LEANDER POLICE DEPARTMENT

1·5·10 STRATEGIC PLAN

INTEGRITY • RESPECT • DEDICATION

JUNE 2013

LEANDER POLICE DEPARTMENT

1·5·10 STRATEGIC PLAN

Published June 2013

Where there is no vision, the people perish. – Proverbs 29:18

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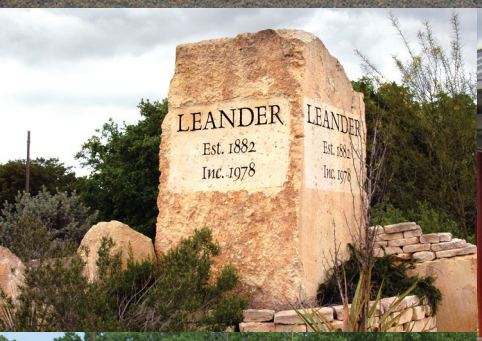
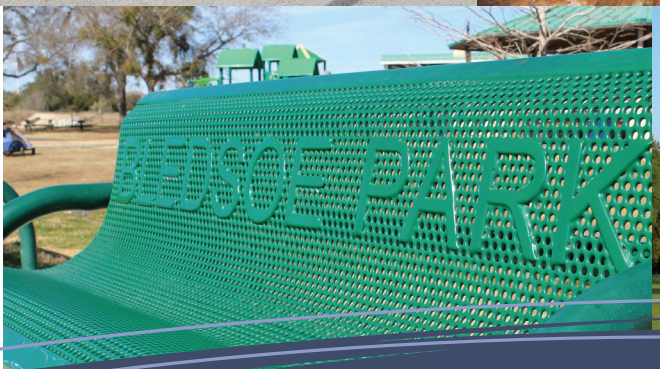




LEANDER CITY COUNCIL 2013

CHRISTOPHER FIELDER
MAYOR

ANDREA NAVARRETTE
PLACE 1

KIRSTEN LYNCH
PLACE 2

SIMON GARCIA
PLACE 3

MICHELL CANTWELL
(PLACE 4)

JASON DISHONGH
Mayor Pro Tem (PLACE 5)

DAVID SIEBOLD
PLACE 6

KENT CAGLE
CITY MANAGER

City of Leander

"Plan your priorities."
- John Maxwell

NATIONAL ACCREDITATION

The Leander Police Department is a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA was created in 1979 as a credentialing authority through the joint efforts of major law enforcement executive associations throughout the United States. The purpose of CALEA was to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

The CALEA Accreditation Program provides law enforcement agencies with an opportunity to voluntarily demonstrate their adherence to an established set of professional standards and includes an external, objective evaluation of departmental operations that may assist with the identification of potential areas needing improvement. In addition to providing an opportunity for self-improvement, accreditation can instill a greater sense of confidence among departmental employees and the citizens of Leander, as well as our city leaders and the other agencies we work with.

Ultimately, the CALEA Accreditation Program promotes the efficient use of resources and seeks to improve service delivery to our community. To achieve " accredited" status, the Leander Police Department complied with more than 500 "best practice" standards established by CALEA for the operation of police organizations. The CALEA assessment team examined all aspects of the Department's policies and procedures, management, operations, and support services. The team will reassess the Department's status every three years. Participation in the CALEA process is voluntary, yet important. Participation assures the citizens of Leander that their police department is among the best in the nation.

Additional information on CALEA and the accreditation process is available at **www.calea.org**

America's Safest Cities 2013

Awarded by NeighborhoodScout

This certifies that

LEANDER, TEXAS

has achieved the honorable ranking of

65TH SAFEST CITY IN AMERICA

based on nationwide crime data research performed by NeighborhoodScout, a division of Location, Inc.

America's Top 100 Safest Cities 2013 Winner

Andrew Schiller
President & CEO
NeighborhoodScout.com

NEIGHBORHOOD scout

NeighborhoodScout hereby recognizes that the recipient city of this prestigious award has achieved one of the top one-hundred safety rankings in the U.S. for the year 2013.

Safety performance is calculated for all cities with populations of 25,000 or more and ranked by the total number of property and violent crimes per 1,000 residents. Raw crime data is provided by the FBI's latest release of full annual UCR data.

The *America's Safest Cities* report is published annually by expert crime analysts at NeighborhoodScout.com, a division of Location, Inc.

In February 2013, the City of Leander was recognized by Neighborhood Scout as the 65th Safest City in America 2013.

Safety performance is calculated for all cities with populations of 25,000 or more and ranked by the total number of property and violent crimes per 1,000 residents. Of the 1,359 cities in the U.S. with populations over 25,000, only five from Texas made the "Top 100" list. Raw crime data is provided by the FBI's latest release of full annual Uniform Crime Report data. The "America's Safest Cities" report is published annually by expert crime analysts at NeighborhoodScout.com, a division of Location, Inc.

Location, Inc. is a geographic research and data mining company born of university research, specializing in location analysis, demographic and school data information products, and location-based decision-making tools for businesses and consumers.

MESSAGE FROM THE CHIEF

I am very proud to present the Leander Police Department's 1-5-10 Strategic Plan. This document represents the collaboration and input from a wide variety of participants, citizens and staff, who contributed to this work.

I want to thank everyone involved in the development of this document for their dedication and hard work to create a strategic plan that can be used to chart the future of our department.

The Leander Police Department wants to be an organization that truly serves our community and provides innovative solutions and the very best practices in the delivery of law enforcement services. We want to build on our past successes and continue to provide a high-quality of service to the citizens of Leander now and in the future.

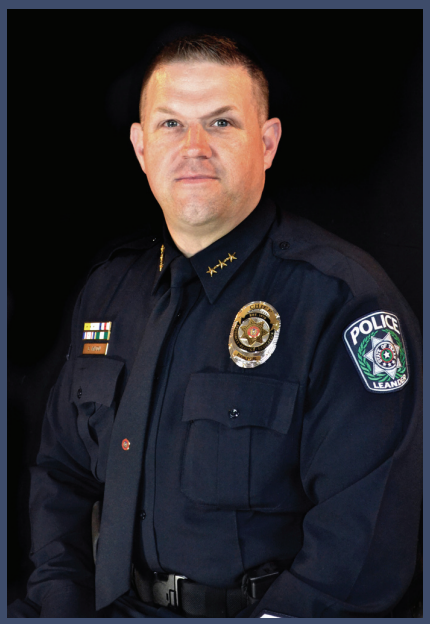
In the coming years we will continue to develop valuable community partnerships, because a safe community with a superior quality of life is a collective effort that we cannot achieve alone.

This 1-5-10 Strategic Plan is a flexible document that will serve as a guide to our future efforts. As we implement the services outlined in this plan, we will continually measure our progress and evaluate the outcomes to ensure we are meeting our goals.

This plan is meant to be a reference for members of our community, city and police department staff members, City Council, and anyone who desires to better understand our commitment to keeping Leander a great place to live, work, play, raise a family, or build a business.

We pledge to continue providing service to our community with integrity, respect and dedication.

Greg Minton, Chief of Police



POLICE DEPARTMENT COMMAND STAFF

GREG MINTON
CHIEF OF POLICE

JEFF HAYES
ASSISTANT CHIEF

BILLY FLETCHER
CRIMINAL INVESTIGATIONS LIEUTENANT

JACKSON MITCHELL
SUPPORT SERVICES LIEUTENANT

DERRAL PARTIN
UNIFORMED OPERATIONS LIEUTENANT

LEANDER POLICE DEPARTMENT
CORE VALUES

INTEGRITY

We believe integrity is a cornerstone of our profession. We value ethical conduct, public trust, and commit ourselves to personal and professional excellence. We are people of character and principle. We do what is right, even when no one is looking. We are committed to upholding our position of public trust and to conduct ourselves responsibly by maintaining the highest moral and ethical standards. We are uncompromising in our commitment to truth, honesty, and respect in all relationships. We hold ourselves accountable for our actions and inactions, and are open and honest in our dealings with each other. We have the courage to do what is right and to stand against what is wrong.

RESPECT

We place the highest value on every individual life and will treat each person with respect, courtesy, and compassion – obeying and enforcing the law without bias. We will always maintain a sincere reverence for the law and remember with honor the privilege, trust, and authority we have been given by the people to bring those who do wrong to justice.

DEDICATION

We are dedicated to the organization, each other, our families, and the citizens we serve. We are dedicated to working in partnerships with the community and each other to reduce crime, enhance customer service, and improve quality of life. We are committed to excellence and strive to provide the highest quality of professional law enforcement service to the community with the ultimate goal of maintaining order. We are dedicated to our core values and to upholding our oath of office.

35 Years of Law Enforcement Service 1978 - 2013

In July 1978, the Leander Police Department was launched with one Chief of Police, C. D. Hill, and five non-paid reserves, which patrolled a town with a population of approximately 1,800 people.

At the time, Leander was essentially a rural agricultural community located approximately 20 miles north of Austin. The 70's and 80's saw tremendous growth in the Austin area, resulting in a steady migration to the small towns of Leander and Cedar Park. As Leander grew, so did the police department, adding personnel and equipment to meet the needs of an expanding community. The first police station was a humble building that was destroyed in the 1980's by a natural gas explosion and fire. Several years later, the station moved to West Willis Drive, sharing the facility with City Hall. In 2005, an abandoned manufacturing facility was purchased, partially renovated and serves as the police station we occupy today.

Officers in 1978 handled much of the same calls for police service as officers handle today. Speeding, disturbances, and alcohol related crimes have always been a staple for Leander police officers. However, providing services to a community of approximately 34,978 people today is accomplished with 36 sworn officers, and 16 non-sworn personnel.

On the occasion of our 35th anniversary, we begin to make plans that will take us into the next decade and prepare us for unprecedented growth that is sure to come to our community. Although there have been many changes since 1978, there is one thing that has not changed over the last 35 years, and that is the sincere pride our officers have in their department and their community.

WHERE WE ARE TODAY
JUNE 2013

The Leander Police Department strives to be a full-service public safety agency and is committed to providing a wide range of police services to our community. The basic services provided by the department today are 24-hour uniform patrol services, criminal investigations, 9-1-1 emergency communications, animal control, as well as a variety of crime prevention and public education programs, and collaborative partnerships with multiple stakeholders throughout Leander.

The Leander Police Department is committed to the "partnership based policing" philosophy as the fundamental manner in which we interact with the community and deliver police services. Partnership based policing refers to the dynamic and intimate relationship between the people of a community and their police. We cannot be everywhere at once, so we rely on these essential community partnerships to identify, prioritize, and solve contemporary problems such as crime, fear of crime, disorder, and neighborhood problems, with the goal of improving the quality of life for all members of the Leander community.

Recent economic challenges have directly impacted staffing and service delivery. No officers, other than School Resource Officers, which are funded by Leander ISD, or the Warrant Officer / Bailiff position, which is funded by the Leander Municipal Court, have been added to staff since 2005. Current staffing levels include 36 sworn officers and 16 non-sworn civilian positions.

The organizational structure of the department is divided into four basic divisions (See Organizational Relationship graphic on page 11 for more detailed information). The command staff consists of the Chief of Police, Assistant Chief, Uniform Patrol Lieutenant, Criminal Investigations Lieutenant, and the Support Services Lieutenant. The command staff is charged with providing overall leadership of department operations, budgetary planning, policy initiation, and oversight on a number of department concerns.

The Uniform Patrol Division is the most recognizable unit of the police department, operating 24 hours a day, 7 days a week, 365 days a year. Officers drive highly visible patrol vehicles, which are essentially their "mobile offices" - equipped with the latest audio / video recording system, speed detection equipment, and communications / data technology that allows them to do their job more effectively and efficiently. As a result, patrol personnel have been referred to as "the most conspicuous representatives of the City of Leander's services." These officers are the first responders who provide proactive police patrols, enforce federal, state, and local laws, as well as providing assistance to citizens in need. In short, the Patrol Division performs initial investigations into offenses and prevents and deters crimes through their presence.

