

Plano Police Department

2015 - 2020

# STRATEGIC PLAN



*...in partnership  
with the community...*

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## MESSAGE FROM THE CHIEF

One of the Plano Police Department's most effective tools is that of annual goal planning. This process allows us to manage our daily operations while remaining focused on the challenges and opportunities of the future. As a result, we have accomplished many goals over the last several years that have positively impacted crime and the quality of life in Plano.

With each new year we take the time to assess our past practices and results. The process allows us to update our long range plans embodied in the Five-Year Strategic Plan. Every member of the Department is encouraged to take part in this annual assessment and planning as their involvement plays a fundamental role in the lives of Plano residents. We will continue to do this on an annual basis.



As a nationally accredited agency we maintain a clear and objective vision for the future. It is our intent to utilize carefully developed strategies to accomplish our goals. We will remain committed to improving work processes and reducing waste. We will remain operationally efficient and within budget. We will continually strive to develop the abilities of our employees. We will remain an innovative and community-oriented police department committed to providing outstanding police services to our citizens.

It is our intent to accomplish all of our goals. The Police Department is an integral member of Team Plano in the City's pursuit of excellence and a high quality of life in Plano.

I am confident that this strategic planning document provides the Department with the vision and strategies needed to meet the future head on. Should you have any questions or comments about this plan, please contact me.

Sincerely,

A handwritten signature in black ink that reads "Greg W. Rushin". The signature is written in a cursive, flowing style.

Greg W. Rushin  
Chief of Police

## **GOVERNING BODY**

A Council-Manager form of government governs the City of Plano. The Council sets City policy and the Manager is responsible for City operations. The City Council consists of the Mayor and seven City Council members, all of whom are elected citywide. Citizen advisory boards and commissions add to the governing process. The City of Plano is a regional and national leader, providing outstanding services and facilities through cooperative efforts that engage our citizens and contribute to the quality of life in our community. The City has approximately 2,062 full time employees and 838 part time employees.

### **PLANO CITY COUNCIL**



**Harry LaRosiliere**  
Mayor  
Place 6



**Angela Miner**  
Place 1



**Ben Harris**  
Deputy Mayor  
Pro Tem  
Place 2



**Richard Grady**  
Place 3



**Lissa Smith**  
Mayor  
Pro Tem  
Place 4



**Ron Kelly**  
Place 5



**Tom Harrison**  
Place 7



**David Downs**  
Place 8

### **CITY MANAGER and DEPUTY CITY MANAGERS**



**Bruce Glasscock**  
City Manager



**Frank Turner**  
Deputy City  
Manager



**LaShon Ross**  
Deputy City  
Manager



**Jim Parrish**  
Deputy City  
Manager

## **INTRODUCTION**

The Plano Police Department has a proud history. In 1957, the Plano City Council appointed Otho J. Nicholas, Sr. as the first Chief of Police. Chief Nicholas was responsible for overseeing a police department that consisted of three members, one patrol car, and no radio communication.

The City of Plano grew from a farming community during the first half of the 20th century to one of the premier communities in America. In the mid-1960s, several large high-tech firms made their mark in the region and city planners began preparations for the growth that was inevitable. When the United States' population began its historic shift in the 1970s, Plano welcomed newcomers and this resulted in Plano being one of the fastest-growing cities in Texas and the United States. Today, Plano is a maturing city with an estimated population of approximately 271,140 residents and 151,737 locally based jobs. Most of the City's 72 square miles are developed and the City can no longer expand its boundaries.

