

SIMI VALLEY POLICE DEPARTMENT



**STRATEGIC
PLAN**
2014-2018





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CHIEF'S MESSAGE

I am proud to present the Simi Valley Police Department's 2014-2018 Strategic Plan. The Police Department has a rich tradition of excellence. We take great pride in being one of the safest mid-size cities in America. 2013 was especially rewarding, as we ended up with the second lowest crime rate on record.

When I was sworn in as Chief in July 2012, it was apparent that, like all other public sector organizations, the Great Recession had hit this Department hard. Previously, police departments relied solely upon city budgets for full funding of their programs, and other sources of revenue were used for miscellaneous extras. The Recession turned that equation on its head, and agencies all over the State had to find their own resources and compete with many other financially starved law enforcement agencies for those limited resources. Due to the fact that financial resources were scarce, we immediately began to seek out opportunities to reduce expenses and increase revenues to the City of Simi Valley. We obtained grants, joined task forces, and incorporated programs such as social media that functioned as force multipliers for our agency without burdening the City's



general fund. Internally, we became more efficient and seized every opportunity to work smarter and to serve our community better.

This innovative thinking reaped great rewards for the Department. We transformed our organization through technology and hard work. We moved from an absence of social media to having a robust social media program. A new 911 system was added, and our Communications Center was completely remodeled. New technology programs were implemented for staff and community use, and our Officers were provided with new safety equipment. I am extremely proud to say these accomplishments were all achieved without City funding and at no cost to our community! All of these improvements were made possible by our internal ability to secure grants, Police Foundation donations, asset forfeiture revenue, and task force funds. These important enhancements brought the Department up to date and positioned us to be ready for the future.

We recognize that our personnel are our number one asset, and we constantly look for ways to help them provide the best possible service to our community. We have embraced technology and utilized it along with new equipment to work smarter and have a greater positive impact.

Our outstanding personnel employed these new resources to lower our Part I crime rate again in 2013, while many law enforcement agencies in the State experienced an

increase. In looking toward the future, we have an opportunity to provide even greater service to our community while keeping serious crime under control. All around us, crime went up in 2013 and it is forecast to go up 7-12% this year according to the Public Policy Institute of California.

The Police Department has made significant progress in the last 18 months. This progress has enabled us to work more efficiently and has greatly reduced crime while increasing service. We will need additional resources in the coming years to maintain this progress, as well as to meet the challenges presented by prison release realignment, which will continue to increase the number of criminals coming back onto our streets, and other issues.

While we are happy with our progress, there is more to do. We are in the process of making Service Oriented Policing ("SOP") our standard operating procedure. With the help of the City, we hope to further improve the quality of life in our City.

Thank you for taking the time to read this document. We hope you will help us turn these exciting possibilities into realities.

Mitch G. McCann, Chief of Police

MISSION AND VALUES

Mission Statement:

The proud members of the Simi Valley Police Department are committed to achieving excellence in public safety by providing superior police services that promote a safe community and encourage community partnerships.

The new Simi Valley Police Department emblem represents the pledge that all of our personnel make to the citizens we serve. Our pledge is based on our core values that represent what we stand for, what we strive for, and how we will get the job done. These values reinforce one another and ensure that we are working together to serve our citizens.

- **We Exist to Serve.**
We dedicate ourselves to the service we provide to the citizens of Simi Valley.
- **We Are Proactive.**
We actively perform our duties to prevent crime, solve crime, and maintain peace in our community.
- **We Are Committed To Safety.**
We perform our duties with the safety of our citizens and ourselves at the forefront.
- **We Value Our Community Partners.**
We recognize that our success is based on the community helping to make Simi Valley safe.
- **We Believe That Everyone Deserves Respect.**
We recognize that all people are worthy of equality and dignity.

“Working Together to Serve”





INTRODUCTION TO THE DEPARTMENT

The Simi Valley Police Department was formed on July 1, 1971. During our 43 year history, we have grown from a staff of 30 sworn to a staff of 122 sworn and over 50 civilian employees. The Department also has a staff of over 40 citizen Volunteers and Explorers who supplement the daily efforts of our compensated staff.

The City of Simi Valley has been recognized over the past two decades as a safe place to live and work. We are very proud of this fact and believe that this is made possible through the collaborative efforts of the community and the Police Department working together to solve problems within the City.