In order to effectively provide coverage throughout the city, the Uniform Patrol Division utilizes four shifts working in 12-hour rotations with both day and night shift coverage.

The Criminal Investigations Division (CID) conducts follow-up investigations into crimes against people and property. CID is comprised of Detective Sergeants, Investigators, and the Crime Scene Technician, who respond to crime scenes to collect, process, and preserve evidence for use in court during the future prosecution of offences. This division is also responsible for investigating narcotics related activity and associated crimes, as well as all juvenile crime. CID works closely with other law enforcment agencies, the prosecutors offices, and is responsible for sex offender registartion and criminal intelligence information.

The Support Services Division provides the most diverse of the Department's services, which include Communication, Community Services, School Resource Officers, Records, Animal Control, CALEA Accreditation Management, and a number of additional administrative services like recruiting, hiring, training, etc. Programs coordinated by personnel in Support Services include the Citizens Police Academy, Police Explorers youth program, National Night Out, and the Annual Blue Santa, as well as many other crime prevention and community education programs.

GENERAL FACTS

• On average, Leander's population has increased at a 3% rate from 2005 – 2013.

• General calls for service have increased at roughly a 4% rate from 2005 – 2013.

• Calls for police service most often peak on Tuesdays, Wednesday, Fridays and Saturdays, primarily between the hours of 1PM – 5PM.

• Response to calls for traffic collisions have also increased on average 4% since 2008.

• Criminal Investigations case load has also increased at 4%, peaking during the spring and summer months when activity levels generally increase.

• Over all case clearance rates of all combined divisions have ranged between 39% and 43%, where the national average rate is 28% in accordance with the FBI Uniform Crime Report.

• Overall data indicates that general activity has increased annually at 4%, with the notable exception of Animal Control.

• Animal Control calls for service have increased at a 12% rate since 2010.

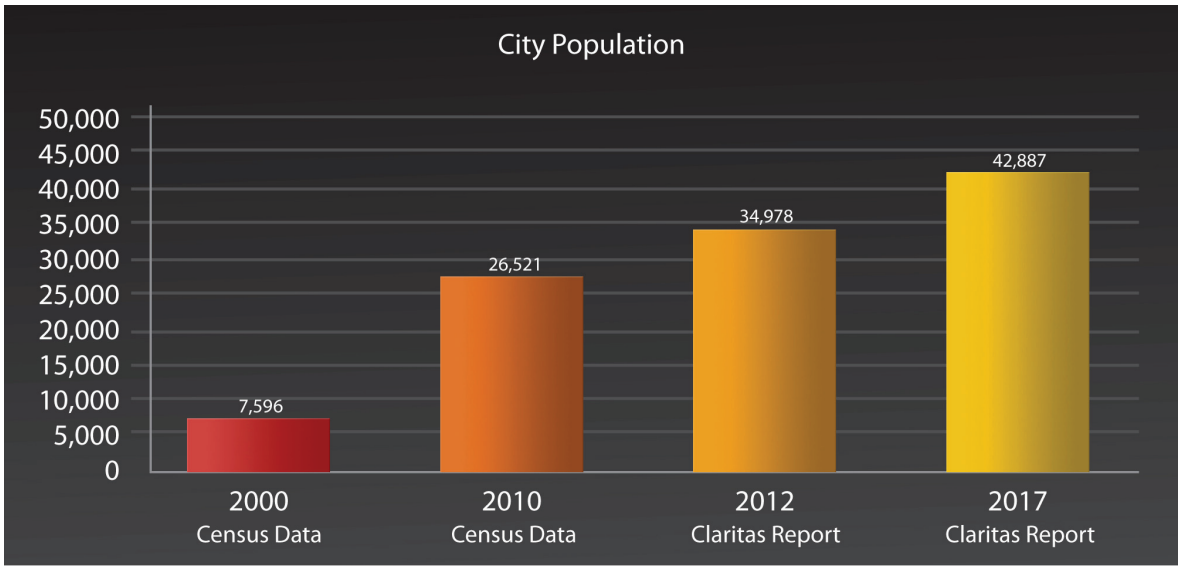
• Animal Control calls for service currently peak on Monday, Tuesday, Wednesday, and Thursday, between the hours of 8AM – 3PM.

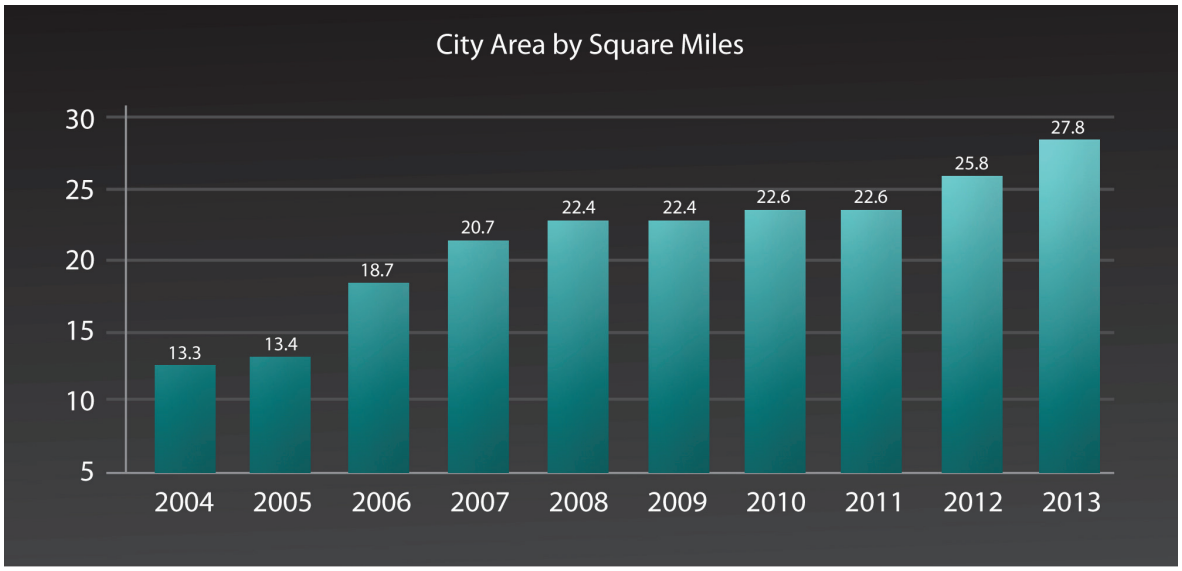
• Police staffing levels and Animal Control staffing levels have stayed essentially consistent since 2005.

• According to the FBI Uniform Crime Report, there is a 1.4 officer to 1000 population ratio in our city.

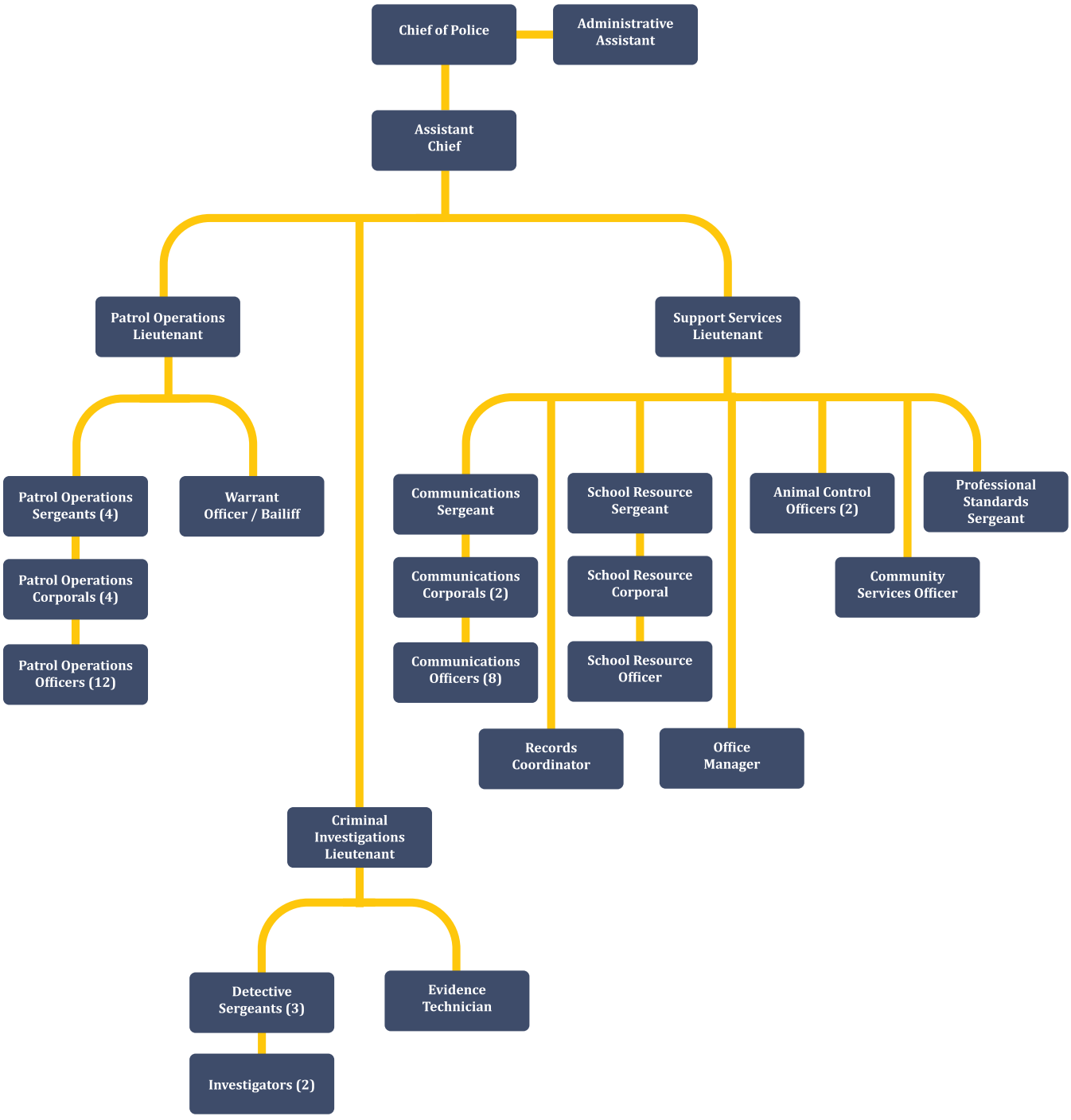
• In his January 2013 "State of the City" address, Mayor Chris Fielder indicated there were approximately 10,000 homes in some phase of development within the City of Leander, which translates roughly to 20,000 – 30, 000 new residents in the near future.

• In a recent KXAN 36 News report, City Manager Kent Cagle indicated that Leander may see a population of 50,000 by 2018.