The Plano Police Department became a nationally accredited law enforcement agency in 1992 under the leadership of Chief Bruce D. Glasscock. The department was the 233rd law enforcement agency in the United States and Canada to receive accredited status. To become an accredited agency, an agency must prove to the Commission on Accreditation for Law Enforcement Agencies (CALEA) that its directives and day-to-day operations meet or exceed established standards of excellence. The purpose of the national accreditation program is to improve delivery of law enforcement services by adopting and adhering to a strict set of standards. Successful completion of and compliance with the accreditation program requires commitment from all levels of the organization, starting with the police chief. In 2012, the agency successfully achieved re-accreditation and received the Gold Standard with Excellence Award as well as the Meritorious Service Award by CALEA. In that on-site evaluation by CALEA Assessors, the assessment team stated that, "The Plano Police Department is one of the most professional police departments in the country." The Department is scheduled for reaccreditation in July 2015.

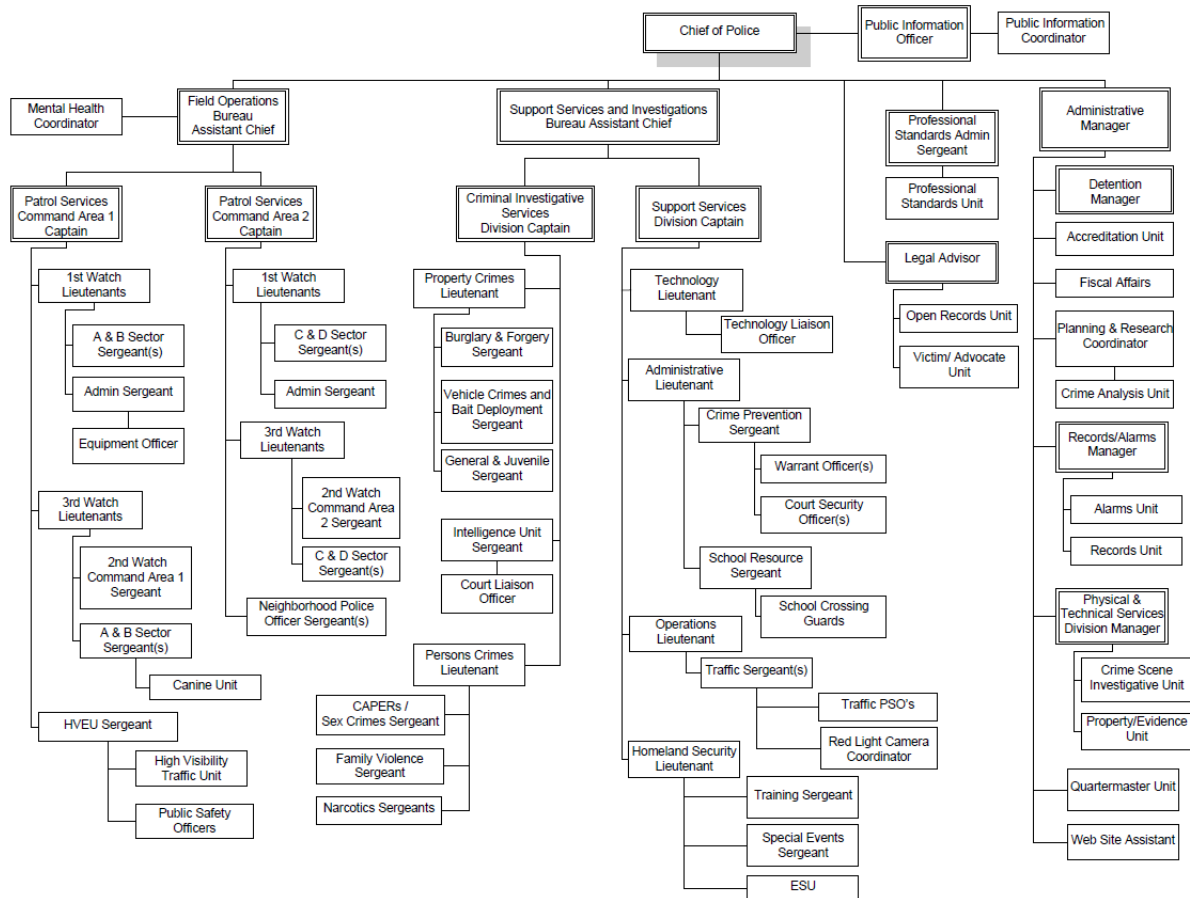
The Plano Police Department Strategic Plan 2015 – 2020 serves as a road map for the next five years, with strategic goals and objectives that address the mission of the Plano Police Department and fulfill the goals and objectives of the Plano City Council. This document updates our earlier strategic plan (Plano Police Strategic Plan 2012-2017) and this plan serves as a primary guide to the realities, new and old, that we face as we protect and serve our community.