The Department is comprised of three Divisions. Each Division is further divided into Units, each with a specific mission.

The Operations Division is comprised of the Patrol and Traffic Units. The Patrol and Traffic Units are the Department's first responders to routine calls for service and life threatening emergencies.

The Investigative Services Division is comprised of three Units; the Detective Unit, the Special Operations Unit, and the Auxiliary Services Unit. Each Unit has a specific focus and provides investigative support as well as directed patrol to specific problems.

The Department's Civilian Division, known as the Critical Support and Logistics Division, is comprised of a state of the art Communications Center, a fully automated Records Unit, a Crime Analysis and Reporting Unit, the Department's Facility and Vehicle Maintenance Unit, and the Fiscal Unit responsible for the Department's budget.



THE DEVELOPMENT OF THE STRATEGIC PLAN

The goal of developing and publishing a strategic plan is to provide a vision of what the Department could do to enhance our ability to meet the divergent requirements of the community we serve.

This Strategic Plan was developed by various sworn and civilian staff members who were assigned to five different teams. Each team was then responsible for one of five different focus areas. They each researched their specific focus area and developed goals that are based upon what is believed to be achievable over the next five years. However, this plan will remain fluid, and will be updated as needed to meet our ever changing demands.

Public input was also solicited during the development of this plan. Residents of Simi Valley, each representing a different demographic group, were selected to provide input into the focus areas. The group represented a cross section of the community including the Council on Aging, Simi Valley Hospital, Simi Valley Unified School District, both students and Administrators, Rancho Simi Recreation and Park District, both large and small business owners, members of the Spanish speaking community, and the faith based community. This group was presented with broad focus areas that had already been identified and were asked to provide critical input and evaluate the importance of each item that was discussed. This provided the Department members responsible for developing the Strategic Plan with an idea of what is most important to the community we serve. This input was then incorporated into the research and development of the ideas that comprise each focus area. The focus areas that were researched are: Delivery of Service, Technology, Customer Service,

Succession Planning, and Facility Development and Rehabilitation. What follows is an Executive Summary of the research and development that covers each Focus Area.






FOCUS AREA #1



DELIVERY OF SERVICE



The suppression of criminal activity, and providing a safe environment for citizens and businesses of Simi Valley to thrive is a primary mission of the Simi Valley Police Department. Additionally, the Department recognizes the importance of service through addressing the quality of life issues that negatively affect our community.

The following summary outlines a proposal to enhance our delivery of service that is supported by staffing, organizational modifications, and procedural changes that will increase our effectiveness at addressing community problems.

The delivery of superior service has always been an overarching goal in the day-to-day operations of the Simi Valley Police Department. To enhance our service delivery, a new program is being reviewed that would focus on the following:

- Abate recurring issues affecting residents and businesses.
- Increase the culture of customer service throughout the Department.
- Develop closer ties with the community.
- Engage appropriate resources in long-term problem solving.
- Address non-criminal, quality of life issues.
- Establish ongoing and two-way communication with the community through Neighborhood Council interaction, regular community meetings, and the use of electronic media.

In addition, a review of the geographical boundaries of the current patrol beats should be completed. The goal would be to enhance communication and the delivery of service targeted at the policing issues unique to each area. A Community Liaison (Police) Officer (CLO) would be assigned to each geographical area to coordinate the services required to address community law enforcement related issues. Patrol Unit Commanders would have responsibility over each geographical patrol area. This would improve accountability for both monitoring and addressing criminal activity in each area, while improving the quality of service provided.

In order to ensure success of any new program, an increase in the Patrol Unit staffing and a reorganization of the long standing traditional six-beat policing model may be required. An increase in overall police officer staffing for the patrol and traffic units would allow the

FOCUS AREA #1

DELIVERY OF SERVICE

Department to staff the patrol and traffic unit shifts at levels that account for the contract mandated minimum staffing levels and the normal vacancy factor. Higher staffing levels in Patrol would reduce the use of overtime to fill officer positions left open due to vacation, training, injury, and military leave. Overall, the Department is staffed at a level of 9.6 officers per ten thousand population. This is below average for Southern California municipal police agencies of our size.

The introduction of state of the art technology and use of electronic media will be an integral part of any new program with an overarching goal of improving communication and community outreach. The implementation of systems such as online reporting would make it more convenient for the public to report crimes



DID YOU KNOW ?

