



Rocklin Police Department

Strategic Plan Update - FY15/16

July 1, 2015 – June 30, 2016



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Message from the Chief



I cannot thank the Rocklin Community enough for your support and partnerships throughout the years while I have been your Chief of Police. The high degree of confidence you place in your police department is an important element for our success. The past year has been particularly challenging for law enforcement across the country, and we are fortunate to have a supportive community who partner with us to keep Rocklin safe.

Strategic planning allows us an opportunity to take a high-level view of our organization and ensure we are continuing to meet the needs of our community by setting benchmarks for our success. We review and update our Strategic Plan annually, to ensure we are not only keeping pace with changing realities, but continuing to be a

leader in the law enforcement profession. Our Strategic Plan outlines goals and objectives we set for ourselves to focus on during the next Fiscal Year. We match our Strategic Plan with the goals of Rocklin City Council's *Strategic Areas of Emphasis*, to guarantee we are providing the level of service expected by our community, and we partner with other City Departments to accomplish the City Council's objectives. We work closely with allied law enforcement agencies and the men and women of the Rocklin Police Department continually work hard to safeguard South Placer County as a safe place to live, raise a family, work and enjoy a high quality of life.

The City of Rocklin prides itself on being a transparent government. We share our interworking with the community we serve, and we are always open to suggestions for improvement. Our city government is one with our community, bringing to our city a unique blend of trust and teamwork between all those who live and work here.

I look forward to another successful year in Rocklin with you as a partner.

Sincerely,

Ronald A. Lawrence
Chief of Police

Overview

Benefits of a Strategic Plan

- 1. Community Perceptions and Needs:** The Police Department recognizes that we are only successful if our community has confidence and trust in our professionalism, skill and knows that we are empathetic to those in need of help. The public’s trust in our ability to police their community is our greatest asset, and one that we safeguard closely. By being transparent with our Strategic Plan, and inviting the public’s input on direction, we better serve our citizens.
- 2. Building Community Partners:** Building partnerships takes time and dedication, and is often not a “traditional policing” model to follow. Our unique philosophy is one that we not only *serve* the public, but we *ARE* the public, and the public is us. We feel fortunate to have been chosen to guard this wonderful community from danger, and we leverage our community partnerships to maintain Rocklin as a safe city.
- 3. Internal Agency Improvements:** The Rocklin Police Department continually strives for improvement. We have achieved accreditation since 2008, through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which is an arduous and challenging accomplishment. The CALEA accreditation process is a voluntary commitment we make to hold ourselves accountable in providing the gold-standard of public safety.
- 4. City Governance – Team Rocklin:** *Team Rocklin* is a phrase the City of Rocklin uses to symbolize that our government works together as one team to provide a high-quality of life to our community. Team Rocklin brings together all City Departments when we are faced with any issue or problem, solving them together. The success of the Police Department is a shared success with the entire Team Rocklin.



Police Dept. Strategic Goals & Objectives

Police Department (FY15/16)	
1. GOAL: Promote Effective Government	Objective: Develop Local Public Safety Efficiencies
2. GOAL: Promote a Safe and Secure Community	Objective: Enhance Quality of Life in Rocklin
3. GOAL: Promote a Safe and Secure Community	Objective: Enhance Regional Public Safety Efforts
4. GOAL: Promote a Safe and Secure Community	Objective: Implement Strategies to Address High Crime Areas
5. GOAL: Promote a Safe and Secure Community	Objective: Utilize emerging technologies to enhance regional service delivery.
6. GOAL: Promote a Sustainable Community	Objective: Enhance Recognition of efforts that support quality of life
7. GOAL: Promote a Sustainable Community	Objective: Engage community youth through current and new innovative programs that support quality of life by building character and values

Objective Description & Supporting Actions

Each of these seven goals represents an *Area of Strategic Emphasis* as determined by the City Council (see Addendum One). Each goal and objective is outlined in detail on the following pages to include a description of the objectives as well as supporting action items. We developed each objective and all supporting actions with consideration to *Factors Affecting our Strategic Plan* (Addendum Two), and a thorough *SWOT Analysis* (Addendum Three).

1. Goal: Promote Effective Government

Objective: Develop Local Public Safety Efficiencies

Description of Objective: Identify and develop public safety efficiencies within Police and Fire Departments to enhance public safety in Rocklin.