ORGANIZATIONAL STRUCTURE
AS OF JUNE 2013



"If we are growing - we are always going to be outside our comfort zone." - John Maxwell

FLEET INVENTORY
AS OF JUNE 2013

Unit	Year	Make	Model	Color	Assignment
A1	2007	Ford	Explorer	Grey	Admin
A2	2007	Ford	Crown Vic	Blue	Admin
A3	2012	Dodge	Charger	Black	Admin
A5	2002	Ford	Explorer	Gold	Staff Pool Car
C1	2010	Ford	Explorer	Grey	CID
C2	2010	Ford	Explorer	Red	CID
C3	2007	Ford	Crown Vic	Silver	CID
C4	2012	Dodge	Charger	Grey	CID
C5	2005	Ford	Crown Vic	White	CID
01	2012	Chevy	Tahoe	Black & White	Patrol
02	2003	Ford	Crown Vic	Black & Gold	SRO
03	2010	Chevy	Tahoe	Black & White	Patrol
04	2012	Chevy	Tahoe	Black & White	Patrol
05	2012	Chevy	Tahoe	Black & White	Patrol
06	2009	Chevy	Tahoe	Black & White	Patrol
07	2007	Ford	Crown Vic	Black & Gold	SRO
08	2008	Ford	Crown Vic	Silver	Warrants
11	2007	Ford	Crown Vic	Black & Gold	SRO
12	2009	Chevy	Tahoe	Black & White	Patrol
13	2009	Chevy	Tahoe	Black & White	Patrol
14	2009	Chevy	Tahoe	White	Patrol
15	2010	Chevy	Tahoe	Black & White	Patrol
16	2009	Chevy	Tahoe	Black & White	Patrol
17	2001	Ford	Crown Vic	Black & Gold	Sup. Services
18	2009	Chevy	Tahoe	Black & White	Patrol
19	2010	Ford	Crown Vic	Black & Gold	Patrol
20	2012	Chevy	Tahoe	Black & White	Patrol
21	2013	Chevy	Tahoe	Black & White	Patrol
22	2010	Ford	Crown Vic	Blue	Patrol
AC1	2007	Ford	F-150	Blue & White	Animal Control
AC2	2010	Ford	F-150	Blue & White	Animal Control
H1	2007	Ford	F-350	White	HRT
H2	1986	GM	Hummer	Black	HRT

"It wasn't raining when Noah built the ark." — Howard Ruff

I-5-10 STRATEGIC PLAN

DEVELOPMENT TEAM

Greg Minton, Chief of Police

Jeff Hayes, Assistant Chief

Billy Fletcher, Lieutenant

Jackson Mitchell, Lieutenant

Derral Partin, Lieutenant

Ryan Doyle, Sergeant

Aaron Dunning, Sergeant

Helen Garrett, Sergeant

Allan Jones, Sergeant

Anthony Mayberry, Sergeant

Michel Mohler, Sergeant

Carlos Villarreal, Sergeant

Steve Ward, Sergeant

Luana Wilcox, Sergeant

Shelley Willis, Communications Sergeant

Jamie Dickey, Administrative Assistant

PLANNING PHILOSOPHY

In January of 2013, the police department supervisory staff held a two-day retreat to participate in leadership training and discuss the future development of the Leander Police Department. Emphasis was given to developing a proactive plan to address public safety service delivery and other critical issues that occur with impending growth. Leander is rapidly approaching 50,000 residents and will experience all the growing pains that occur within a community in transition. Members of the police department want to be prepared and plan for the inevitable change, rather than react or respond to the problems after they emerge. From these discussions and planning exercises, this "1-5-10 Strategic Plan" was developed. This document is meant to be "road map" for the future of the Leander Police Department and the services we hope to offer our community.

It was agreed that any goals established must be realistically attainable and that they have a direct impact on our ability to provide law enforcement and public safety services to citizens. Like any good road map, we wanted to publish a document that can be easily followed and understood by department staff and city staff, city leadership, and most importantly, the members of our community.

This strategic plan is designed to address the department's immediate needs in the "1 Year Plan," anticipate the department's pending development and where we see ourselves in the "5 Year Plan," and finally to "vision-cast," or attempt to identify where we believe the department will be in the "10 Year Plan." Above all, we wanted to establish goals and objectives for moving through these phases of our development, implement plans to impact those goals, acknowledge our successes, and adjust our plans to ensure the success of our future goals. To develop this "1-5-10 Strategic Plan," very specific questions were considered as we held our discussions. The questions included:

- **How do we maintain a safe and secure community?**
- **How do we enhance our services and interaction with the community we serve?**
- **How do we utilize technology and equipment to maximize efficiency?**
- **How do we prepare for future growth?**
- **How do we plan the organizational structure of the department and deploy personnel effectively?**
- **How do we develop employee skills and leadership?**

Consideration of these key areas allowed us to focus on those aspects of service delivery that we believe will be critical in the impending years. By no means can this plan be completely comprehensive or predict every need, as the future brings many unknowns, but we have made a good faith effort to address what we believe will be the future of the Leander Police Department. We also realize that we must continue to strive for excellence and continue to develop the police department into a dynamic, contemporary, and progressive organization, one that will meet the needs of a rapidly growing community.

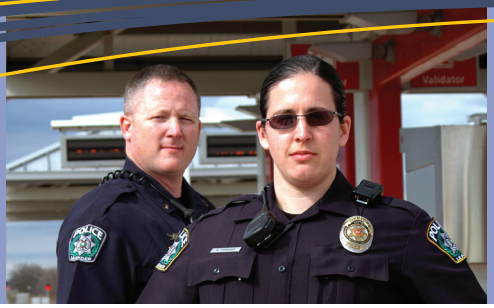
1-5-10 YEAR
GENERAL DEPARTMENT GOALS AND RESPONSIBILITIES

CRIME: First and foremost, the citizens of Leander expect that their police department will promote community safety by enforcing laws and reducing crime. Citizens want to feel safe and do not want to fear that they may become a victim of crime. Crime is an ever-present factor in a contemporary society and it is the responsibility of the police to build relationships with members of the community to reduce the chance that they will become a victim of crime. Prevention is powerful and important, but follow-up, resolution, and dealing with the aftermath of crime is a reality. We must endeavor to strike a balance between prevention and preparation for the inevitable. We must reduce crime, the root causes of crime, and the fear of crime to enhance the quality of life in our community.

TRAFFIC SAFETY: Studies consistently tell us that more people are injured and killed annually in traffic crashes than gun violence. In 2011, according to the FBI, 8,583 people were killed in a gun related incident, where NHTSA (National Highway Traffic Safety Administration) indicated that 32,310 people died in traffic related deaths. Likewise, it has been said that costs from traffic crashes exceed the total value of stolen property in the US. Our community expects us to promote safe roadways for vehicles, bicycles, and pedestrians. As Leander grows, this will become increasingly problematic with a growing population and accompanying traffic. We must establish a strong public education effort and demand safe roadways, unwavering and unapologetic for appropriate and balanced traffic enforcement.

ETHICS AND EXCELLENCE: The community grants us tremendous authority and responsibility as police officers. We are given the authority to enforce the law, restrict freedom through arrest, and to take a life when necessary to defend oneself or another from serious bodily injury or death. Such authority and responsibility demands the highest ethical standards and stringent adherence to ethical behavior, not just with the sworn officers, but with all police department employees.

FISCAL RESPONSIBILITY: With growth comes fiscal responsibility, as there is only so much available money, and that money comes from the community. The key resource invested by the community is municipal tax dollars - scarce dollars - paid in addition to state, county, and school district taxes. As such, the police department has an inherent responsibility to use those municipal tax dollars in a prudent manner and to deliver exceptional services that consistently meet and exceed the public's expectations for their expenditures. Everyday – we must learn to do more with less, and in a "growth" environment, this will present a significant number of challenges for the next 10 years.



PARTNERSHIPS: Providing a safe community is not a responsibility limited to the police department, it is a responsibility of the of city government, all city employees, and the community we serve. Robert Peel, considered one of the fathers of modern policing said, "The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence." With that, we must strive to strengthen our bond with the public in all respects. We must always endeavor to work in a collaborative manner with community partners, school district partners, business partners, and regional agency partners with a shared commitment to address conditions that give rise to crime, the fear of crime, disorder, and unsafe roadways.

SERVICE: Renowned service-oriented organizations typically gain their reputations of excellence for going that "second mile" and improving their services by listening to the customers, exhibiting courtesy, providing consistant follow-through, and encouraging employees to "provide service with a smile." We would like to say it is that simple. We would like to belive that we can adopt the practices of the business world, but afterall we are talking about law enforcement, which comes with its own set of unique challenges.

Police officers must make difficult and unpopular choices. They must enforce the law fairly with a public that rarely wants to be held acountable for their actions, but nevertheless this is what we do. However, we can choose how we deliver those services... and we have. We care about the citizens of our community. We understand that our authority comes from the people in that community. We sincerely believe in the honor of service. We function best when we can develop relationships within our community, provide answers and resolutions to problems - individual problems and community problems.

We strive to be authentic public servants. We want our actions to speak for themselves. We want to understand our community's needs and how to best meet those needs. We are not perfect, but we will always strive for excellence. Our community deserves our best. We want to be and do our very best, because we want to motivate our community partners to get involved and be a part of what we hope to accomplish for Leander.

We cannot police our community in the same manner as in the '70s, '80s, or '90s. The twenty-first century is here and we are obligated to provide law enforcement services in a contemporary manner - with an ephasis on people.

"Nothing is changed by a mediocre performance." - John Maxwell

1 Year: How do we maintain a safe and secure community?

Recommendation: Traffic Enforcement and Management Unit

We intend to develop a TEAM (Traffic Enforcement and Management) Unit concept to address emerging traffic problems and neighborhood traffic concerns, with the primary goal of reducing collision related injuries and death. The TEAM Unit would conduct an annual comprehensive analysis of driver behavior through manned and unmanned compliance surveys of arterial roadways, roadway intersections, railroad intersections, school zones, and residential streets. The survey results would be published and used to deploy the traffic units to specific trouble spots and problem locations. We would publish an annual "Top Ten" collision location document, so drivers would know where to increase their awareness and drive defensively. The TEAM Unit would also conduct public education initiatives and promote traffic safety. The TEAM Unit would also participate in national and state initiative such as the "Click It or Ticket" safety restraint campaign and seasonal driving while intoxicated enforcement efforts. Traffic safety and enforcement will always continue to be a department-wide effort. Creation of the TEAM Unit would not diminish existing patrol traffic safety promotion and traffic enforcement activities.

Recommendation: Victim Services Coordinator / Victim Services Team

Create a Victim Services Coordinator Position to respond to the needs of crime victims in our community. Currently all services are referred to the Williamson County Sheriff's Office or Williamson County District Attorney's Office. Although these two organizations have helped to fill the gap in services, the Leander Police Department has reached a size where we must be able to provide immediate and comprehensive services to victims in-house and at the initial scene of the crime. Becuase these services are not currently offered by the department, they can be critically delayed when referred to outside agencies. Likewise, there is no coordinative effort between Criminal Investigations and the providers of these victim-oriented services. Developing this in-house capability, like that available in neighboring communities, will significantly enhance services to our community. In an attempt to balance competing needs, we will look to take advantage of available grant resources from the Texas Governor's Office and Texas Attorney General's Office to initiate this program. If we are unable to secure grant funding, we will submit this position for consideration during the next applicable budgetary process.

Recommendation: Expand Uniformed Patrol Services

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice statistics indicate that more than 95% of police departments in the U.S.

provide some type of uniformed patrol service. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls and provide law enforcement services to the public.

As the city grows, we will need to continue to expand the Uniform Patrol Division in a responsible manner and increase the patrol officer staffing to a level that is commensurate with the population and area to be served. Initial expansion would take into consideration the development of the TEAM Unit and its impact on patrol responsibilities. Collision investigation and assigned enforcement details would fall to the TEAM Unit, thereby freeing up existing patrol personnel to provide more routine patrol and response to calls for police service. Our ongoing "Cops on Bikes," program, a valuable alternative patrol method, has been negatively impacted with a lack of staffing and a perpetual hiring situation. We will need to reach a level of staffing that will again allow us to regularly deploy officers on bicycles.

Recommendation: Animal Control Staffing and Supervison

Animal Control (AC) has experienced a 12% increase in activity from 2010-2013. With this activity increase, we would look to expand overall staffing levels, not just by adding another Animal Control Officer, but to create the position of Animal Control Supervisor needed for day-to-day supervisory attention to the Animal Control Division. Currently, this day-to-day supervision falls to the Support Services Lieutenant. The Lieutenant's attention is primarily focused on more broad departmental concerns, making it difficult to provide the specific attention and supervision required for the day-to-day Animal Control operations.