The Police Department's fleet of patrol cars travel approximately 467,000 miles in one year. That's more than 18 trips around the earth.

or issues of concern and connect with the Department. The expanded use of all available online media sources to reach out to residents would help ensure a better understanding of issues and improve our response to those concerns.

In an effort to more closely align enforcement responsibilities throughout the City, consideration could be given to bringing Graffiti Abatement and Code Enforcement under the management of the Police Department. Since there is often an overlap of enforcement effort between the Police Department and Code Enforcement, streamlining these two functions would likely improve efficiency with responding to citizen complaints. Graffiti investigations are handled by Police Department personnel while the clean-up effort remains the responsibility of Public Works. Managing these two functions under one Department would increase efficiency and reduce redundancy.

Through the creation of an improved model of delivering service, the Simi Valley Police Department will continue to meet the challenge of enhancing our organizational culture of service. In support of our continuing effort to improve service to the public and research new methods of enhancing our ability to deal with our community's quality of life issues, we will remain active in pursuing efficiencies and optimum staffing alignments for other areas of the Department as we move into the future.

FOCUS AREA #2

KEEPING PACE WITH TECHNOLOGY IN A MODERN LAW ENFORCEMENT AGENCY

MOVING TOWARDS THE FUTURE

Managing the Police Department's use and implementation of technology has become a significant challenge. The Department has provided some technological capabilities to all employees to enable them to perform their jobs and tasks in the most efficient and safe manner. However, the Police Department's goal is to continue to provide personnel with the most current tools and the support they need to remain ahead of the criminal element of our community.



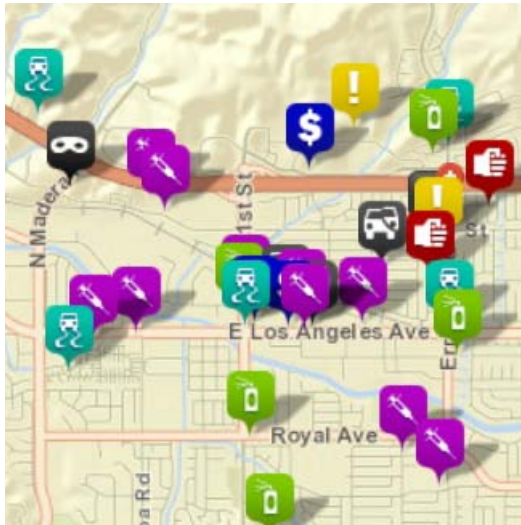
Within the police station, there is a need to provide WI-FI access throughout the building. Our current limitations diminish the capabilities of our staff. A clear picture of our organization's technology vision and goals should be developed. Prioritizing technology initiatives, analyzing the benefits and rewards of each new idea, investing appropriately in new systems, and ensuring that staff is trained for the technology changes of the future must be a priority.

Other technological advances that should be considered for implementation include intelligence sharing software that allow data sharing between law enforcement agencies, IP networks for critical incident command operations, and forensic investigative software and hardware. These systems will allow our Department to communicate and share criminal data with other law enforcement agencies as well as remain

FOCUS AREA #2

KEEPING PACE WITH TECHNOLOGY IN A
MODERN LAW ENFORCEMENT AGENCY

CRIMEMAPPING Building Safer Communities



current with investigative techniques that meet the modern requirements of prosecution.

Other advancements under consideration include personal audio/visual recording devices to capture an officer's contact with citizens and suspects, smart phone/tablet solutions to replace bulky and expensive mobile computers, VPNs (virtual

DID YOU KNOW ?

The overall per capita crime rate in Simi Valley is lower today than it was twenty years ago.

private networks) to provide dispatching capabilities to outside locations, and radio systems using cellular technology as a backup system for the primary radio system. In addition, mobile phone apps that will afford the public easier access to local information, 911 texting capabilities, crime mapping and data sharing between law enforcement agencies, Department of Justice Mobile Justice Program, and additional bandwidth to speed up the flow of data to officers in the field on their mobile devices. The Police Department should explore "Cloud" computing and redundant data storage to eliminate the need to house and maintain local servers and prepare for catastrophic equipment failures. The Police Department has also been researching the use of Unmanned Aerial Vehicles to aid in law enforcement duties such as the search for missing persons, containment searches, and SWAT applications.

