Public Works, other City Departments and community organization in order to develop a problem solving team approach to resolving issues that contribute to crime and disorder in the City.

**D.1c** Encourage the development of neighborhood organizations and maintain close liaison with these organizations in order to determine the citizen's concerns about the well-being of their neighborhoods.

**D.1d** Establish and maintain agreements (plans) for Mutual Aid and participate in statewide Law Enforcement Mutual Aid Plan.

**D.1e** Establish and train in local and statewide Mutual Aid procedures.

**D.1f** Participate in Major Disaster Preparedness planning at all levels of government.

**Policy D.2** Provide effective and efficient management of Public Safety resources.

***Action Statements***

**D.2a** Monitor actions of appropriate governmental legislative and regulatory bodies which impact Department planning and operations.

**D.2b** Develop proposals and apply for appropriate governmental grants.

**D.2c** Provide professional input to assist Council when considering community position on legislative issues.

**D.2d** Monitor the development of technology and apply appropriate technology in order to enhance Police Services.

**GOAL E: SUSTAIN A HIGHLY TRAINED POLICE SERVICES DIVISION IN ORDER TO ASSURE THAT POLICE SERVICES ARE PROVIDED IN A QUALITY AND EFFICIENT MANNER.**

**Policy E.1** Train and develop employees to meet state and local standards.

***Action Statements***

**E.1a** Provide skills training to employees to enhance performance.

**E.1b** Provide in-service training to maintain proficiency and provide technical development to personnel.

## **4.2 Fire Services – Goals, Policies and Action Statements**

**GOAL A: PROVIDE A FIRE SERVICE RESPONSE SYSTEM THAT WILL CONTROL THE SPREAD OF FIRE IN BUILDINGS AND OTHER PROPERTIES AND MAINTAIN MINIMAL CASUALTIES AND PROPERTY LOSS FROM FIRE AND OTHER RELATED EMERGENCIES.**

**Policy A.1.** Assure that equipment and facilities are provided and maintained to meet reasonable standards of safety, dependability, and compatibility with fire service operations.

### ***Action Statements***

**A.1a.** Work cooperatively with the appropriate City Departments in issues related to the acquisition, use and maintenance of equipment and facilities. Assign highest priority to emergency equipment.

**A.1b.** Research new equipment and replacement needs and recommend purchases with specifications that meet industry standards, local needs, and Public Safety requirements.

**A.1c.** Meet or exceed the manufacturers' recommended standards for the frequency of testing of apparatus and equipment, and correct deficiencies.

**A.1d.** Conduct effective in-service maintenance and inspection of facilities and equipment.

**A.1e.** Work cooperatively with the appropriate City Departments in issues related to the acquisition, use, maintenance, and modification of facilities.

**Policy A.2.** Provide training that is adequate for required duties.

### ***Action Statements***

**A.2a.** Provide coordination for all training activities within the Fire Services Division.

**A.2b.** Identify in-service training requirements by test and inspection and by observing performance at emergencies.

**A.2c.** Meet or exceed recommended or mandatory training standards for the fire service.

**A.2d.** Provide specialized training to establish a high level of expertise for extremely hazardous or critical operations.

**A.2e.** Study the effectiveness of a firefighters physical fitness program and the impacts it may have on job performance.

**Policy A.3.** Respond to requests for services.

***Action Statements***

**A.3a.** Give highest priority to emergency calls so that responses are made within an average time of 5.6 minutes or less and within 6 minutes or less 90% of the time.

**A.3b.** Coordinate with the Department of Public Works to provide traffic signal controllers, street signing, and other methods which reduce response times.

**A.3c.** Seek improvement of dispatch and response policies, provide resources, and implement changes that may favorably affect response times. Analyze response time data.