The Animal Control Supervisor position would oversee the two current Animal Control Officer positions, including their training and performance evaluation. This position would answer to the Support Services Lieutenant, and fall into the supervisory structure commensurate with a Sergeant, but would be a civilian staff member. The supervisor would possess the leadership and managements skills to guide the Animal Control Division and provide day-to-day supervison. This position would be responsible for purchasing and maintaining all associated equipment and uniforms for the division. Likewise, the supervisor would oversee the fleet vehicles and other electronic equipment utilized by the Animal Control Division. The supervisor would not only need to have experience working with animals, but should also have good communication and problem solving skills to resolve community member problems and conflicts that arise from animal ownership.

The Animal Control Supervisor should have the emotional maturity and courage to confront repeat offenders, offer viable options and solutions, or write citations when voluntary compliance is not achieved. The supervisor should have the verbal and cognitive skills necessary to prepare cases and testify in court when needed. This position would be able to work with city staff and develop ordinances, interpret relevant state laws, and oversee or develop comprehensive programs. The supervisor should possess enough knowledge and familiarity with computer systems to publish monthly activity reports and develop the basic annual budget. The AC Supervisor would represent the Animal Control Division at city functions and meetings, interface with community groups as needed, and provide public education to organizations and schools in the community.

1 Year: How do we enhance our services and interaction with the community we serve?

Recommendation: Expand Partnership Based Policing Programs

The Leander Police Department should continue to utilize a "Partnership Based Policing" philosophy and approach to engage residents, businesses, and relevant community stakeholders in a wide variety of crime prevention strategies to prevent crime from occurring. We would reassign an existing officer position to consolidate the coordination of LPD's community service and outreach programs such as National Night Out, Citizens Police Academy, Blue Santa, SALT (Seniors and Law Enforcement Together), Neighborhood Watch, Police Explorers, and other community outreach, public education, and crime prevention programs. Currently, coordination of these programs is dispersed throughout the department and assigned as ancillary duties to other personnel. Although we would encourage department-wide participation in these programs, each program lacks a focused coordinative effort, which has stifled continued growth and effectiveness. The assignment of a single point of contact will enhance and expand these efforts and further develop the partnerships we have made with our community.

Recommendation: Implement Honor Guard Team

The Honor Guard Team would be comprised of volunteer officers who exhibit a high level of commitment to this unit and would dedicate themselves to the time and training required for this specialized duty. The Honor Guard would represent the Leander Police Department at funerals and other ceremonial events. Members will train to become elite professionals worthy of representing the City of Leander and the Leander Police Department in the presentation of colors, parades, civic events, memorials, and other duties appropriate to their position. The Honor Guard would most commonly present colors at flag ceremonies at various public

events as directed by the Chief of Police. An Honor Guard is appreciated and valued by a community as a visible representation of their professional police department and the law enforcement profession.

1 Year: How do we utilize technology and equipment to maximize efficiency?

Recommendation: Transition to Sungard OSSI Regional Participation

We need to seriously explore participation in the Regional Public Safety Technology Program, a CAD (Computer-aided Dispatch) and records management system partnership, that currently consists of the Williamson County Sheriff's Office, Georgetown Police Department, Round Rock Police Department, and Cedar Park Police Department, as well as the smaller police agencies in Williamson County. Currently, the only two agencies in Williamson County not participating in the cooperative are the Taylor Police Department and the Leander Police Department.

The current Leander Ppolice CAD and records management system is not robust enough, nor was it ever meant to handle and share information to the level of other contemporary CAD and record management systems. We have a system that is antiquated and inferior, resulting poor performance. The system that we currently utilize was provided at little or no cost by Capital Area Planning Council of Government (CAPCOG) Emergency Communications and is only actually an expanded 9-1-1 dispatching system and is not capable of effectively servicing the Leander Police Department for the next 5-10 years. In many ways our system is wholly inadequate today, but completely necessary.

Taking advantage of the county wide cooperative and making the transition to the Sungard OSSI public safety software would afford Leander PD a contemporary software and infrastructure for CAD, records management, evidence tracking, and mobile field reporting. We do not currently have mobile field reporting capabilities and lateral communication between our CAD and records management software is marginal at best. Transitioning to Sungard OSSI would also allow regional CAD connectivity and sharing of police records and reports between agencies in an effort to maximize law enforcement and regional criminal investigations abilities.

Recommendation: Expand Social Media / Electronic Media Presence

Improve communication through technology and social media opportunities. Utilize established third-party mass notification services such as Blackboard Connect or similar service provider to better communicate with our citizens in both emergency and non-emergency situations. The police department should seek to maximize its use of Facebook, Twitter, and other social media to disseminate news

and information out to the public as quickly as possible when needed. The police department should utilize the City's new web page and other social media to maximize recruiting opportunities and broaden the candidate pool of potential sworn and non-sworn staff.

Recommendation: Crime Tracking and Analysis Technology

Crime analysis is a scientific process in which information collected on criminal activity is used to prevent and suppress crime and apprehend the offenders through the employment of systematic analytical techniques. A crime analyst, with the aid of specific computer software that integrates information from the department's CAD and records management system, studies the mined data to determine the frequency with which events occur and the extent to which they are associated with other events. This information is disseminate to line officers and detectives to inform them of specific trends so that limited resources are deployed more effectively and efficiently. Additionally, crime analysis is used to strategically employ crime prevention methods in the areas hit hardest by crime and that directly targets the types of crime being experienced. There is specific specialized training in this area, as well as third party software available to law enforcement that helps significantly streamlines the process.

Recommendation: Purchase Traffic Control Trailer

A traffic control trailer is an enclosed trailer that contains cones, temporary barricades, and traffic control signs that can be deployed in emergencies, special events, and complicated collision investigations to temporarily control traffic around and through a specific scene. Trailers can be equipped with lighted directional arrows or message boards that would allow officers to program special messages that warn drivers of unusual conditions. An example of use would include intersection lights that have gone dark or at fatality collisions where investigation is complicated and personnel need the extra protection. Restoring traffic flow even when there are long-term traffic issues promotes safety and builds citizen confidence in the police department's response to traffic difficulties when they arise. Use of this equipment will reduce the need for multiple officers on the scene of a protracted collision scene.

1 Year: How do we prepare for future growth?

Recommendation: Police Facility Expansion (Phase II)

The police department has available space to expand, but only for the next 4-5 years. Immediate consideration and funding must be given to expand into the upstairs portion of the building. In fact, build-out into the upstairs is significantly behind schedule. When the existing building was first refurbished, minimal funding

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was expended to renovate the police facility. As a result, there is a great deal of work that needs to be addressed at the current facility. The parking lot must be redeveloped and usable space must be converted into secure parking for police and staff, as well as expanding citizen parking in front of the building.

Upstairs build-out would include an additional layer of flooring, subdivision of the open area into usable office space, wiring the second floor for phones and computers, expanded emergency generator coverage, developing a larger training / meeting location, converting the current training /meeting room downstairs, and the redesign of communications, evidence, and other existing downstairs space. Phase II must also include furniture and fixtures to occupy upstairs and convert existing downstairs space for expansion. In fact, we already occupy approximately 25-30% of the upstairs space and must occupy additional space as we diversify and expand specialty staff such as Professional Standards and Community Services. At this time, the Criminal Investigations Division has no space to expand. Any realistic increases in staff will result in the need to build-out the remainder of this facility and retrofit space currently used.

Serious consideration and planning should be given to a future Phase III expansion, which would be much more extensive, but necessary, should the Police Department stay at this location. The building is presumably adequate to house operations until the city's population reaches approx. 50,000, but not without significant expansion on the existing site. Thought should be given to the appropriate and realistic realignment of police / fire department property, including the metal-sided warehouse located just behind the PD. Critical areas needing expansion in Phase III will be office space, evidence processing and storage space, officer locker and shower space, parking, public meeting and training space, and many other considerations for a City reaching 60,000 or more population. See more information in the 10 Year plan section.

A comprehensive architectural study should be funded to determine the exact costs and how to best expand the existing facility.

1 Year: How do we plan the organizational structure of the department and deploy personnel effectively?

Recommendation: Comprehensive Annual Workload Analysis / Staffing Plan

Develop a comprehensive *Annual Workload Analysis* to better address personnel needs and deployment. Annual analysis must be inexpensive and attainable using the existing records management system until a more robust system can be put into place. Consideration should be given to national trend analysis such as annual staffing analysis reports in "Crime in the United States" published by the Federal Bureau of Investi-

gations, which tracks crime and resources by geographic region. Analysis of call volume and caseload must also be tracked and any recognized trend assessed. The *Annual Workload Analysis* would be used to determine annual fiscal requests for personnel and development of an annual published staffing plan.

Recommendation: Management Analyst / Crime Analyst

Utilize existing qualified personnel to develop a management analyst position that would conduct weekly crime reviews using the departmental CAD (Computer Aided Dispatch) and records management system to identify emerging crime trends and traffic patterns to deploy resources and design problem-specific strategies to address "hot spot" areas where trends and patterns are evident. The analyst would also be able to provide crime data to the community and specific information to patrol personnel and detectives, through various software and information distribution methods, which would only improve as a more robust CAD and Record Management system can be obtained. Future consideration must be given to maintaining this position as either a sworn or civilian staff member. The need for this position will only increase.

Recommendation: Reorganization, Redeployment, and Introduction of New Criminal Investigations Division Structure

Currently, there are three-sergeant level "Detectives," and two-officer level "Investigators" assigned to the Criminal Investigations Division. At this time, two sergeants and a single investigator are assigned to the People Crimes Section, which deals with the more sensitive cases such as sex assaults, robberies, child abuse cases, suicide cases, etc. Any one of these cases has the potential of requiring hundreds and even thousands of investigative hours. This section has also been charged with the over-site and coordination of the Sex Offender Registration Program and the criminal intelligence function of the department.

There is currently one sergeant and one investigator assigned to the Property Crimes Section. This section handles the largest volume of cases within the Criminal Investigations Division, which include burglaries, thefts, fraud, criminal mischief, etc. This unit is also charged with CID Special Operations to include but not limited to, TABC minor stings, Craigslist stings, and narcotics investigations.

The creation of two new Corporals positions within the Criminal Investigations Division would help to supplement current staffing, reducing each detective's average case load. This reduction in average case load could serve to improve this division's overall clearance rates and help to increase their level of service to crime victims and their families.

It is recommended that one of these Corporals be assigned to the People Crimes Section and the other Corporal be assigned to the Property Crimes Section. Adding a Corporal to the People Crimes Section would provide the high level of expertise that is needed to investigate crimes such as home invasions, murders, armed robberies, etc. This position would add additional supervisor at crime scenes to ensure that investigations are well organized and managed. By adding a corporal to the Property Crimes Section, the Leander Police Department will be able to provide a higher level of customer service to a growing number of retail establishments and reduce victimization through crime prevention education and training.

Future "detective" additions would be at the corporal rank, rather than at a "sergeant" rank, allowing for a more realistic build out of the division to meet future needs. A corporal rank detective is fiscally more appropriate and a natural progression beyond the officer rank, but below that of the supervisory rank of sergeant. In the 1960's and 1970's, it was common place for "detectives" to be sergeants, but contemporary organizational philosophies have left this practice in the past. A "divisional" style organization, with a sergeant, an appropriate number of detectives and investigators is the more professional and contemporary direction and one that we plan on following.

Recommendation: Continual Pay and Benefits Analysis to Maintain the Quality Recruitment of Personnel

Continual evaluation of pay of benefits must take place so that the Leander Police Department can remain competitive in an increasingly aggressive regional recruiting environment. We want to be able to recruit and hire the best possible individuals to become members of our sworn and non-sworn staff. Hiring the best possible applicants helps ensure that the highest level of service is provided to our community. Police recruiting has become increasingly problematic as larger agencies compete for the same potential candidates for police officer and support personnel. It is imperative that we remain a viable competitor for these highly skilled and qualified personnel.

1 Year: How do we develop employee skills and leadership?

Recommendation: General Staff Development

An overall recommendation for the next year, 5 years, or even ten years is continual staff investment and development. Our community desires to have confidence in their police department and our ability to professionally address their community problems and crime. All employees of the Leander Police Department, civilian and sworn, play a vital role in meeting the department's current and future goals.