CURRENT SYSTEMS REQUIRING REPLACEMENT

While pursuing advancements in technology and communications is exciting, the Police Department should not overlook the necessity to replace fundamental and essential equipment currently in use such as the hand-held radios that have reached the end of their serviceable life. Our Department will research the purchase of dual band radios that suit our needs and increase the level of interoperability with allied agencies.

The Simi Valley Police Department is committed to maintaining our ability to effectively fight crime and deliver quality, efficient service to our community.



FOCUS AREA #3



CUSTOMER SERVICE



The Simi Valley Police Department has always prided itself on providing the best customer service possible to the community we serve. We should constantly evaluate our response to and performance in both emergency and non-emergency calls for service, as well as all other situations involving interaction with the public.

One of our primary organizational goals is to work cooperatively with individual citizens, businesses, citizen groups, and public and private organizations to identify and resolve issues which potentially affect their safety and quality of life in Simi Valley. We should continue to recognize the fact that our role in the community goes well beyond crime prevention, crime fighting, and criminal investigations. We should continue the exploration of problem-solving strategies in a variety of situations that have an effect on the well-being and quality of life of each and every citizen. We should also recognize that customer service defines our professionalism. Our service begins and ends with our interactions with each other in our workplace. We should continue to strive for a cohesive team that enhances trust among all personnel throughout our agency.

EVALUATION OF OUR SERVICE

Our customer service should be evaluated by the professionalism of our employees and our responsiveness to the needs of our community. The majority of contacts we make each year with the public begin with a phone call to our Dispatch Center. Often, our contact with our citizens ends with that telephone call. Other times, an officer makes personal contact with the caller to further assist them.

Regardless of the means by which a citizen is contacted, the Department must continue to evaluate our employees' adherence to Department policy and ensure that our goal of being responsive and professional with the public we serve is being accomplished.

FOCUS AREA #3

CUSTOMER SERVICE

A SERVANT MENTALITY

A servant is defined as "one who contributes to the welfare of others." The Simi Valley Police Department should always strive to practice a "servant mentality" when dealing with the public as well as with each other. For a servant mentality to be effective, it must include the following:

- **Ownership:** Partnering with the community to identify and solve problems. When we "own" the problem, we are equally committed to its resolution.
- **Adaptability:** Handling all types of situations and the public in a positive manner; the ability to change our approach to each type of situation and serve the public respectfully and efficiently.
- **Enthusiasm:** The level of enthusiasm our personnel exhibit is a critical component of how the public perceives us as being able or willing to help. Enthusiasm influences an employee's effectiveness in a service position.
- **Resiliency:** Remaining calm in adverse situations and recovering quickly without showing signs of discouragement; bouncing back emotionally and professionally with the public and coworkers.



DID YOU KNOW ?

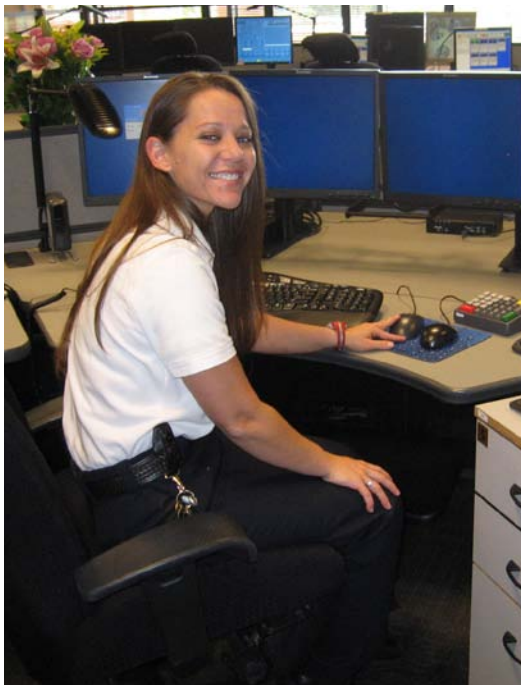
Our Dispatch Center answers the phone over 117,000 times per year.

FOCUS AREA #3

CUSTOMER SERVICE

SATISFACTION SURVEYS

In the future, the Simi Valley Police Department should identify effective methods to evaluate our performance in the areas of community relations and public outreach. A better understanding of community needs and an evaluation of the performance of Department personnel could be achieved through the use of satisfaction surveys. These surveys may be web-based to reduce costs, but a variety of methods should be considered so that a segment of the City's population is not missed. Based upon the results of these surveys, Department resources can be directed more efficiently to those areas most important to our community and allow us to better enhance our responses to the needs of the community.