**A.3d.** Annually review data in regard to calls for service, response times, and changing risk probabilities. If annual data reveals a deterioration in service levels, consider initiating needs analysis for additional or relocated facilities, additional apparatus and/or additional personnel

**A.3e.** Investigate and identify factors that cause or may cause injuries or property damage when responding to calls and take corrective actions.

**Policy A.4.** Conduct field operations and emergency scene management in a safe, effective, and efficient manner.

***Action Statements***

**A.4a.** Be sensitive to conditions that may be potential fire or safety hazards in buildings and other properties and maintain liaison with appropriate departments and agencies to correct those conditions.

**A.4b.** Maintain a system of pre-fire surveys for selected buildings and provide critical information that is immediately available to responding emergency personnel should an incident occur. Consider electronic technology to provide survey information “on-line” at emergency scenes.

**A.4c.** Maintain liaison with the Department of Public Works to assure an adequate and well-maintained water supply system for fire suppression purposes.

**A.4d.** Identify and adopt methods and policies which provide safety, improve communications, and enhance command and control of emergency incidents. Adopt State Emergency Management System (SEMS).

**A.4e.** Maintain policies and agreements with other agencies that provide for mutual emergency assistance when required.

**A.4f.** Take measures that reduce the number of false or malicious alarm reports.

**A.4g.** Participate in regional efforts to create utilities geo-base with on-scene access to digital mapping.

**GOAL B: PROVIDE EFFECTIVE RESPONSE CAPABILITY FOR NON-FIRE INCIDENTS THAT MAY DIRECTLY ENDANGER THE LIVES, PROPERTY AND WELL BEING OF THE COMMUNITY.**

**Policy B.1.** Provide immediate life support to those who are threatened by situations requiring emergency medical services or rescue.

***Action Statements***

**B.1a.** Meet or exceed mandated minimum standards of training for emergency medical response personnel.

**B.1b.** Study, and where feasible, provide alternate methods of emergency medical service delivery when it is determined to be more efficient and beneficial to those in need. Consider EMT-P level training.

**B.1c.** Maintain liaison with the County Emergency Medical Services Agency and other agencies involved in the Emergency Medical System.

**B.1d.** Monitor performance results of EMS providers to assure adequate levels of service delivery and if appropriate study feasibility of city operated EMS.

**B.1e.** Participate in joint agency mass casualty and medical disaster drills and maintain capability for response to actual situations.

**B.1f.** Participate in County EMS Design Committee.

**Policy B.2.** Operate a response system that will provide effective control and investigation of hazardous materials emergencies.

***Action Statements***

**B.2a.** Provide a specially trained and equipped response team capable of mitigating emergencies resulting from hazardous materials leaks, spills and discharges and conduct related inspections and permit activities.

**B.2b.** Complete required reports and conduct follow-up investigations when necessary.

**B.2c.** Consider electronic technology to provide Hazardous Materials Management Plan (HMMP) information “on-line” at emergency services.

**B.2d.** Consider regional hazardous materials response system.

**B.2e.** Study potential impacts of emerging bio-technology on response capabilities and related inspection and permit activities.

**GOAL C: REDUCE THE DEMAND FOR FIRE SUPPRESSION AND HAZARDOUS MATERIALS RESPONSE, REDUCE THE SEVERITY OF THE INCIDENTS AND PROVIDE PROTECTION FOR THE LIVES, WELFARE, AND ENVIRONMENT OF PEOPLE WITHIN THE COMMUNITY.**

**Policy C.1.** Apply demand management principles to control hazards through enforcement of fire and life safety codes, ordinances, permits and field inspections.

***Action Statements***

**C.1a.** Revise and adopt appropriate codes, ordinances, and policies significant to fire and life safety issues.

**C.1b.** Assist local industry and residents by timely review of building plans and applications for permits in order to enhance understanding and consistency in interpreting code requirements.

**C.1c.** Review proposals for new or rehabilitated properties so that minimum protection standards for access, water supply, fire resistive construction, exiting, fire protection equipment, and control of hazardous processes are considered.