Preparing future leaders by keeping staff trained in contemporary and ever-changing technology prepares our department to move forward into the future. People are our most valuable assets. We must continue to invest in their ongoing development to ensure that their needs are met on both the individual and departmental level. This significant investment provides a rewarding and healthy work environment, which in turn, drives our employees to seek excellence. The overall quality of service will suffer and possibly deteriorate if employees spend their time only accomplishing the minimum core duties, but service to our community will improve if we train our next generation personnel in leadership, civic responsibility, ethics, and customer service.

Recommendation: Establish a Professional Standards Division

A Professional Standards Division (PSD) would consolidate the coordination of such activates as, recruiting, background investigations, hiring, field training program, progression and promotional processes, as well as internal investigations, disciplinary records and employee separations in coordination with City of Leander Human Resources.

The Professional Standards Division would work closely with the CALEA Accreditation Coordinator to ensure compliance with CALEA standards, as well as departmental compliance with Texas Commission on Law Enforcement Standards and Education (TCLEOSE) mandated training, licensing, and standards. This division would be initiated with a sergeant level position with future expansion planned to corporal positions and officer positions as needed to staff the unit as it grows with the overall department.

"Live out of your imagination, not your history."

— Stephen Covey

In January 2013, the Leander Police Department transitioned to a new badge to recognize the 35th Anniversary of the department and to mark a "turn of the page" for the department itself.

A new tradition was also established where sworn officers take the International Association of Chiefs of Police "Law Enforcement Oath of Honor" to receive their new badge. All new officers take the oath at their commissioning ceremony. As new officers recite the oath, all sworn officers join with them as a reaffirmation of their pledge.

Before any officer takes the Law Enforcement Oath of Honor, it is important that they understand what the words they are reciting mean, because an oath is a solemn pledge someone makes when they sincerely intends to do what they say.

***"Honor"** means that one's word is given as a guarantee.*

***"Betray"** is defined as breaking faith with the public trust.*

***"Badge"** is the symbol of your office.*

***"Integrity"** is being the same person in both private and public life.*

***"Character"** means the qualities that distinguish an individual.*

***"Public Trust"** is a charge of duty imposed in faith toward those you serve.*

***"Courage"** is having the strength to withstand unethical pressure, fear or danger.*

***"Accountability"** means that you are answerable and responsible to your oath of office.*

***"Community"** is the jurisdiction and citizens served.*

OATH OF HONOR

On my honor,
I will never betray my badge,
my integrity, my character,
or the public trust.

I will always have
the courage to hold myself
and others accountable
for our actions.

I will always uphold
the constitution,
my community and
the agency I serve.

The International Association of
Chiefs of Police

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5 Year: How do we maintain a safe and secure community?

Recommendation: Communications Division Personnel and Structure

Expand communications personnel commensurate with call volume and radio system activity. We will need to build upon the existing staff and add dispatcher and supervisor positions as needed to meet the needs of a growing city and department. Communications shifts should be balanced and capable of handling the increased radio traffic of additional officers and specialty positions. A traffic division will significantly increase the number of radio calls to the communications center. In the next five years, we will reach a level of communications traffic that will make it impractical for dispatch personnel to answer phones and provide assistance to patrol personnel. We will need to develop "call taker" positions that will specifically answer administrative phone lines, 9-1-1 telephone calls, and transfer that critical information to dispatchers.

Recommendation: Regional Task Force Participation

Dedicate one CID detective or investigator to participate in partnership with the local Drug Enforcement Administration Task Force located in Austin. As drug trafficking increased nationwide, local jurisdictions and state agencies recognized that there was a need for local cooperation and coordination with national drug enforcement efforts. The advantage of such collaboration for the Leander Police Department includes the ability to draw upon the expertise of federal law enforcement personnel and systems. Leander Police would have access to shared regional and national resources, thereby increasing the investigative strength of all involved. Personnel assigned to the task force can be deputized as federal drug agents, thus extending our actual enforcement jurisdiction in narcotics cases. Illegal drug operations are rarely actually local, but regional, national, and more frequently international. Some local cases have a spider web like connection to numerous locations and jurisdictions. Many Central Texas drug problems originate in areas like Houston and San Antonio, as well as border towns and locations in Mexico.

No jurisdiction is free from illegal narcotics or the abuse of prescription drugs. As Leander grows, so will the drug problem. There are illegal drugs in Leander today and the trade will only expand unless we adopt a more regional posture and recognize that those who deal in drugs do not recognize borders or jurisdictions, but will thrive wherever they are allowed to flourish.

Recommendation: CID Surveillance and Tracking Technology

As narcotics and other serious criminal investigations require more sophisticated methods and equipment to investigate, we will need to purchase and maintain several pieces of equipment that will be required at a moments notice and would not likely be available to borrow from other agencies.

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The use of a Global Positioning Satellite (GPS) tracker will be needed when the clandestine tracking of a suspect is crucial to an investigation. This device has been successfully used to gather evidence in narcotics cases and even murder investigations. After obtaining a court order, detectives secretly attach the device to a criminal suspects vehicle to determine their vehicle's movements.

Likewise, major crime investigations often require the use of a covert audio and video surveillance systems, or more commonly known to the publics as "a wire." Contemporary systems allow detectives, undercover officers, witnesses, or cooperative informants to wear the audio / video surveillance equipment to get critical evidence in an investigation.

Recommendation: Expanded High Risk Team (HRT) Capabilities

The High Risk Team (H.R.T), more commonly known as S.W.A.T. (Special Weapons and Tactics), has been a part of the Leander Police Department since 1999. Formed after the events in Columbine, Colorado, the team has always been comprised of highly trained volunteer officers from throughout the department. The team was designed to respond to diverse and potentially dangerous events.

It might be difficult for members of the Leander community to imagine the need for the Police Department to expand capabilities in this regard, but as communities just like Leander face school shootings, barricaded and suicidal subjects, and other armed confrontations, we must prepare for the eventuality of similar incidents in our own community.

The High Risk Team must maintain enough members to provide the most effective response to increasingly dangerous situations and bring them safely to a conclusion. Teams must be comprised of enough members where perimeters can be established, dangerous people can be contained, and innocent civilians can be removed from volatile situations. The H.R.T officers stabilize these situations so that members of the Crisis Negotiations Team can do their important work. In situations where negotiations are not possible, it falls to the High Risk Team to bring a close to the dangerous incident. To do this safely, H.R.T. members must always have access to a practical armored vehicle, contemporary radio communication equipment, appropriate weaponry, up-to-date body armor, and the latest electronic audio / video monitoring equipment.

Recommendation: Expand Crisis Negotiations Team (CNT) Capabilities

The Leander Police Department currently has a two-member Crisis Negotiation Team (C.N.T.), with plans to expand the team as staffing resources allow. Although the team may be small today, their role is critical and often the difference between life and death.

Members respond to many of the same situations as our High Risk Team such as barricaded subjects, hostage situations, and more frequently mental health situations, where individuals are threatening to harm themselves and others. The C.N.T. works closely with the High Risk Team in obtaining crucial information that will allow the team to plan their mission and improve situational safety for the officers involved.

We must begin to build the capabilities of this team to meet the increasing need for their particular skills. Good consistent communications and information exchange are the keys to resolving these highly emotional and dangerous situations. As a result, communication and information technology play a key role in their resource need. Recently, the team was able to obtain a "throw phone" on a grant. A "throw phone" is a piece of communications equipment, literally thrown through a window or into a scene in an effort to talk with a barricaded subject. The phone is effective only if the subject picks it up and communicates with the CNT member. Not picking up the phone requires the negotiator to use a megaphone to speak to the subject (and everyone else within a block) and requires the subject to yell his responses back to you. This phone is just one tool that makes negotiations more effective. However, it is only one tool.

As we grow and these situations become more frequent, we will need to purchase a number of tools to handle these situations. Common equipment needed by negotiations teams are laptops, audio / visual equipment, loud speakers, and most importantly, a vehicle equipped specifically to transport personnel and equipment and set up a negotiations "command post."

We will need to expand the team to ideally 5-7 members, who are highly trained in this specialized field of law enforcement. Although they will be made up of volunteers from many different sections of the Department, they must participate in annual training specific to their expertise. Maintaining proficiency in this field requires the investment of travel and training money to ensure that team member's skills stay sharp and contemporary.

5 Year: How do we enhance our services and interaction with the community we serve?

Recommendation: Transition from a single Community Resource Officer to Community Services Division

Expand the Community Resource Officer into a Community Services Division staffed with the appropriate personnel to manage and maintain community in-

volvement. The addition of a sergeant and a corporal position, or perhaps another officer position, will allow very focused attention on community programs and services that will enhance general department programs and crime prevention efforts. More comprehensive problem solving and prevention methods require time and personnel dedicated to resolving the specific problem.

Recommendation: Data Collection: Community Satisfaction Surveys

A Community Satisfaction Survey (CSS) is a tool for evaluating the quality of police services. A CSS provides new evidence-based measures of police-civilian encounters, generates timely feedback for management, and addresses the growing public demand for a voice in police services. Equally important, from a measurement standpoint, a CSS provides external, community-based indicators of organizational performance. Questions asked in a standard CSS include, but are not necessarily limited to: "Is Leander a safe place to live?" "Have you had contact with the police?" "Was the Department interested in helping you?" "Did the Department exhibit professionalism?" These, and a number of other questions help answer the all-important question – "How are we doing?"

A CSS at a citywide level can be designed to provide the police department with reliable feedback from citizens about perceptions of police performance. In addition, a CSS can collect information about criminal victimization, residents' views about crime, and their willingness to report crime to the police. From a police management perspective, these surveys collect information about the most effective approaches to dealing with crime. Since these surveys provide a measure of police performance, they can be used to analyze the way police deliver services and possibly change the allocation of resources where needed. Some Community Satisfaction Surveys provide detailed information about specific problems affecting parts of a city, which aids in focusing police resources.

Recommendation: VIPS / COPS Program Development

Develop a Volunteers In Police Service (VIPS) program and a Citizens On Patrol Services (COPS) program to maximize potential volunteers in our community to perform work and services that might otherwise be incumbent upon sworn personnel or paid civilian staff. Volunteers are encouraged to participate in the Citizen's Police Academy before they volunteer. Participation in the Citizen Police Academy provides volunteers with a more thorough understanding of the department. Once graduated, they can choose to participate in a VIPS or COPS program.

VIPS volunteers can participate in one or more volunteer programs within the department. Some programs require specialized training and others will require a small amount of on the job training. Volunteers have the flexibility to volunteer

as much or as little time as they have to give. VIPS work in areas such as records, communications, victim services, community services, or a number of other opportunities that maximize their particular skills and abilities.

COPS, or Citizens on Patrol are adult volunteers that work together in their community to assist and support law enforcement in the reduction of crime. Citizens on Patrol members are trained to patrol the city safely. Members never approach suspects and are not permitted to carry weapons while on patrol. These volunteers provide a deterrent to crime and a feeling of security for citizens and visitors by remaining highly visible in the community. They wear special uniforms and drive vehicles issued by the Leander Police Department so they are easily recognized.

5 Year: How do we utilize technology and equipment to maximize efficiency?

Recommendation: Patrol K-9 Team (People Searches / Drug Searches)

Although not specifically technology or equipment, a powerful tool for law enforcement is the dual purpose K-9. A K-9 team's main responsibility is to support the backbone of the department, the Patrol Division. K-9 teams are assigned their own vehicles, which require the officers and dogs to remain together at all times. The officers also have kennels at their residences so they can care for their K-9 partners while off duty. When on duty, K-9 teams remain in the city on regular patrol duty until they are called to assist patrol officers. Trained in the ability to search for people, K-9 teams have successfully found missing children and elderly.