The plan reflects external and internal influences when laying out priorities for the organization's goals and objectives. These goals and objectives are turned into actionable and measurable activities in order to track their progress. Annual implementation plans provide priority actions and measures to achieve our strategic goals, and completion dates are assigned and tracked to ensure that deadlines are met. Comprehensive program evaluations measure whether we have met our goals and objectives. Although this plan improves on its predecessor, we recognize that improvements can be made and we anticipate annual updates, as the Plano Police Department continues to make changes to its organizational culture and administrative processes to meet the challenges that lie ahead.

The plan has four sections. [Section I](#) reviews our organization and addresses the most important asset of the Plano Police Department—its people. [Section II](#) provides a Plano Police Department forecast. [Section III](#) provides strategic goals, objectives, and priority actions for achieving the mission of the Plano Police Department over the next five years. Lastly, [Section IV](#) is devoted to the programs we use to perform our mission effectively and efficiently.

## SECTION 1 – Our Organization

Today, the Plano Police Department is comprised of an authorized force of 358 sworn officers, 154 full-time civilians, and 90 part-time civilians. The Department has two operational bureaus: the Field Operations Bureau and the Support Services and Investigations Bureau.



The Field Operations Bureau is commanded by an Assistant Chief of Police and includes the Patrol Services Division. The Division is divided into two separate command areas, Command Area 1 and Command Area 2 (Refer to Figure 1.1, p. 7), and each area is overseen by a Police Captain. The Patrol Division is comprised of Patrol Beat Officers, Neighborhood Police Officers, Canine Officers, the High Visibility Enforcement Unit, and the Public Safety Officers Unit.

The Support Services and Investigations Bureau is commanded by an Assistant Chief of Police and comprised of the Criminal Investigative Services and Support Services Divisions. A Police Captain oversees the Criminal Investigative Services Division, which

includes the Crimes Against Persons Unit, Property Crimes Unit, Juvenile Crimes Unit, Narcotics Unit, and the Intelligence Unit. The Support Services Division is also overseen by a Police Captain and includes the Traffic Unit, Crime Prevention Unit, Training Unit, School Resource Officer Unit, Volunteer Program, School Crossing Guard Program, Warrant and Court Security Unit, Homeland Security, Special Events, and Emergency Services Unit (ESU). ESU includes the Crisis Negotiation Team, Hazardous Devices Unit, Intelligence/Logistics Unit, and the Tactical Team. Select employees from various divisions staff these specialized units, which are in addition to the officer's division-level assignments.

The Administrative Manager oversees the Administrative Services Bureau. This Bureau is responsible for non-enforcement and support functions that include the Compliance Unit, the Plano City Jail, the Crime Scene Investigation Unit, the Property/Evidence Unit, the Quartermaster Unit, the Records and Alarms Unit, Fiscal Affairs, Crime Analysis, and Planning and Research.

Personnel and functions reporting directly to the Chief of Police include two Assistant Police Chiefs, the Administrative Manager, the Police Legal Advisor, the Public Information Office, and Professional Standards Unit personnel.

The Plano Police Department Headquarters is located at 909 14<sup>th</sup> Street. The Headquarters building serves as the operation center for two sectors of the Patrol Division and Investigative and Intelligence Units that include Crimes Against Persons, Property Crimes, and Juvenile Crimes. Also staffed at Headquarters are the Administrative Units such as Compliance, the Plano City Jail, the Crime Scene Investigation Unit, the Property/Evidence Unit, the Quartermaster Unit, the Records and Alarms Unit, Technology, Fiscal Affairs, the Crime Analysis Unit, and Planning and Research.