Supporting Actions:

- A. Analyze and review Police and Fire Department administrative functions and create partnerships resulting in public safety efficiencies and effectiveness.
 - Fiscal Services – Review of consolidation of budgeting, payroll, facilities, grants, and other fiduciary collaborative items etc.
 - Administrative Support – Fire Admin. move to Police facility, front office greeting, phones, clerical support, etc. (Completed FY14/15)
 - Public Safety Records – maintenance of confidential and non-confidential Police/Fire documents
 - Public Outreach/PIO – Coordinate Police/Fire community outreach with Crime/Fire Prevention & handle daily & major event PIO duties

2. Goal: Promote a Safe and Secure Community

Objective: Enhance Quality of Life in Rocklin

Description of Objective: This plan focuses on specific issues related to homelessness and quality of life issues through enforcement of and or amendments to specific Rocklin Municipal Codes. It also streamlines fine recovery and collection process to ensure timely/accurate fine collections, as well as explores establishing a local animal shelter.

Supporting Actions:

- A. Implement strategies to reduce homelessness.
 - Develop regional partnerships to develop a broad strategy for addressing homelessness
 - Identify those homeless persons living in Rocklin to determine cause of homelessness, original origin, appropriate services available to them (e.g., emergency shelter, transitional housing, mental health services, additional recovery programs, Veteran housing or assistance)
 - Identify appropriate actions & enforcement of RMC to address homelessness related crimes, particularly in the downtown/Quarry District areas
 - Implement strategies to utilize current Placer County Superior “Homeless Court” process for statute accountability

- B. Develop more effective process to recover fines and fees for Administrative Citations (Municipal Code violations – fine recovery).
 - Research outsourcing opportunities and implement those that are most efficient
 - Attempt to recover past lost fines, and reconfigure system to collect future fines

- C. Explore options for a future, long-term animal shelter located in and operated by Rocklin for long-term future growth.
 - Collaborate with surrounding jurisdictions (Lincoln, Loomis, Roseville, and Placer County) to determine what joint efforts can be explored
 - Conduct feasibility study and cost benefits analysis
 - Proposal to City Council if feasible to move forward
 - Identify possible locations
 - Cost of existing or new structure
 - Coordinate with Public Services on a staffing model for local operations

3. Goal: Promote a Safe and Secure Community

Objective: Enhance Regional Public Safety Efforts

Description of Objective: Explore regional partnerships for enhancement of law enforcement and public safety emergency services effectiveness in response to and mitigation of local and regional emergencies.

Supporting Actions:

- A. Collaborate with City of Lincoln to explore options of a consolidated Public Safety Answering Point (PSAP), and consolidated Emergency Communications Center.
 - Conduct feasibility study and cost benefits analysis
 - Proposal to City Council's if feasible to move forward
- B. Comprehensive review of potential consolidated public safety dispatch services in South Placer County Regional Dispatch Center.
 - Conduct feasibility study and cost benefits analysis
- C. Formation of a Regional Interoperability Task Force made up of representatives from all Placer County agencies to address communications issues.
 - The Placer County Interoperability Task Force (PCITF) committee to be formed by Placer County public safety agencies to address radio interoperability and find solutions to system incompatibility & communications issues

4. Goal: Promote a Safe and Secure Community

Objective: Implement Strategies to address High Crime Areas

Description of Objective: Identify specific areas of high crime/disorder and develop approaches that combat disorder.

Supporting Actions:

- A. Using crime analysis, identify top five areas of criminal activity
 - Collaborate with entire department to focus enforcement in these areas

- B. Develop workable methods for combating trends
 - Conduct analysis of current geographical beat structures to ensure most efficient deployment of resources and response times
 - Implement Data Driven Approach to Crime and Traffic Safety (DDACTS)
 - Monitor progress of implemented actions

5. Goal: Promote a Safe and Secure Community

Objective: Utilize emerging technologies to enhance regional service delivery.

Description of Objective: Identify current and emerging technologies that will assist in enhancement of public safety service delivery

Supporting Actions:

- A. Expand use of digital media platforms for both information deployment and intake of information from the community.
- B. Ensure appropriate utilization of “Everbridge,” the regional Emergency Notification System (ENS) for timely notifications related to emergencies requiring community action or awareness, as well as notification of important public service announcements
- C. Explore opportunities for automated data sharing through cooperative intergovernmental agency agreements
- D. Implement a regional 9-1-1 system that allows Placer County public safety dispatch centers, also known as Public Safety Answering Points (PSAPs), to serve as immediate back-up centers in the instance of emergencies, equipment failure, or call volume that temporarily exceeds staffing capacity

6. Goal: Promote a Sustainable Community

Objective: Enhance recognition of & celebrate efforts that support quality of life.