These dogs can be cross-trained in what the public is more familiar with – narcotics detection and suspect apprehension. The dogs have a keen sense of smell that allows them to locate hidden drugs or evasive suspects easier, safer, and usually much quicker than officers searching by themselves. The dogs are used to search containers, vehicles, open areas, and buildings, for drugs or suspects as needed. The Leander Police Department has utilized K-9 Units in the past, but the teams could not be maintained and were disbanded in the 1990's. It is time to bring this tool back to the department and develop one or more handler / canine teams.

Recommendation: Automated License Plate Recognition System (ALPRS)

Purchase and deploy Automated License Plate Recognition System (ALPRS) on specific vehicles to enhance warrant apprehension and follow-up on leaving-the-scene collision investigations. ALPRS delivers the abil-

ity to read vehicle license plates and check them against an installed database for rapid identity verification. The license plate recognition system is used to locate stolen or wanted vehicles and identify license plates associated with known offenders and wanted subjects.

Recommendation: Unmanned Security / Surveillance Trailer Technology

Unmanned mobile surveillance trailers have become a "force multiplier" for many law enforcement agencies who must dedicate personnel to lengthy surveillance assignments during ongoing investigations or to thwart criminal activity. Essentially, a "force multiplier" is software, technology, or equipment that helps free up personnel that would otherwise be designated to a specific task. In this regard, the unmanned surveillance trailer uses four fixed (pan, tilt, zoom) remote-controlled cameras attached to an extendable 30-foot boom that can operate on an independent solar power source for up to 30 days in a single location. The technology can transmit live high-resolution real-time video over wireless broadband connections to police laptop computers or "smart phones,"

These trailers are commonplace at construction sites, airports, large parking lots, and other locations that require continuous observation to provide security. A surveillance trailer can be used in a number of ongoing criminal investigations, High Risk Team operations, crisis negotiations operations, event security, and crowd control when needed. Other law enforcement agencies have found the trailers have been successful whenever investigation requires a bird's eye view of a particular scene. As our commercial development increases over the coming years, we will begin to experience the crime that comes with larger retail sites, such as car burglary, shoplifting, and parking lot related theft. Use of a mobile surveillance trailer allows the monitoring of these critical hotspots when a trend is observed, but without the associated drain on personnel and resources to resolve the crime problem. One such example was a pawnshop operation that had experienced repeated break-ins and theft. The local police deployed an unmanned mobile surveillance trailer, and within a week, the culprits were observed on camera and were apprehended inside the fenced pawnshop property.

Recommendation: Computer Forensic Analysis Technology

Purchase the technology and train detectives in the use of computer forensic technology. The use of digital technology to facilitate criminal activity, from computers to cellphones, is increasing. These crimes include traditional forms such as child-pornography, but increasingly encompass frauds, drug trafficking, assaultive crimes, and even homicides. More than ever before, officers find themselves seizing digital evidence during the investigation of a crime. This type of evidence requires specialized equipment and training for personnel to retrieve, analyze, and store the various forms of digital information. Currently, the Round Rock Police Department, Georgetown Police Department, Cedar Park Police Department, and Williamson County Sheriff's

Office have this capability. When needed, the Leander Police must request assistance from one of these agencies to perform a forensic analysis, but we often fall behind as we wait for their staff to attend to find time to assist us with our cases. We must become self-reliant with regard to this technology to provide the timeliest and most effective service to our community.

Recommendation: Evidence / Crime Scene Expansion

Recently the responsibility of crime scenes and gathering of important evidence has been made the responsibility of a single Evidence / Crime Scene Technician. Not available for all evidence collection, the Evidence Tech is sent to crime scenes as directed by the CID Lieutenant. The patrol sergeant, patrol corporal, and detectives have access to fingerprint dusting kits, cameras, and very basic processing equipment, but we will need to transition away from sworn personnel collecting evidence, which is better handled by trained civilian personnel.

In the next five years, we will need to develop a supervisor position for this unit, as well as adding an additional Tech position to help manage the collection, preservation, and storage of evidence. A Crime Scene Unit will create consistency in the investigative process. The crime scene personnel are provided with specific equipment and specialized training to do this important work, but it is not necessary that they be sworn officers. Utilization of civilian crime scene personnel allows officers and detectives more time to actually investigate the crime and focus on investigative matters that require their immediate attention. Additionally, if staffing levels were sufficient, patrol personnel could call out the crime scene technicians, allowing patrol officers to focus on their initial response duties and return to road patrol duties.

Recommendation: Develop a Limited Assigned Vehicle Program

In many cities the development of a patrol car “take home” program has enhanced recruiting capabilities and increased neighborhood security within the city limits. This program essentially assigns Uniform Patrol personnel a marked patrol vehicle that can be driven home, but only if they live within the jurisdiction’s city limits. The additional marked police vehicles in Leander neighborhoods would provide additional security through an enhanced visual presence.

Currently, the Round Rock Police Department, Georgetown Police Department, Cedar Park Police Department, and Williamson County Sheriff’s Office have this program. Agencies with “take home” vehicle programs have found that the vehicle asset lasts longer, as they are driven only by a single officer and that assigned officer takes better care of a vehicle that they know they are accountable, rather than the “fleet vehicle” or “pool car” that many officers may drive. Comprehensive studies (Tacoma, Washington Sheriff’s Department) have shown a 30% reduction in vehicle maintenance costs for those vehicles that were part of the “take home” program.

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Although an article in Law and Order, a police professionals magazine, acknowledges that initial startup costs for a program like this can be a concern to city management, the article also indicates that there are fiscal benefits as a result of lower maintenance costs and extended vehicle life. It also notes that the cost of the increase in fleet size begins to be offset by lower maintenance cost by the second year. In the fourth year, vehicle replacement costs drop significantly as the take home cars accumulate fewer miles.

Agencies who have a "take home" patrol vehicle program find there are additional benefits to the program. Although many may believe these are the least of the benefits, agencies have found the program to be a significant recruiting tool, as well as a method for improving overall officer morale.

Recommendation: Crisis Negotiations Response Vehicle / Scene Command Vehicle

Situations arise where it is important that there is an immediate response by the Crisis Negotiations Team, such as suicidal subjects, barricaded subjects, hostage situations, or similar protracted police action that requires a mobile command post. For the Crisis Negotiations Team, an appropriately equipped, secure, and quiet location where they can perform critical and sensitive work is paramount. Their work is crucial to resolving life or death situations and this work is complicated, demanding a great deal of coordination and information exchange. Critical incidents like this do not give enough time for assembling everything needed by the team, the time that it take to gather equipment, set up the equipment, and begin negotiations is time better spent directly engaging the subject or suspect in direct negotiations.

The team will need a response vehicle that will allow them to respond to a scene and immediately take action while having their practical equipment and important technology available to them to initiate contact with those involved in the situation. When not being used by Crisis Negotiations, vehicles like this can double as a smaller command post for police operations. This vehicle could be used in place of a larger command post vehicle until such time it was impractical to do so and another vehicle must be obtained (See 10-Year Plan: Command Post Vehicle). Although Williamson County and Round Rock have similar vehicles and have offered their use in emergencies, most situations develop and evolve at a pace where borrowing a vehicle is time consuming and impractical. There have been situations where all agencies have needed their own equipment to respond to regional concerns such as weather events and fires.

Recommendation: Utility Task Vehicle (UTV)

As we continue to urbanize, there will always be areas that will remain somewhat rural. It is these undeveloped areas, as well as parks, hiking and biking trails, and other difficult terrains to traverse where we will need to have a specialty vehicle travel. Wherever people can go – they can get in trouble.

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RECOMMENDATIONS

We would seek to obtain a vehicle that would carry two or four people and could carry an emergency stretcher or backboard, if needed. This vehicle would be of a size that it would be able to travel where it would be difficult for trucks or even sports utility vehicles to travel, such as trails or areas overgrown with foliage. The vehicle, a Utility Task Vehicle (UTV), is best described as a more robust and capable "golf cart" style vehicle.

A vehicle like this would provide ideal transportation for police officers at special events, large commercial parking lots, community events, parade security, nighttime "hot spot" patrols, large school district events, park patrol, sporting events, and similar events or locations that are not appropriate for traditional police vehicles or bicycles.

5 Year: How do we prepare for future growth?

Recommendation: Police Facility Expansion (Phase III)

At this point in the practical life of the police facility, we must begin to act on the Phase III expansion or begin to explore alternatives such as the purchase of land and construction of a police / courts facility that will be planned for a more realistic phasic build-out as the population grows. Serious consideration must be given to providing a facility that will house police services and court services for a community of the future. The current police station is not sufficient in size to provide space for expanding services and personnel. When purchased, it was ideal for a short-term resolution, but not enough planning or funding was provided to prepare the building for extended use. The life of the building is limited, and the current facilities are behind approximately 5 years with regard to the Phase II build-out. This process should have been initiated several years ago or should be initiated very soon to take advantage of lower construction costs that are sure to escalate as the economy improves. Sufficient funding should be allocated to build-out the station to meet the developing needs of the department for the next 10 years.

Recommendation: Expansion of Firearms Training Facility

Expand and enhance the existing Firearms Training Facility to include more contemporary training opportunities such as a "practical firearms" training facility that would allow police officers to train in a "real life" scenario exercise utilizing "simunition," or simulated non-lethal training ammunition in a residential or business setting. Additionally, it is recommended that we purchase or build a facility for video based police "shoot or don't shoot" training. There are a number of possible versions available to law enforcement agencies that include mobile or trailer based solutions, as well as systems that can be deployed in classroom settings. Although we will take advantage of regional training facilities, maintaining our own facility is much more conducive to training our officers when they are available to receive training, rather than working around another city's police department training schedule.

5 YEAR
RECOMMENDATIONS

Recommendation: Development of K-9 Training Facility

As we begin to develop our K-9 program, the K-9 handlers will need a place to train and specific obsticle equipment on which to train. We have the land, located at the firearms training facility to construct a basic K-9 training course that will allow officers and their K-9 partners to participate in regular training sessions. The training facility consists of various obstacles that law enforcement K-9 teams would encounter on a day-to-day basis when conducting narcotic or persons searches. Course obstacles can include low walls, stairs, ladders, drainage piping, ramps, doors, bridges, and a number of other obstacles that a dog and handler might find in the course of their duty. Repetitive obstacle training prepares the dog and handler for a number of situations that they might encounter where the dog might otherwise hesitate. The training helps improve the K-9's performance by building the dog's confidence and reducing the natural fear the dog might experience when dealing with moving obstacles, tight spaces, debris or other barriers that must be surmounted to accomplish law enforcement search tasks.

Recommendation: Online Crime Reporting

Develop "on line" crime reporting solutions – web-based programs that will allow citizens to report non-emergency crime via their home computers, smart phones, and other electronic devices. There are a number of online crime reporting solutions offered to police departments as a way to maximize time usage and save the costs associated with sending officers to simply take non-emergency crime reports. Many times citizens need immediate access to a crime report to initiate insurance related actions, but when an officer takes a report, there is a natural delay before it is available to the public. Online crime reporting allows a member of the community to file a non-emergency report such as stolen property, harassing phone calls, damage to property, lost property, damage to their vehicle, or cases where there is no suspect or physical evidence.

All a citizen needs is an e-mail address and Internet access. After a report is submitted, the citizen obtains a report number and the report itself is immediately forwarded to the Criminal Investigations Division for assignment and any necessary follow-up if applicable. The citizen has immediate access to the original report to begin the insurance claim process or other purposes. The information is as complete and as accurate as possible, as it comes directly from the citizen. This method of crime reporting is not designed for crimes in progress, violent crimes, medical emergencies, stolen vehicles or other such crimes that require an immediate report to police. Citizens are informed of this at the portal to the reporting system and are told to call 9-1-1.

Recommendation: Expand Communications Center Adding Third Radio Console

With the growth of the city and anticipated direction of the department, a third complete dispatch console is necessary for meeting the increasing demands from citizens as well as the specialized services of the department, while maintaining the same level of public assistance and officer safety currently provided.