The department has a substation located at 7501 Independence that serves as the operation center for one Patrol sector, the Traffic Unit, Public Safety Officers, and Records personnel. A Patrol Captain commands this substation. Another substation located at 5600 Democracy serves as the assembly point for one sector of the Patrol

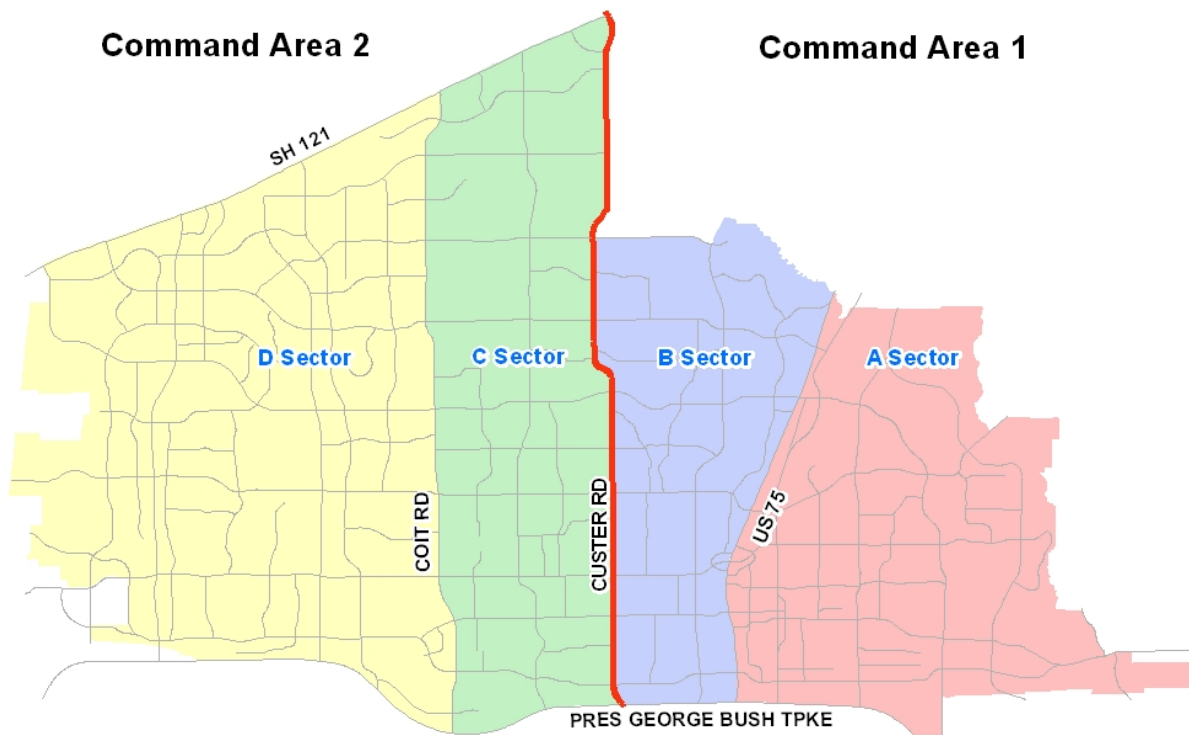


Division. Family violence investigations are conducted at police department offices located at the Collin County Children's Advocacy Center.

The Department also operates Neighborhood Police Unit storefronts at 3420 Avenue K and at 7200 Bishop, Suite D. The Department maintains a police academy and gun range in partnership with the Richardson, Texas Police Department at 4912 14<sup>th</sup> Street Plano, Texas. In addition, the Department also maintains an offsite Narcotics location.