Description of Objective: Maintain critically important trusting relationships between local public safety and the community we serve. Enhance partnerships between public safety and the community so the two function as one in support of quality of life and promotion of a sustainable community.

Supporting Actions:

- A. Formal recognition of *community members* for efforts supporting public safety, quality of life and a sustainable community
- B. Formal recognition of *public safety personnel* for efforts supporting quality of life and a sustainable community
- C. Broader outreach of community policing efforts that strengthen relationships through both social media as well as in-person community contacts
- D. Community involvement in police non-emergency strategies; such as organizational Strategic Planning, participation on interview panels for internal promotions of personnel, survey members of the public for customer satisfaction

7. Goal: Promote a Sustainable Community

Objective: Engage community youth through current and new innovative programs that support quality of life by building character and values.

Description of Objective: Maintain and strengthen current youth programs designed to create positive relationships with law enforcement, search for new youth programs that support character building and develop strong values.

Supporting Actions:

- A. Continue current youth programs
 - School Resource Officer (SRO) / Youth Service Officer (YSO)
 - Engage RUSD on annual school safety plans
 - Explorer Program
 - Police Service Aid
 - Juvenile Diversion
 - Every-15-Minutes program
 - Child ID program
 - Child safety education classes at RUSD

- B. Search for and implement new and innovative youth programs, such as:
 - Athletic League
 - Lemonade with the Law
 - Bicycle safety fair (bicycle rodeo)

- C. Provide annual updates to Rocklin Unified School District (RUSD), and Sierra College about on campus crime trends and program implementation

Police Mission, Vision & Values

We review our Mission, Vision, and Values statements annually to ensure they continue to meet the needs of our department and community. For FY15/16 they will go unchanged.

Mission:

We are committed to serve, protect and promote a safe community.

Vision:

Rocklin PD will be known far and wide for excellence. Citizens will trust and respect us, young people will admire us and criminals will fear us. The streets will be cleaner, safer and less traveled by those who would do harm to our community. Other agencies will strive to achieve what the Rocklin badge represents: pride, professionalism and teamwork.

Values:

- **Respect** – We value our citizens and each other. We recognize our responsibility to maintain order while affording dignity and respect to every individual. We treat members of the public and fellow employees with consideration by being attentive, patient and courteous.
- **Integrity** – We practice honest and responsible behavior, consistent with our code of ethics, thus generating pride, confidence and trust in local government.
- **Accountability** – We are accountable to citizens for our performance, use of resources, and stewardship of assets. We are accountable to each other for attainment of our mission, vision, and the adherence to our values.
- **Quality Service** – We commit ourselves to excellence by providing the highest quality service possible to make our community a better, safer place to live.



Guiding Principles

City of Rocklin Vision Statement:

To become a city that provides its residents with an exceptional quality of life while maintaining its small town sense of community.

City of Rocklin Vision Principles:

The City vision principles define Rocklin’s future in terms of community values, providing detail to support the implementation of the Vision Statement.



- Rocklin celebrates and builds on its rich history by protecting natural and cultural resources.
- Rocklin views the safety of its citizens as vital and places a priority on public safety and emergency response.
- Rocklin values education and its benefit to the community and is an active partner and supporter of community schools.
- Rocklin is a community of neighborhoods; each unique and essential in preserving and promoting a diverse and welcoming community.
- Rocklin emphasizes citizen engagement and views it as the cornerstone for community decision making.
- Rocklin supports convenient shopping and services, easily accessible by neighborhood residents wishing to walk, bicycle or drive.
- Rocklin supports the opportunity for a variety of businesses and service providers to operate in the city to serve residents.
- Rocklin values community recreation programs and a park system serving all residents. Recreation areas and parks are linked by a network of pedestrian routes and bikeways, so that everyone resides within an easy walk or bike ride to a park.
- Rocklin supports a variety of mobility options because they are essential to its economic vitality and quality of life.
- Rocklin strives to be a sustainable community, both economically and environmentally.