Communications has two complete dispatch consoles, meaning each has a radio system, CAD system, 9-1-1 system, and Omnixx access. The third position only holds the CAD and 9-1-1 systems and cannot be utilized effectively while still lacking radio and Omnixx access.

An example of this would be, a Telecommunicator answering a 9-1-1 call requiring immediate dispatch of police. This would require them to have a co-worker take over the call at one of the other consoles so as to provide the necessary information to the officers or they would have to relay the information to the co-worker while they continued interviewing the caller, either way. That process is extremely inefficient and would no doubt lead to the increased frustration and confusion of the caller while increasing the response time of the officers.

Access to the Omnixx system is needed for a complete third console. The Omnixx system allows for access to Federal and State databases which provide driving history, vehicle registration information, criminal history information, and crime information/broadcasts sent from local and state agencies. The addition of both a radio console and Omnixx access would increase efficiency, officer safety, and response times, while maintaining the high level of customer service which the citizens have become accustomed. It would also proactively equip communications for the upcoming needs and development of the department and city.

5 Year: How do we plan the organizational structure of the department and deploy personnel effectively?

Recommendation: Future Captain and Lieutenant Positions

It is necessary for police organizations to continually assess and evaluate the organizational structure of their department to determine an appropriate "span of control." Police agencies must examine the number of individuals and resources one supervisor can manage effectively on a day-to-day basis, as well as in emergency situations.

Most police organizations employ the "contemporary" span of control theory, which requires a larger general span of control and an emphasis on teamwork, especially with regard to field based units such as Uniform Patrol Operations. Because police work is predominately self-initiated and requires reduced supervision due to the higher skill level and capability of a professionally trained police officer, larger line level numbers are generally accepted. Where an average field team, for example a field maintenance crew, might have a 1:4 supervisor to subordinate ratio, police patrol operations most often utilize an 1:8 or even 1:10 ratio dependent on the demographics of the particular patrol area. Regionally, it is not

uncommon that a patrol sergeant, with the assistance of a shift corporal, would supervise 8-10 officers - or more commonly referred to as a patrol platoon. A lieutenant would supervise two platoons, and a captain would supervise 2-3 lieutenants. With the specialization of police assignments, lieutenants may supervise civilian and sworn officer staffing.

As we grow to meet the needs of our community, we will need to maintain a span of control commensurate with staffing, specialization, and service demand. When appropriate, we will seek to expand the command staff by adding additional lieutenant positions and ultimately adding captains to address the span of control of a growing department. We anticipate developing a command staff that will likely consist of a Chief of Police, Assistant Chief, Operations Captain, Support Services Captain, and in the future a Special Operations Captain. Under the captains, there would be a number of lieutenants consistent with an appropriate span of control, as well as a civilian command position that would oversee communications and records civilian personnel.

Recommendation: Develop "Call Taker" Communications Position

The primary function of a call taker is to answer emergency and non-emergency calls for police and animal control, using a multi-line phone system and 9-1-1. The call taker also routes calls for fire and emergency medical services to the appropriate agencies. Call takers differ from police dispatchers in that call takers receive the calls, interview the callers, determine the response priority, and document all information into calls for service, while the police dispatcher receives and dispatches calls based on the information documented by the call taker. Call taking positions allow for police dispatcher to focus more on radio traffic, greatly increasing safety for officers. Being able to separate call taking and dispatching would lessen the tasks for each while increasing the effectiveness of each position.

Recommendation: Warrant Officer / Court Bailiff

Currently we have one sworn officer who acts as the court bailiff and warrant officer who generally focuses on "Class C" municipal warrants, but on occasion will assist with higher level misdemeanor and felony warrants. This position will have to be reevaluated and likely split into two fulltime positions, that of court bailiff and a warrant officer.

The court bailiff duties are court specific and will only grow as the city grows and more court days are established. It will become increasingly important to maintain the warrant officer duties, especially with regard to higher level warrants that will come as we experience more serious crime. Attention must continually be given to municipal warrants, as they are a source of revenue and local accountability.

It is recommended that the Leander Municipal Court initially develop a part-time court bailiff position, transitioning to a fulltime position, as they deem necessary. The police department would ultimately desire to expand to two Warrant Officer positions. These officers would share responsibilities, but might be funded by the court and police department budgets.

Recommendation: Maximize Diversity Recruiting Efforts

As our community grows and diversifies, so must our police department. We must stay committed building and maintaining a police agency that reflects the diversity of the Leander community. We want to provide the highest level of public service by employing men and women from all backgrounds and cultures to ensure that our police department is responsive to the needs of our entire community. Recruitment and retention of officers is an increasing challenge for all police agencies, and many smaller and mid-sized city police agencies have particular difficulty in recruiting minority and female officers. It will be critical for us to develop a recruiting plan that attracts qualified and diverse applicants.

5 Year: How do we develop employee skills and leadership?

Recommendation: Incentive Pay for Personnel

Incentive Pay for police officer, telecommunications, and animal control personnel, specifically bi-lingual pay, will be important in recruiting and hiring diverse personnel. Police must be able to communicate with our community to effectively provide police services and it is becoming increasingly necessary to have communications dispatchers, police officers, and animal control officers who speak Spanish. This will be a sought after skill and we should consider the value of bilingual personnel, both Spanish speaking and those who can effectively communicate using American Sign Language.

Incentive pay is just that, payment for specialized skills and abilities that will hopefully encourage application with the department and encourage current personnel to seek attainment of these skills. Incentive pay should be a benefit not only to the skilled personnel, but also a direct benefit to the department and city. Neighboring departments, those in close proximity to Leander and competing for the same applicant pool, provide incentive pay for such skills as bilingual pay, certification, or technical license pay, educational pay, and physical fitness pay. Personnel can be compensated for professional proficiencies such as collision reconstruction, drug recognition expertise, crisis negotiations, tactical team membership, field training instruction, levels of telecommunications proficiency, and advanced law enforcement training offered by the Leadership Command Collage and the FBI National Academy.

Recommendation: Develop a Supervisor Training Program (STP)

There are few opportunities for a department member to experience the different aspects of advanced rank. The department should develop a Supervisor Training Program, similar to that of the entry-level officer Field Training Program. This program would be designed to train critical positions in the civilian and sworn ranks with the goal of preparing them for future promotions, as well as providing them with information necessary to be a successful supervisor for the department. Pre or post promotional programs should be developed to assist those members who are seeking advancement. The programs should include mentoring and "shadowing" of current personnel, an essential element to professional development. Those who are just promoted should be first assigned to an existing supervisor of the attained rank or position to draw upon their experience and knowledge. We do not hire officers and place them onto the street without relevant and important training, so we should not promote personnel and not do the same for them.

"The best way to find yourself - is to lose yourself in the service of others."

— Mahatma Gandhi

CHIEF'S CHALLENGE COIN
ESTABLISHED 2013

Presented at the discretion of the Chief of Police, the Chief's Challenge Coin is given to sworn officers, civilian staff, or a member of the community that renders the Leander Police Department a service that merits special recognition, or for a job well done.

Our Core Values are clearly marked on the front face of the coin, as is the Oath of Honor on the back. Each is placed there as a reminder to all of our pledge.

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10 Year: How do we maintain a safe and secure community?

Recommendation: Maximize Evolving "App Based" Communications Tech to Connect with the Community

Information exchange is vital to fighting crime and with technology there are a number of innovative ways that allow the public to communicate with the police and the police to share crime information with the public. Cellphone, rather "smart phone" and "app," or application based interfacing is drastically broadening the way the community can stay safe, and get directly involved in policing their neighborhoods.

Recommendation: Develop a Limited Forensic Lab Facility

Whether in a new police facility or in any expansion of the current facility, we must keep in mind the need for a larger forensic facility or forensic lab facility. As there is an increasing backlog at the Texas Department of Public Safety forensic lab, we will reach a point where it is not efficient or effective to take all our evidence to Texas DPS or to Williamson County Sheriff's Office for processing.

Highly specialized and technical testing, certain chemical blood testing, and DNA testing will likely always remain in the purview of Texas DPS. However, as our population reaches that similar to the city of Round Rock, we will need to begin examining the ability to process certain evidence "in-house."

Areas of analysis that we might conduct "in-house" would include general trace evidence (i.e., hair, fibers, paint, glass, gunshot residue, shoe prints, tire impressions, etc.), narcotic identification, firearms and tool marks, latent fingerprints, document examination, digital/multimedia evidence, and specialized photographic requests.

Recommendation: Commercial Vehicle Enforcement

With the increase in construction in and around our community for the foreseeable future, there will be an influx of commercial large truck and tractor-trailer traffic. These vehicles have strict state and federal guidelines they must comply with, as collisions involving these vehicles are some of the most severe, often leading to serious injury or death.

As part of our overall traffic enforcement effort, we will need to have a certified officer trained and assigned to our Traffic Enforcement and Management Team to inspect these vehicles for compliance with established safety laws. Commercial vehicle enforcement will contribute to the overall safety of the citizens who share the roadways with these large trucks.

10 Year: How do we enhance our services and interaction with the community we serve?

Recommendation: Develop a Public Information Officer Position

The Public Information Officer (PIO), civilian or sworn, would assist with media requests, maintain web and social media presence, work with the Community Services Unit providing public education, and coordinate with Crime Records personnel, Professional Standards Division, and any future City Legal Department to facilitate open records requests.

The PIO would work on a weekly basis drafting e-mail communications for media and community distribution, and more formal crime alerts as needed. The PIO would field a variety of inquiries from community members, groups, reporters, and in some cases producers of television programs, when and if the department receives such requests. The PIO completes special internal communication projects for the Chief and members of other divisions as needed. The PIO is trained in the Public Records Act and related laws, and would coordinate with the Texas Attorney General's Office as required. This position would coordinate heavily, but work independently from any City Public Information Office established in the future.

10 Year: How do we utilize technology and equipment to maximize efficiency?

Recommendation: Command Post Vehicle

In the event of a natural disaster, man made disaster, long-term or large tactical situations, and even large public events require the police department, fire department, and city staff to coordinate activities. Although a building based command post may be activated, it is critical to be able to provide a location where front-line personnel can coordinate their response to a particular situation.

Recommendation: Bearcat Armored Vehicle

Criminals and those with mental health problems have found access to the same firearms utilized by police and the military. Increasingly situations arise where police are confronted by superior firepower and tactical teams must enter situations where they know a suspect is armed with a rifle or multiple weapons of various calibers. Although we will continue to provide the best tactical body armor to our High Risk Team, we will also need to safely transport them into very dangerous situations where lighter armored officers will not be able to engage.

Vehicles such as the Lenco Bearcat provide that extra level of protection needed by tactical units to repel assaults by automatic weapons and some higher caliber

weapons. Although the department currently has a light-armored vehicle, it has limited uses and will not likely last another 10 years, as it is a surplus vehicle that has already seen a lifetime of use. In the near future we will likely find ourselves in a situation where the entire team will need to be transported to a scene and directly engage a violent subject, perform a "man down" rescue, or other critical response situation in a safe, secure, highly mobile armored vehicle. Currently, the Sheriff's Department and the Round Rock Police operate the only vehicles like this in Williamson County. Self reliance and the ability to respond promptly are often times the difference between life and death.

Recommendation: Intoxilyzer / Breath Alcohol Testing Instrument

The Texas Department of Public Safety, through its Office of the Scientific Director, develops rules and regulations for breath alcohol testing throughout the state. The Texas Breath Alcohol Testing Regulations establish the parameters within which breath alcohol testing is to be administered and regulated. These regulations include requirements for instruments, program supervision, testing methods, and operator certification. The regulations are based upon statutes, case law, and recommendations from the Department of Transportation, the National Highway Traffic Safety Administration, and the National Safety Council Committee on Alcohol and Other Drugs. Currently, Texas DPS will not authorize an additional instrument to be located in Leander. We have access to the instrument in Cedar Park and the instrument at the Williamson County Jail.