For police operational purpose, the City of Plano is divided geographically into four (4) police sectors. The number of calls for service, major roadways, city limit boundaries, and police response times to calls for service determines the size and geographic locations of the sectors. The following map depicts the police sectors.

#### **Plano Police Sector Map**



## **MISSION**

Our mission is to provide outstanding police services, in partnership with the community, to maintain a safe environment that contributes to the quality of life.

As we serve our community, we emphasize:

**Voluntary Compliance**  
**Education of Citizens**  
**Partnership with the Community**  
**Visual Presence in the Community**  
**Detection and Apprehension of Offenders**

## **VALUES**

We achieve our mission by following our values:

**Integrity**  
**Fairness and Equity**  
**Personal Responsibility**  
**Customer Orientation**  
**Teamwork**  
**Planning and Problem Solving**

## **PERFORMANCE MEASUREMENTS**

The Plano Police Department has four Organizational Performance Measures, by which we gauge our success in achieving our mission

**Crime Rate**  
**Traffic Safety**  
**Timely Service**  
**Quality of Service**

## **EXECUTIVE TEAM**



Chief Greg W. Rushin was appointed Chief of Police in 2001. Chief Rushin has a diverse law enforcement background, with over thirty years of police experience. Chief Rushin began his career as a Deputy Sheriff in Illinois. He is also a former FBI Agent, who served in the Washington, D.C. area during his tenure. Chief Rushin oversees operations of the entire department.



Assistant Chief of Police Ed Drain has been a member of the Plano Police Department since 1994 and was appointed as the Assistant Chief of Police in September 2006. Assistant Chief Drain oversees all police operations involving Patrol Services.



Assistant Chief Gay Schaffer began her career with the Plano Police Department as a dispatcher in 1986 and became a police officer in 1988. Assistant Chief Schaffer is the first female assistant chief in the Department's history. She serves as the commander of the Support Services and Investigations Divisions. These divisions include Criminal Investigations Units, Emergency Services Unit, Training, Crime Prevention, Warrants and Court Security, School Resource Unit, and the Traffic Unit.



Mr. Edward Brashear began his career with the Plano Police Department in 1978 as a police officer and he was appointed Police Administrative Manager in 1999. Mr. Brashear oversees the Administrative Services Bureau that includes Accreditation, Alarms, Crime Analysis, Crime Scene Investigations, Fiscal Affairs, Jail, Planning and Research, Property and Evidence, Quartermaster, and Records Units.



Mr. Curtis Howard is the Senior Legal Advisor to the Plano Police Department. He provides legal opinions and advice to the Chief of Police and Command staff, assists officers in applying the law and evaluating cases, oversees the Open Records Unit, and regularly trains officers in such areas as search and seizure and legislative changes. He is board certified in criminal law by the Texas Board of Legal Specialization and is licensed to practice law in Texas and Colorado.



Captain Dan Curtis has been a member of the Plano Police Department since 1990. He serves as the commander of the Support Services Division, which includes Crime Prevention, Warrants and Court Security, School Resource Officers, School Crossing Guards, Traffic Unit, Homeland Security, Training Academy, Emergency Services Unit, and Special Events.





Captain Mike Tower has been a member of the Plano Police Department since 1981. He serves as the commander of the Criminal Investigative Services Division. CISD includes the Crimes Against Persons Unit, the Property Crimes Unit, the Narcotics Unit, the Intelligence Unit, and the Family Violence Unit.



Captain Danny Pirozzo has been a member of the Plano Police Department since 1991. He commands the Patrol Services Division Command Area 1. This Command Area includes the City of Plano east of Custer Road, the Canine Unit, High Visibility Enforcement Unit, and the Public Safety Officers.



Captain Steve Copling has been employed with the Plano Police Department for 28 years. He commands the Patrol Services Division Command Area 2. This Command Area includes the City of Plano west of Custer Road and the Neighborhood Police Unit.