Methodology

In January of 2015, the Rocklin City Council met to establish priorities for city government during Fiscal Year 15/16, setting their vision and high-level policy for the City. The outcome was the establishment of five *Strategic Areas of Emphasis* which aim to frame the Police Strategic Plan. The City of Rocklin’s Strategic Areas of Emphasis include:

- Maintain and Enhance the Physical Environment
- Promote a Safe and Secure Community
- Promote Economic Vitality
- Promote a Sustainable Community
- Promote Effective Government



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July 1st, 2015 – June 30th, 2016

ADDENDUM ONE

City Council
~ Strategic Areas of Emphasis ~



City Council - Strategic Areas of Emphasis

City of Rocklin (FY15/16)
Maintain and enhance the physical environment
Promote a safe and secure community
Promote economic vitality
Promote a sustainable community
Promote effective government

Maintain and Enhance the Physical Environment

A Strategic Area of Emphasis of the City of Rocklin is to provide a clean and well-maintained environment for individuals who live, work and play within its boundaries. Rocklin's public facilities and infrastructure play an essential role in the fabric of the community, and the City seeks to develop and maintain infrastructure that is community-serving, resilient, high-performing, cost-effective, resource-efficient and environmentally friendly.

Public infrastructure consists of a range of facilities including streets and transportation systems, sewer, storm drainage, flood control and solid waste disposal facilities; water, gas and electric utilities, recreation and landscape facilities; and other local government facilities. Rocklin public facilities play a critical role in providing social services to residents, which enhance neighborhood stability, supplement housing and economic opportunities for community members and otherwise affect day-to-day life in the City.

The City of Rocklin seeks to integrate both the traditional and emerging best practices in urban planning, public policy and participatory community efforts. The extensive building and construction activity over the years have had a significant impact on the environment and the use of resources (materials, energy, water and land). Understanding the relationship between the physical infrastructure and the environment will help Rocklin plan effectively for future land uses, transportation, housing and civic facilities that shape the quality of life for residents.

Promote a Safe and Secure Community

The Strategic Area of Emphasis to maintain a safe and secure community is fundamental to the health, quality of life and economic vitality of the City of Rocklin. There are three departments with primary responsibility for maintaining safety and security of the Rocklin community: Police Department, Fire Department and Office of Code Compliance.

Promote Economic Vitality

The City of Rocklin Economic Development Strategy emphasizes the continued development of a diverse economic base pursuing business sectors with the best potential to grow and prosper. Rocklin's diverse economic base will be a stabilizing force through periods of economic downturn and serve as a fiscal foundation once our community hits build out. Local economic development policies constitute the primary activity that local governments can undertake to enhance economic growth in the community. A City of Rocklin's size and attributes must be selective in how it competes for economic growth; limited economic resources must be deployed in a manner that builds on the city's underlying strengths. Rocklin must support and sustain a business environment that contributes to economic prosperity and improves the economic well-being and quality of life for our citizens.

Promote a Sustainable Community

Rocklin's distinct identity and quality of life is attributable to its heritage as a family oriented progressive community with a variety of residential neighborhoods. Rocklin remains attractive for business and private investment with ample space for new development and redevelopment.

Rocklin's future prosperity will rely on maintaining a sustainable quality of life through a mix of land uses, a safe community with no visible signs of deterioration, an efficient circulation system that promotes alternative modes of transportation and abundant open space and recreational amenities. These attributes along with a strong economic base will preserve and build upon Rocklin's sense of uniqueness, cultural and social diversity and a strong sense of community.

Promote Effective Government

Another key Strategic Area of Emphasis is to promote effective government to efficiently serve the needs of the Rocklin community. Effective government is central to the mission of the City. It impacts the Rocklin community both through the provision of services and the quality of those services.



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ADDENDUM TWO

~ Factors Affecting our Strategic Plan ~



Factors Effecting Our Strategic Plan

As of May of 2015, the California Department of Finance estimates the City's population at 60,252¹. Anticipated build-out population is estimated to be approximately 75,000 residents.