**C.1d.** Conduct building and permit inspections for safety at a frequency sufficient to promote compliance with appropriate codes and ordinances.

**C.1e.** Provide a fire investigation system that will determine the course of fires and provide adequate collection of data. Pursue the arrest and prosecution of those responsible for arson.

**Policy C.2.** Coordinate a comprehensive program designed to control and mitigate harmful effects resulting from the storage, use and transport of hazardous materials.

***Action Statements***

**C.2a.** Conduct inspection and permit activities consistent with laws and requirements governing the use and storage of hazardous substances.

**C.2b.** Participate in cooperative efforts directed toward remedying problems associated with hazardous materials.

**C.2c.** Make appropriate notifications and maintain liaison with other agencies and departments concerned with or responsible for testing, monitoring and cleaning up hazardous contamination. Maintain records concerning status.

**C.2d.** Secure evidence and pursue prosecution and/or cost recovery for illegal or negligent activities concerning the use, storage and transport of hazardous materials.

**C.2e.** Participate with business in local, regional and state initiatives to streamline the regulatory process.

**Policy C.3.** Heighten public consciousness of fire and life safety in ways citizens can not only prevent fires from starting and react properly to emergencies when they occur lowering the demand for services.

***Action Statements***

**C.3a.** Provide a means to assist local business and industry with their in-house fire prevention programs where possible.

**C.3b.** Participate with schools in a comprehensive fire safety and fire education program targeted at early elementary school students.

**C.3c.** Sponsor an annual fire safety awareness campaign which involved active participation by elementary school students.

**C.3d.** Maintain effective liaison with the news media.

**C.3e.** Provide appropriate talks, tours, and demonstrations regarding fire safety and suppression methods.

**C.3f.** Disseminate fire and life safety information materials. Release special public warning notices when necessary to inform of a particular or unusual hazard.

**C.3g.** Coordinate fire and life safety education activities through the Community Services Bureau.

**GOAL D: PROVIDE PLANNING AND ADMINISTRATION WHILE MAINTAINING LIAISON WITH OTHER AGENCIES AND ORGANIZATIONS TO PROVIDE A QUALITY LEVEL OF FIRE SERVICES TO THE COMMUNITY.**

**Policy D.1.** Adjust to changing service requirements, new laws, regulations, policies, technologies, and changes occurring in the community.

***Action Statements***

**D.1a.** Develop and maintain data processing systems capable of providing information for operational and management analysis.

**D.1b.** Cost effectively allocate personnel and equipment to each fire district and all fire service activities.

**D.1c.** Review and apply new regulations and legislative requirements that affect emergency service delivery, planning, and program operations.

**D.1d.** Develop and apply internal planning, policies and procedures consistent with operational needs.

**D.1e.** Evaluate personnel, facilities and equipment through periodic inspections.

**D.1f.** Provide a work environment that encourages personal growth, challenge and participation. Participate in City-wide Continuous Quality Improvement activities.

**Policy D.2.** Work cooperatively with other agencies and organizations when addressing issues that affect fire services.

***Action Statements***

**D.2a.** Study benefits of participating future ISO Rating Schedule evaluations.

**D.2b.** Maintain professional memberships and participation with appropriate fire service and public administration organizations.

**D.2c.** Participate in Emergency and Disaster Preparedness planning at all levels of government. Participate in the City's Emergency Management Organization.

**D.2d.** Provide fire station facilities for civic and charitable uses consistent with City policy.

**Policy D.3** Take all viable opportunities to include the principles of demand management in decision-making processes.

***Action Statements***

**D.3a.** Incorporate market-based pricing to the extent possible when fees are being set or adjusted.

**D.3b.** In decision making with regards to proposed expansion or creation of services thoroughly analyze demand and the implications of the proposal on future demand.

**D.3c.** Modify or revise unit definitions and performance indicators which may be demand creating wherever applicable.