DID YOU KNOW ?

The Department's Dispatch Center answers 911 lines over 28,000 times per year. Fortunately, most are not life threatening emergencies.

COMMUNITY LIAISON OFFICER

The Department is in the process of developing the concept of a Community Liaison Officer (CLO) position to blend problem-oriented policing with community-oriented policing. The assigned officer will attend Neighborhood Council meetings, school functions, business meetings, and various Homeowners' Association meetings, and making community contacts that are not currently occurring.

Increased ownership of community concerns can be achieved through an area command concept. The role of our selected Police Officers should be expanded to include them as beat coordinators for specific geographical areas, as discussed in Focus Area #1. Responsibility for specific geographical areas will increase ownership and accountability of community concerns and ensure proper resources are directed wherever needed.

FOCUS AREA #3

CUSTOMER SERVICE

ADDITIONAL DEPARTMENT CONSIDERATIONS

- Encouraging officers to spend extra time in developing and maintaining personal relationships with citizens, businesses, schools, and community organizations with a focus on long term problem solving.
- Maintaining a closer liaison and increasing communication with the non-English speaking community by distributing surveys written in native languages and meeting with various church leaders of non-English speaking congregations and civic groups.
- Continuing to recruit for and encourage citizen involvement in our Volunteer, Explorer, and Citizens on Patrol programs.
- Further examine the benefits of a decentralized substation as an alternate location for selected police services and citizen interaction. A suggested location is the future redesigned Town Center Mall with hours corresponding with adjacent businesses.
- Creation of a quarterly Department newsletter for employees and the public with information about crime trends, employee commendations, crime prevention tips, and a message from the Chief about any current items of interest.
- Implementation of an on-line crime reporting system that will allow community members to file certain types of reports online.
- Creation of an "Ask a Cop" column in wide spread publications, giving citizens the opportunity to submit questions on a variety of issues such as crime trends or traffic-related matters.





FOCUS AREA #4



DEVELOPING OUR PERSONNEL TO SUCCEED

The Simi Valley Police Department recognizes that our most valuable asset is our people. We value our personnel and recognize their importance and are committed to ensuring that all personnel are properly trained and prepared to assume a leadership role within the Police Department. Great leaders are recognized as taking responsibility for their own career development as well as the ongoing development of their personnel. This ongoing development is critical for the Simi Valley Police Department to move progressively forward into the future and to maintain our status as a top law enforcement agency.

All employees of the Simi Valley Police Department play a vital role in meeting our mission. We must continue to invest in their ongoing development to ensure goals are met at the individual and organizational level. This investment provides a rewarding and healthy work environment, which in turn drives our employees to seek excellence.

Overall quality of service could begin to deteriorate if employees spend too much of their time accomplishing core duties but are not offered training opportunities to improve their skills and become the next generation of supervisors and leaders.

EMPLOYEE DEVELOPMENT AND TRAINING

The Police Department should create and maintain programs and processes to help ensure that all employees have the opportunity to develop, promote and succeed into positions of greater responsibility, often where leadership is a key component of the position.

The first opportunity to invest in our people is at the beginning of their careers. This is the time when supervisors and managers can demonstrate and discuss the various career opportunities that are available to employees.

Supervisors and managers should always take ownership of and invest in their employees by assisting them in developing their individualized "Employee Development Plan." This plan should include an employee's short-term and long-term goals and the necessary training, formal education, and work experience that will assist them in achieving their goals. The Employee Development Plan should be flexible and can be modified as the employee develops their talents and as career interests change.

FOCUS AREA #4

DEVELOPING OUR PERSONNEL TO SUCCEED

The Police Department should also create a "Career Track" that shows all employees where a well-planned career can lead them. The Career Track is a defined career path that assists employees with focusing their goals and directions based upon their work experience, training, and formal education. The Career Track may not be limited to the Police Department and would be developed in concert with the City's Human Resources Department.

The Police Department should continue to develop opportunities for support staff personnel. The Police Department should evaluate existing sworn positions for the possibility of civilianizing or subcontracting. In creating these civilianized positions or utilizing outside resources, the Police Department can better manage and focus the effectiveness of sworn resources on combating community problems.