Internal Department Factors

- Current police workforce: We employ highly-motivated, skilled and professional employees. Department morale remains healthy.
- Public safety staffing: Staffing is less than preferred. With current call volumes and a population of 60,252, RPD would preferably staff 60 sworn officers, 12 Public Safety Dispatchers (PSD), and four Full Time Employees (FTE's) in Records.
- Additional staff: Two additional FTE's positions (two police officers) were authorized for hire as of July 1st, 2015, bringing our totals to 56 sworn, and 27 professional staff. Thanks to a dedicated staff, cooperation from a supportive community, and City Council support, we are able to safely police the Rocklin community with current staffing levels.
- Crime Analysis: In November of 2014, we eliminated a management position and replaced it with a Crime Analyst. This was designed to start predictive and intelligence lead policing in an effort to reduce crime and utilize resources in an efficient manner. Our Crime Analyst has proven to be a great asset to the Department.
- Retirements: Succession planning will be an important factor over the next decade. It is estimated that several personnel in supervisor, management and command staff positions will retire over the next 5 to 8 years. Succession Planning efforts are underway to ensure a smooth transition of leadership at all ranks within the department for future years.



¹ California Department of Finance, Sacramento, CA, May/2015

External Local Factors

- Crime Rate: Rocklin experienced a small rise in Part-I crime during 2014, increasing from 17.2 during 2013 to 17.8 during 2014 for every 1,000 residents; however, most violent crimes were lower during 2014 than the previous year, but property crimes, mostly related to larceny/theft, experienced an increase. Rocklin continues to maintain one of the lowest crime-rates throughout the greater Sacramento Region.
- Residential Growth & Commercial Base: Growth in the City over the past year has begun to increase. Over the next few years, the City is expected to inch closer toward its' build out population and maximize its' geographical boundaries.
- New residential growth: The residential growth rate has resumed and been steady. Many new home developments are under construction and, it is anticipated, will bring an increase in residents over the next few years. This will result in a higher call volume, not necessarily crime related, but related to growth such as traffic issues, collisions, and additional areas to proactively patrol.
- New commercial growth: The *Commons* and *Crossings* commercial development around the Interstate-80 and Sierra College Boulevard area continue to spark commercial growth. With this growth, the Police Department has seen an increase in theft related crimes such as shop-lifting and theft from vehicles. There has also been an increase in panhandling in that area.
- City government: The Police Department continued to maintain a positive partnership with other city departments. *Team Rocklin*, as we are known to call ourselves, brings an ability to address a full range of issues with multiple and diverse solutions.
- Drought: California continues in its' fourth year of a severe drought. Water has become a very precious commodity, and the Governor has declared an emergency in regard to the drought. Strict water use rules have been put in place statewide to curb unnecessary water use.

Impacts from State of California

- State Assembly Bill 109: "*Public Safety Realignment of 2011*," (also known as "*Prison Realignment*") has been an impact mostly on the Placer County Jail, as the maximum capacity levels have been realized on a routine basis. This has caused inmates serving sentences for lessor crimes to be released early. County Jail levels have increased as a result of AB109, which allowed the State of California to push inmates from the State Prison system down to the county level. Our Sheriff's Department has done a great job mitigating the impacts as best as possible, and we are in better shape than a few other counties, but having a jail at full capacity can result in certain arrestees not being housed due to overcrowding.
- Proposition 47: Passed by voters in November of 2014, Prop 47 (supporters of the initiative titled it the "*Safe Neighborhoods and Schools Act*"), reduced classifications of most *non-serious and nonviolent property and drug crimes* from a felony down to a misdemeanor. Specifically, the initiative mandated misdemeanors instead of felonies for

“non-serious, nonviolent crimes,” unless the defendant has prior convictions for murder, rape, certain sex offenses or certain gun crimes. This includes possession of drugs, stolen property with a value less than \$900, and commercial burglary if the business was open to the public at the time of the crime. Proposition 47 is considered by law enforcement professionals as the single most significant change to the California Criminal Justice System in our states history, and believed to have a negative impact on California.

- **Marijuana Legislation:** There are currently a few legislative bills at the State Capitol which push for legalization of marijuana. It is believed by law enforcement professionals that there may be a Proposition on the November/2016 ballot to try and legalize marijuana in California for recreational use. Washington State and Colorado have experienced legalization of marijuana for recreation purposes. It is unknown at this time what types of impacts this may carry, but would be a significant social shift for Rocklin.





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ADDENDUM THREE

~ S.W.O.T. Analysis ~



S.W.O.T. Analysis

While drafting our Strategic Plan, we believe it's important to use this opportunity to take a critical, high-level review of the organization to ensure we have an objective picture of our Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.). This analysis is used as a broad means of considering both internal factors (strengths and weaknesses), as well as external factors (opportunities and threats). This S.W.O.T. analysis is not intended to be a thorough or myopic review of the Police Department, because our on-going CALEA accreditation process accomplishes that level of detail and specifics. Rather, this S.W.O.T. analysis is intended to provide a guide for developing our Strategic Plan.