Unless the policy of this region changes, we will reach a population and activity level that will require us to evaluate the purchase of our own intoxilyzer instrument. To do so would mean that we would have to contract with a State regulated, but privately operated organization to calibrate and maintain the instrument. Cost would include the initial purchase of the instrument and annual contract fees. It is unclear if Texas DPS will continue to maintain the same number of instruments or allow our department to obtain a Texas DPS controlled instrument, but the options must remain a consideration. Critical DWI evidence collection relies completely upon the timely ability to gain access to an instrument.

10 Year: How do we prepare for future growth?

Recommendation: Substation or Decentralized Patrol Offices

Considering the future geographical layout of Leander and the West to East breadth of the city, the police department will need to consider possible substations or office in more remote West and East locations. Considering that Leander is likely to be as much a 4-times as big as our neighbor to the South, Cedar Park, we must take into account services and response times of the future. Having personnel travel to a central station to accomplish certain task may not be practical,

so consideration should be given to substations or office locations at future fire stations built in remote neighborhoods, where personnel can accomplish tasks that might otherwise require their return to the central station.

Recommendation: Alarm Ordinance Compliance

As the number of homes, apartments, and businesses increase in our community, so will the number of alarm permits, alarm activation calls, and with that - false alarms, which are a drain on patrol resources. We recommend the development of a sworn officer or civilian clerk position to handle alarm ordinance related business.

There are several approaches to alarm ordinance compliance. One approach is to establish an Alarm Control Compliance Officer / Clerk who oversees and performs administrative, technical, and operational activities relevant of the city ordinance that regulates security alarms within the city limits. The officer / clerk would investigate and coordinate all activities required to ensure security alarm users comply with the established alarm ordinance. The officer / clerk would send out reminder cards to residents and businesses to remind them that there permit is about to expire and that they need to renew.

The second approach is to contract with a private company who would perform the same functions for a portion of the fees collected from commercial and residential homeowners. Some levels of service offered by private companies include door-to-door compliance checks and public education efforts.

10 Year: How do we plan the organizational structure of the department and deploy personnel effectively?

Recommendation: Development of Management and Supervisor Levels

Develop an appropriate management to staff ratio so to maintain accountability, oversights, and proper fiscal management. Captains and additional Lieutenants will be necessary to handle the diverse staff of the future. A healthy span of control must be maintained to ensure quality of service and proper supervisor. Additionally, within the next ten years there will be a need to preserve and share institutional knowledge and best practices. Succession planning must be a part of our future development as more mature and experienced staff members begin to retire. When employees leave after many years of service, a certain amount of experience and expertise may be lost, especially in some specialized investigative areas or key leadership positions within the sworn and civilian staff.

Recommendation: Using Retired Sworn Personnel as Volunteer Staff

The Department should begin to consider utilizing retired sworn personnel as instructors, volunteer staff members, and retired sworn personnel in non-sworn

staffing positions, such as Records, Communications, or other administrative services. Retired personnel are an asset rarely considered by police departments. Many members have continued to serve their respective departments in a volunteer capacity in community programs such as Citizens on Patrol, VIPS (Volunteers in Police Service), and similar service programs that tap into the experience of these individuals.

Recommendation: Civilian Staffing for Non-sworn Specific Duties

The department should maximize use of civilian staff in positions that do not require sworn members, such as in evidence, property management, equipment maintenance, and similar areas that are necessary for efficient department function, but do not rely on sworn officers to accomplish. The positions of Equipment / Fleet Manager, Station Manger, Evidence / Property Clerks, Records Manager, Civilian CALEA Manager, and additional Administrative Assistants must be considered within the next 10 years.

Recommendation: Divisional Administrative Support

Like any other large organization, assistance will be needed to perform task that support other functions or divisions within the department. Staff will be needed in the Criminal Investigations Division, Uniform Patrol Division, and the Support Services Division to

Perform administrative and office support activities for multiple supervisors, officers, and detectives. Commonly, there is an administrative assistant assigned to each division that provides support to the captains and lieutenants in their day-to-day administrative activities. Administrative support duties include fielding telephone calls, receiving and directing visitors / appointments, word processing, filing, faxing, and other support duties.

Recommendation: Police Fleet and Equipment Manager

In a continuing effort to civilianize and assign job duties that are otherwise conducted by sworn personnel, but are just as easily accomplished by non-sworn-personnel, we would develop a Police Fleet and Equipment Manager.

This manager would coordinate and administer the department's vehicle and specialized equipment replacement program; reviews fleet status, analyzes equipment usage, and make recommendations based on identified needs; and allocates and distributes vehicles to assigned staff.

The position would maintain a calibration database that contains fleet inventory of radar equipment usable for speed enforcement. The manager would inspect vehicles for damage or mechanical problems; maintains file on all monthly vehicle inspection reports; routinely check preventive maintenance service schedules,

state inspections for the department's special use vehicle fleet. The manager would be responsible for the installation and removal of mobile data computers (MDC), radios, emergency lights, sirens, and other equipment in department vehicles.

Recommendation: Develop a non-sworn Command level position of Communications / Records Manager

We will seek to develop the civilian Command Staff level position of Communications / Records Manager, which would be commensurate with a sworn Lieutenant. The Communications / Records Manager would oversee and coordinate the department's day-to-day Police Communications and Records Division activities including dispatch, equipment maintenance, and overall records management.

The Communications / Records Manager trains and evaluates the performance of assigned personnel including the Communications Sergeants (Supervisors), records and front counter personnel, including monitoring and ensuring staff compliance with departmental policies, procedures, and regulatory requirements. As a member of the command staff, the manager assists in the budget preparation for those matters affecting the Communications Division and Records Division, and prepares various types of statistical reports as required by the Police Chief.

This manager would also be the primary point of contact for technical troubleshooting, and would monitor telephone and radio recording systems for proper functioning, as well as identify and report equipment issues to the appropriate technician for repair and optimal operation of the Communications Center equipment.

Recommendation: Public Safety Information Technology Position

Consider developing an information technology (IT) staff member for the police department or possible a joint service member that would be dedicated to police and fire department technology needs. This would include communications and information systems. It is possible that this position would actually be assigned to the city's IT Department of the future, but would be specifically assigned to attend to police and fire department technology needs.

10 Year: How do we develop employee skills and leadership?

Recommendation: Training Budget and Specialization Training

We must continue to invest in the training budget to ensure that department members are not only trained to meet the standards as established by CALEA and TCLEOSE, but to begin to train them for the unpleasant

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RECOMMENDATIONS

inevitabilities. It is nice to believe that Leander will enjoy its low crime rate, but the sad truth is that we are a community located just a few miles from Austin, and will see the results of transitory or regional crime. Criminals do not recognize jurisdictional boundaries – they will go wherever opportunity takes them. Austin's crime is Round Rock's crime, and Georgetown's crime, and Cedar Park's crime – as much as it is our crime. We must be prepared to think regionally and develop our staff to think regionally. We must train our officers to recognize and deal with crime that may be travelling through Leander, or has come to Leander to take advantage of what criminals might perceive as an unprepared community.

It is recommended that we begin to train our personnel to handle more serious crime, such as murder, prostitution, narcotics interdiction, and the like. In the next ten years we might experience officer involved shootings, increased juvenile gang activity, and neighborhood problems that we can't imagine dealing with today. The training budget should remain a high priority as we progress through the next ten years. Our training focus should be on developing regional partnerships that will allow us to maximize resources and strengthen our ability to be self-reliant and ready for the difficult and unthinkable crimes we might face in the future.

As we grow in size, it will be very important to further develop our leadership and mid-level management to meet the challenges and leadership needs of the next generation of police officer. We must continue to develop our partnership based policing philosophy,

We must maintain a strong training emphasis on ethics, accountability, and integrity, as staff will need to learn to deal with an increasingly cynical and mistrustful society. Officers will need to be trained to police their community very specifically and how we desire for our personnel to maintain a servant mentality and community connection.

Recommendation: Succession Planning

In 10 years, we must begin considering succession planning. It is impossible to predict the size and strength of the police department for the year 2023, but one thing that must be planned for is who will be the next generation of leaders in the Leander Police Department. In 2023, a number of senior staff members will be eligible for retirement and we will have to consider their replacement. The majority of the command staff will be eligible for retirement at that time, if not sooner. The Department will have to work diligently to identify and promote qualified individuals that are capable of not only handling mid-level positions, but who are ready to meet the challenges of command.

"A goal without a plan is just a wish." — Antoine de Saint-Exupéry

CONCLUSION

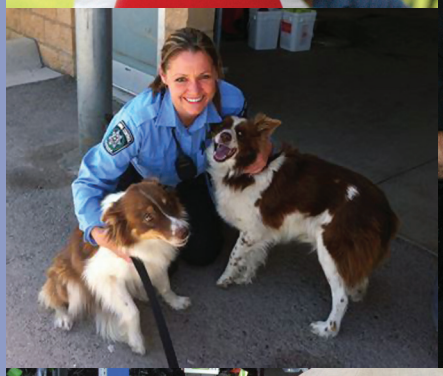
This plan expresses the Leander Police Department's continued commitment to provide the best possible police services to our community. We are proud to publish this plan, yet we must always remember that it is just that, a plan. It does not address every need, as there will be many unforeseen occurrences that will drive the services we will need to provide in the coming years.

The plan will not realize success unless we widely communicate these goals and incorporate them into the day-to-day business activities of the agency, as well as the annual budgetary process. We believe that this plan, along with sufficient resources, will help us achieve the results and provide the services our community deserves.

We will monitor this plan annually and make adjustments as necessary to meet the ever-changing needs of a dynamic community. We expect that that this plan will guide us as we continue our long and distinguished tradition of excellence.

"You are what you do,
not what you say you'll do."

— Carl Jung



POLICE

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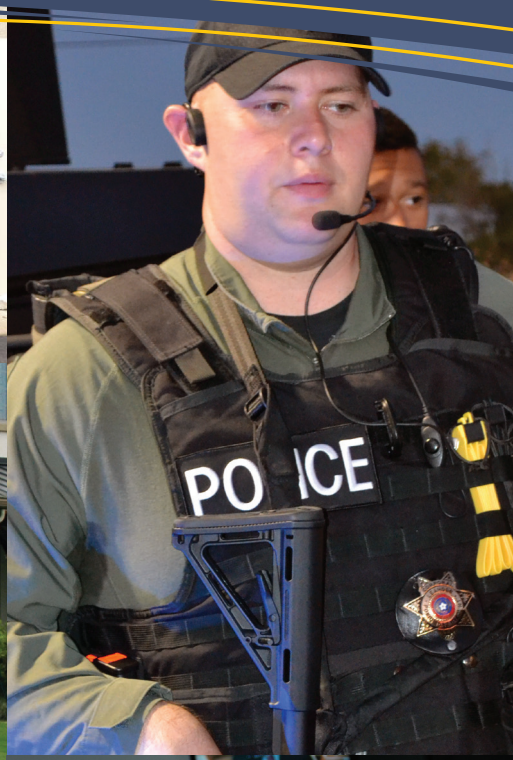
Exit


POLICE

SUPERVISOR
911
POLICE
LEANDER
18

POLICE
LEANDER

20
23

POLICE
STATE OF TEXAS

1-5-10 STRATEGIC PLAN DEVELOPMENT TEAM

Greg Minton, Chief of Police

Jeff Hayes, Assistant Chief

Billy Fletcher, Lieutenant

Jackson Mitchell, Lieutenant

Derral Partin, Lieutenant

Ryan Doyle, Sergeant

Aaron Dunning, Sergeant

Helen Garrett, Sergeant

Allan Jones, Sergeant

Anthony Mayberry, Sergeant

Michel Mohler, Sergeant

Carlos Villarreal, Sergeant

Steve Ward, Sergeant

Luana Wilcox, Sergeant

Shelley Willis, Communications Sergeant

Jamie Dickey, Administrative Assistant