This plan would likely require increases to the Police Department's Peace Officer Standards and Training (POST) and Non-POST training budget to enable more employees (sworn and civilian) to attend developmental training in support of their Employee Development Plan.



DID YOU KNOW ?

2014 marked the hiring of the 450th police officer by SVPD since our inception on July 1, 1971. There are currently 122 police officers with the SVPD.

EMPLOYEE RETENTION

The Police Department lacks positions that work to maintain talented individuals from the Police Explorer Post or Volunteer Programs once they graduate from high school. Often times these talented individuals are hired by other police organizations that offer cadet style employment. The Police Department should develop part-time cadet positions that will work towards keeping talented individuals that emerge from existing programs to then develop them for future positions within the Simi Valley Police Department. The goal of this cadet position would be to encourage formal education while preparing for a career within the Simi Valley Police Department. An additional benefit of a part-time cadet position is providing additional personnel that can be deployed during a disaster. Part-time positions can increase the available manpower during critical and large scale events.

FOCUS AREA #4

DEVELOPING OUR PERSONNEL TO SUCCEED

CULTURE CHANGE

A strong component for contributing to the success of any employee lies with people who invest their time and talent towards the development of other employees. For some, the idea of mentoring and developing others is a fundamental value that they work towards daily. For others, this will be a new challenge and will need to be emphasized as a valued area within the Police Department. Realizing that this is a culture shift, the Police Department should take steps to ensure that we will develop our employees and prepare them for their future.

As part of the Police Department's Employee Development Plan (EDP), the following recommendations should be considered to increase employee opportunities within the Department:

- Employee evaluation forms should include long-term and short-term career goals so that the employee and his/her supervisor and manager can guide them through their career in an effort to achieve their goals in their Employee Development Plan.
- Where feasible, employees should be afforded the opportunity to temporarily experience a variety of work assignments within the Police Department through the reinstatement of a Career Enrichment Program. This program can assist with the employee's knowledge and skills development, greater understanding of the services the Department offers to the community, and to better prepare employees for future advancement opportunities.
- In an effort to develop the supervisory and leadership skills of our Officers, the Police Department is in the process of identifying Community Liaison Officer (CLO) positions within the current rank structure. These officers would be empowered to supervise ongoing community issues and identify and manage the necessary resources that would resolve these issues on a long term basis. These officers would also be exposed to assignments that could help them develop the skills necessary to promote to positions of greater authority.
- The Police Department should continue to increase development opportunities by consolidating multiple job classifications under one position. Such a position could work a multitude of assignments within the General Unit classification at the Police Department. These positions could also have a rank structure which would allow employees to promote within their classification as knowledge, skills, and abilities are developed and positions of advancement are available. This single job classification would increase specialized work assignment opportunities and positions of advancement for civilian employees.

DID YOU KNOW ?

The Police Department uses approximately 113,000 gallons of gasoline each year.





FOCUS AREA #5



FACILITY DEVELOPMENT AND REHABILITATION



FIREARMS TRAINING FACILITY

The Simi Valley Police Department understands the need to keep its officers tactically prepared to meet the challenges of today's law enforcement world. The need to have proper training and consistent practice for our officers has never been higher. Currently, the Department has no dedicated facility to train with firearms, tactics or self-defense, and as a result, must rent or borrow locations throughout the Counties of Ventura and Los Angeles to accomplish these recurring training requirements.

THE NEED FOR A TRAINING FACILITY

Having a training facility under the exclusive control of the Simi Valley Police Department would fill several needs including: recurring update training requirements, convenience, cost savings, and enhancing our ability to develop relationships with allied agencies.

A best practices approach is to have police officers participate in training under the most realistic circumstances possible. A dedicated facility would allow our officers to train utilizing "force-on-force" concepts, where life and death decisions are made in "real time" using simulated weapons. Reality based scenarios make for better decisions within both live fire exercises and simulated scenarios.

Our training staff would also be able to develop better coursework that is specific for each weapon system deployed, such as a shotgun, a pistol and a long rifle. Finally, with a dedicated facility under our exclusive control, our ongoing self-defense and tactical training can be conducted together, in order to incorporate additional realistic training scenarios.