STRENGTHS

Professional, Skilled and Empathetic Employees

The employees of the Rocklin Police Department are well trained and highly skilled police practitioners. We have gained a reputation among public safety agencies in our region as an organization progressive with technology, talented with our skillset and respected due to a high regard to ethics and integrity. As a result of the dedication and skill of our employees, the Rocklin Community maintains a great deal of confidence and trust in their police employees, who are compassionate and empathetic to those in need. The Police Department has established a "Guardian" philosophy in the care of our community.

Leadership / Succession Planning

Because of highly trained and skilled police employees, Rocklin PD is prepared for leadership transitions into the future. Employees are empowered to make decisions and take on responsibilities consistent with their position, but with the flexibility to be innovative and creative, maintaining within the confines of policy, budget and law. The development of our employees has been a key factor to our success, both sworn and professional staff.

Recognition

Twice annually, the general membership of the police department is formally recognized for acts of heroism, bravery, and performance above and beyond expectations. These occur at an annual Rocklin Police Honors and Awards ceremony (covering a calendar year), as well as the Placer County Law Enforcement Agencies (PLEA) Honors and Awards banquet (covering a fiscal year). Additionally, there are individual recognition events for specific awards such as the Mothers Against Drunk Driving (MADD), Organization of Public Safety Telecommunications (OPST), and other outside recognition that occurs.

In addition to formal public recognition, the department recognizes employees whenever they receive a citizen commendation or an internal commendation from a supervisor. These are collated through an electronic filing system (Blue-Team) and maintained electronically in the department's Professional Standards Unit system (IA-Pro), as well as forwarded to the Human Resources Department to be included in the employee's personnel file.

Support from City Council and other City Departments

We are fortunate to have tremendous support from the current City Council, as well as other City departments. Working in conjunction with the City Council's *Strategic Areas of Emphasis*, each department in the City focuses on common objectives to ensure a high quality of life and community sustainability in Rocklin. There are no "silos" in Rocklin City government and each branch within our local government works collaboratively to solve problems and plan for a bright future.

Local Employment Pipeline Programs

Hiring employees who live in the Rocklin or South Placer region is a benefit to the organization and City. By encouraging local residents to seek employment in the Police Department, we develop a loyal workforce who is committed to protecting their own community as guardians. Our CALEA accreditation standards also ensure our hiring practices aim to match our community's current demographics and available workforce. A few different programs developed over the past couple of years have proven to be very successful in the development and hiring of professionals into the Police Department and preparing them for a career in law enforcement.

- The newly created Police Explorer Program (Post 1893) was established in 2013, as a means to introduce young teens 14-20 to the law enforcement profession. The Explorer Program, sponsored by Learning-For-Life, solicits interested teens from Rocklin High Schools curious about law enforcement and allows them an opportunity to meet with police professionals twice each month, learn about the profession, participate in activities, and wear a uniform as part of the Department. The Police Explorer Program matures young men and women into responsible adults, providing a foundation for ethical behavior and integrity.



- The Police Service Aide (PSA) program is a voluntary student program through Sierra College. The program allows students enrolled and majoring in Administration of Justice studies to integrate with the Police Department in a uniformed capacity, to learn about various aspects of law enforcement. The PSA program ensures students can pass a thorough law enforcement background process and teaches them the basics of law enforcement from a real-world application. They are assigned and report to the two Youth Services Unit police officers working

at Sierra College, and assist with parking enforcement, traffic control, and are assigned to various units within the Police Department.

- The Reserve Police Officer program has been expanded and reinforced as a gateway for individuals seeking fulltime sworn positions. We have been successful at identifying talented new Reserve Police Officers who have transitioned into fulltime roles. Our Reserve Police Officers are unpaid, and volunteer their time to perform some levels of sworn duties, primarily to prepare themselves for fulltime positions. We have Level III, Level II, and the highest Level I Reserve Police Officers, many of whom have been hired fulltime in Rocklin or elsewhere.

Police Volunteer Program

The Rocklin Public Safety Volunteer Program continues to be a huge asset to the Department and the City. We are fortunate to have between 100 and 120 Volunteers who participate in meaningful assignments to help keep their community safe. Not only do they participate in a variety of work groups within the Police and Fire Departments, they provide a service to other City departments as well, such as mail delivery and Code Enforcement.



PHOTO: Volunteers at Patriot Day (June/2015)

Accreditation

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a voluntary law enforcement accreditation that the Police Department has achieved since 2008. This arduous and challenging process is a three-year cycle, but must be maintained on an on-going and regular basis. Accreditation establishes a best-practices frame work for the management and operations of a law enforcement organization, and holds Rocklin PD accountable to ensuring the gold-standard of public safety is provided to the Rocklin community. Only 5% of law enforcement agencies in the U.S. have achieved CALEA accreditation, and as of July 1st, 2015, there are only 18 CALEA accredited agencies in California.

Engaged & Supportive Community

The Rocklin Community remains supportive and confident in their police department. Both the Police Department and the Community accept responsibility for working together to ensure the safety of our City. Strong relationships built on trust and a common desire for Rocklin to be a safe environment has led to high confidence by the community in their police department. The members of the department maintain a “Guardian” philosophy as protectors and are empathetic to those in our care who are in need of assistance.

Regional Public Safety Collaboration

Rocklin is ideally situated between Roseville, Lincoln, Loomis and Granite Bay communities, which each have their own local law enforcement (Loomis and Granite Bay are served by the Placer County Sheriff's Department which houses a substation in Loomis). This provides Rocklin with a strong source of surrounding public safety resources from which we rely on, as well as provide "Mutual-Aid" during times of emergencies. The relationships between law enforcement agencies in Placer County are strong, creating a positive environment for all of Placer County.

Police & Fire Facility



PHOTO: Police/Fire facility, circa 2005

Completed in 2005, the Police & Fire facility is ten (10) years old this year. The 40,000 sf main building and 3,700 sf out-buildings sit on 5.1 acres on the Rocklin government campus centrally located in the Quarry District of old-town Rocklin. Easily accessible by the public, the beautiful building remains a symbol of Rocklin's innovation and progress to the future, while maintaining a connection to the historic quarries that dominate Rocklin's history. Although there is normal wear on equipment with some needing replacement, the Police & Fire facility remains in great shape, clean and very functional with an ability to serve today's public safety needs, as well as into our future.

Rocklin Fire Administration moved into the facility in 2013.

Rocklin Unified School District

The Rocklin Unified School District (RUSD) partners with Rocklin by paying \$50,000 towards a portion of funding our School Resource Officer (SRO) program. Two SRO's are assigned specifically to Rocklin HS, and Whitney HS, as well as overseeing Victory HS and RUSD middle schools. The SRO program maintains a safe learning environment on campus as well as builds relationships with students, faculty and staff. The State of California provides an additional \$100,000 in "Supplemental Law Enforcement Services" (SLES) funding to RPD, which is used to partially offset personnel costs of the SRO program.

Juvenile Diversion Program

Our juvenile diversion program has proven successful over the years, aimed to prevent juvenile offenders of lower-level crimes from entering the Criminal Justice System. Working in collaboration with RUSD and Placer County Probation, Rocklin PD oversees the program that diverts first-time, low-level juveniles to community service and some sort of counseling instead of facing sanctions from the Courts. Certain misdemeanor crimes that are non-violent are eligible for young offenders to have a chance to enter into an agreement with RPD, RUSD and Probation to perform community service and counseling. This program is an investment in Rocklin's future adult resident population by avoiding the stigma that sometimes gets associated with criminal offenders, particularly at a young age.

Sierra College Partnership

Sierra College has had an agreement with Rocklin PD to provide police services to the Rocklin campus since 2009. With approximately 18,000 students attending the Rocklin campus, policing Sierra College is an important element to maintaining good relationships with the community and providing a safe learning environment. The contractual agreement includes two permanently assigned police officers and a part-time sergeant to the main campus in Rocklin.

Organizational Transparency

City government in Rocklin strives for transparency in everything we do, with the exception of legally confidential matters. The Police Department takes great strides in maintaining a transparent organization and invites members of our public to become familiar with the inner-workings of their police department. Using various social-media platforms such as our own Rocklin PD app, Face-Book, Twitter, Next-Door, and Instagram, Rocklin PD provides a tremendous amount of information to members of the public to keep them informed of weekly arrests & crime-trends, up-coming events, and anything pertaining to safety in the City. Additionally, the Police Department publishes an Annual Report which includes statistical data on crime, crime prevention efforts, police performance measures, and complaint dispositions from grievances filed by members of our community.