Having a training facility within the City will also allow the Department to schedule training that minimizes any adverse effects on the regular deployment of officers and detectives. The ability to conduct training during regular duty hours would reduce overtime costs. With a local facility, an officer could train and work their regular shift in the same day while keeping the workforce at an optimum staffing levels.

FOCUS AREA #5

FACILITY DEVELOPMENT AND REHABILITATION

THE TRAINING FACILITY

The City, working in conjunction with the Waste Management Corporation, has chosen a location which will accomplish the above stated goals and will not interfere with current residents or businesses of the City. The proposed site could provide the Police Department with a 100 yard long shooting range, a backstop that is able to contain all ammunition contaminants and allow for shooting in 3 directions, a surface that will allow for vehicular access during training, a storage container to house supplies, and a portable classroom to allow a comfortable and safe training environment.

The facility should have secure access to and from the location as well as perimeter security measures to ensure public safety and restricted access to the location. Ideally, a "mock" city street can be constructed, with a paved section incorporating some building facades and street lighting to allow for night time training.

A "patio" style covering should be installed to ensure there is adequate shelter during extreme weather.

THE BACKSTOP AND TARGET SYSTEM

The proposed backstop should be at least 150 feet long with two 25 foot sides. The backstop should be constructed in such a way to allow for ease of maintenance and replacement of any wear items and parts, and be capable of capturing and mining of the lead bullet fragments.

The target system should consist of a series of moving and turning targets that will provide a decision making model as part of the marksmanship training process.



DID YOU KNOW ?

The Department shoots in excess of 200,000 rounds of ammunition each year during training exercises.

FOCUS AREA #5

FACILITY DEVELOPMENT AND REHABILITATION

THE POLICE STATION

Our police station was dedicated in November 1998. Given the facility is now 15 years old, and is occupied 24 hours a day/365 days a year, the wear and tear can begin to reflect closer to 45 years of deterioration. The Department is starting to see major systems suffer malfunctions and failures. These systems have served us well but are rapidly approaching the end of their serviceable life.

In the near future, we will need to bolster our facility's infrastructure to prepare for catastrophic events should these critical systems fail. We will need to make substantial and costly upgrades to avoid the unacceptable results of a system failure.

We have determined that the environmental system that controls our climate heating and air conditioning system will need to be replaced, as well as our station security access control, perimeter surveillance, and gate systems. These essential systems have regularly failed, which threatens the overall functionality of the police station, security of personnel, and our mission critical computer systems. In addition, the ever-increasing threats and concerns for personnel safety require us to enhance our station's access, surveillance, and overall security.

A critical component of the infrastructure is the reliability of the electrical supply for the stations' equipment. We need to evaluate and upgrade the uninterrupted power supply devices to ensure our systems continue to properly operate when commercial electrical service either fails or becomes unstable for any reason. We should explore the possibility of utilizing energy efficient and cost savings systems when considering replacing these critical components. We would also like to explore and implement a solar or green energy solution to assist in lowering or eliminating our dependency on commercial power grids.

While these systems are vital to our continued effectiveness, we will also need to consider replacing or upgrading some of the basics such as exterior paint, water heaters and storage tanks, and replacement of worn out furniture.



DID YOU KNOW ?

The Police Department books over 12,000 pieces of property and evidence into the property room each year.



IN ***CONCLUSION***

Meeting the future demands and needs of the community we serve is paramount to our continued success. We recognize that we will only be able to achieve this goal through the continued collaborative working relationships with our community that we value.

This five year plan will be reviewed regularly and kept up to date by Department personnel.

This document represents the Executive Summary of the research and development that went into each focus area. Some of the ideas presented here have already begun, such as the Department's first Community Liaison Officer and the Department's ability to share crime data with neighboring police department's internal databases.

The Department will remain transparent with its actions and open to public scrutiny. We will continue to maintain the public trust and never forget that the authority to police this community is granted to us by the citizens that we serve.





Simi Valley Police Department

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Acknowledgments

Lourdes Graney, Media Graphics Coordinator, City of Simi Valley
Santa Susana High School, Academy of Graphics and Publication
Matthew Abbe, Dept. Chair of the School of Technical Arts at
Santa Susana High School
Research and Department Personnel who assisted with the development
of this plan



IN MEMORIAM

**Officer Michael F. Clark
E.O.W. 08-04-95**



We Shall Never Forget