WEAKNESSES

Traffic and Transportation

Traffic has regularly been a common community complaint along the surface streets in Rocklin. In particular, some older surface streets were not originally intended to be main arteries or thoroughfares, but in a few cases this has become the circumstances. While there are many engineering means to control and regulate traffic, the Police Department has a few main components we utilize:

- Three traffic officers are deployed on motorcycles to enforce traffic laws and promote traffic safety. The Traffic Unit works closely with the Public Services Department to utilize traffic counts, day/hour breakdowns, and collision data to target enforcement efforts.
- The Traffic Safety Committee (TSC) is comprised of City representatives from the Police, Fire, Public Services Departments and Engineering. By Rocklin Municipal Code statute, the TSC is convened under the authority of the Chief of Police as a means to regularly discuss traffic related issues and complaints throughout the City. The TSC meets on a monthly basis.
- Radar trailer education is another tool used to educate motorists and promote traffic safety. Deployed primarily during weekdays by Public Safety Volunteers, the radar trailers are strategically placed in areas prone to speeding complaints as a means to make motorists aware of their speed and the speed limit laws.

Staffing Levels

Staffing levels have improved over the past year, but are still below preferred levels, particularly the sworn ranks in Patrol, Traffic, and Investigations, and the professional-staff ranks in the Records Unit. While staffing is less than desired, we maintain a staffing level able to respond adequately to emergencies and provide safety to our residents and businesses.

OPPORTUNITIES

9-1-1 Communications

The potential to enhance public safety communications with collaborative 911 Communications Centers in South Placer County remains a potential opportunity. With emerging technologies and restricted funding sources, public safety in Placer County could gain efficiencies and cost effectiveness by combining some or all functions. Additional cost / benefit analysis is required.

Regionalization of South Placer County 9-1-1 Communications Centers has been discussed for the past three years. Currently, each City with their own law and fire services in Placer County has their own PSAP's (Public Safety Answering Points), or 9-1-1 centers. The concept of combining Lincoln, Rocklin, and Roseville 9-1-1 centers into one regional Communications Center may make economic sense and could result in efficiencies in emergency call-taking and dispatching. The police chiefs who administer these PSAP's have begun discussions of what opportunities a regional communications center might entail, as well as those anticipated challenges that might be incurred.

Local Animal Shelter

Between 2011 through April 1, 2015, the City of Rocklin contracted with a local veterinarian for animal sheltering services. Due to unforeseen circumstances, the agreement had to be discontinued, and animal sheltering needs were transferred to Placer County by separate agreement. Moving forward, the Police Department and the City are interested in development of a local animal shelter in or near Rocklin. Opportunities exist to partner with neighboring jurisdictions as well as local non-profits to build, manage and operate a local animal shelter to satisfy the needs of Rocklin residents.

THREATS

Proposition 47

Passed by voters in November of 2014, Prop 47 (supporters of the initiative titled it the "*Safe Neighborhoods and Schools Act*"), reduced crime classifications of most *non-serious and nonviolent property and drug crimes* from a felony down to a misdemeanor. Specifically, the initiative mandated

misdemeanors instead of felonies for “non-serious, nonviolent crimes,” unless the defendant has prior convictions for murder, rape, certain sex offenses or certain gun crimes. This includes possession of drugs, stolen property with a value less than \$900, and commercial burglary if the business was open to the public at the time of the crime. Proposition 47 is considered by law enforcement professionals as the single most significant change to the California Criminal Justice System ever, and believed to have a negative impact on California.

Legalization of Marijuana for Recreational Use

There is an emerging support for the legalization of marijuana in California for recreational use. The States of Washington, Colorado, and District of Columbia have already legalized marijuana for recreational use, leading some in California to want to follow. While there is a growing support among some Californians, it is not believed to carry wide support in communities like Rocklin. This will present unique challenges in regard to social changes if recreational marijuana is legalized. Easy access to the drug by minors, neighbors complaining of marijuana smells wafting into their own backyards, public consumption, retail sales and thefts related to marijuana, drugged driving (driving a motor vehicle under the influence of marijuana), and many other issues pose threats to policing our community with the legalization of recreational marijuana.