Mr. Danny Alexander has been a member of the Plano Police Department since 2008. He serves as the Planning and Research Coordinator and oversees the Crime Analysis Unit. Mr. Alexander has a diverse law enforcement background with over thirty years experience as a Texas peace officer. He has served as the Chief of Police for two cities in Texas.



Mrs. Charlotte Holzmeister began her career with the Plano Police Department in 1994. In 2004, she was appointed as the Manager overseeing the Department's Records Division. Mrs. Holzmeister oversees the Department's records management system, compliance with state and federal laws for access to the National and Texas Crime Information Computing systems, the processing of all departmental offense, incident, arrest, and investigative reports, and the Alarm Unit.



Ms. Meredith Marino has been a member of the Plano Police Department since 2011. She serves as Manager of the Department's Detention Division. Ms. Marino and her staff are responsible for operations of the Plano Municipal Jail that processes, manages, and houses all adult prisoners taken in to custody. Ms. Marino, who was the former Chief of Probation in Lake County, California, before joining our department, possesses certifications from the National Institute of Corrections in Executive Leadership and Jail Administration.



Dr. Rick Staub has been a member of the Plano Police Department since 2013. He serves as the Manager of the Physical and Technical Services Division which includes Crime Scene Investigations, and the Property and Evidence Unit. Before joining the Plano Police Department, Dr. Staub was the Laboratory Director at three commercial DNA laboratories performing human identity testing beginning in 1990. He presently serves as a consultant on forensic DNA testing.

## **SECTION II - Forecast**

The foundation of strategic planning is long-term forecasting. The Plano Police Department forecasting capability integrates external and internal data to forecast “drivers” and their operational impacts. Those impacts, in turn, translate into organizational goals and objectives. The Plano Police Department identifies “drivers” as broad factors that can directly or indirectly cause changes.

The most notable operational impacts and organizational consequences related to each “driver” identified by the Plano Police Department are:

### **(1) Safe City**

**External** — cooperation with more entities; need more methods of cooperation beyond task forces and cases; increase sharing of information.

**Internal** — maintain UCR Part 1 Crimes below current 5-year average; maintain traffic crashes, crash injuries, and crash deaths below current 5-year average; understand crime crosses jurisdictional boundaries.

In the 21st Century, with the ready availability of travel and telecommunications, neither crime nor terrorism confines itself territorially. Nor do criminals or terrorists restrict themselves, in conformance with the structure of our laws, wholly to one bad act or the other. Instead, they enter into alliances of opportunity as they arise; terrorists commit crimes and, for the right price or reason, criminals assist terrorists. Today’s threats cross-geographic and political boundaries with impunity; and do not fall solely into a single category of our law. To meet these threats, we need an even more tightly integrated intelligence cycle. We must have extraordinary receptors for changes in threats and the ability to make immediate corrections in our priorities and focus to address those changes. In addition, we must recognize that alliances with others in law enforcement, at home and abroad, are essential. Local and national economic conditions have required the Department to practice greater fiscal restraint by utilizing existing personnel fully and focusing on technology to enhance information analysis and community involvement. The Department works closely with federal law enforcement partners and has personnel assigned to regional or federal-based task forces involving



the U.S. Secret Service, Southwest Financial Crime Task Force, FBI North Texas Regional Forensic Computer Laboratory, North Texas High Intensity Drug Trafficking Area, and the North Texas Joint Terrorism Task Force. Plano officers work with other law enforcement agencies to address specific crime problems common to the region. Intelligence information is developed by task force members and is funneled to the group from participating agencies.

The Plano Police Department has many systems online for tracking of this information and for sharing of intelligence within the law enforcement community. Additionally, personnel are trained, and continue to receive training, on the collection and analysis of intelligence information. Crime Analysis is an integral piece to intelligence gathering and deployment of Department personnel. The Plano Police Department collects and analyzes data gathered from various sources while verifying its validity to ensure the most efficient and accurate response to the information available. The Crime Analysis Unit is using intelligence analytical software to analyze and provide information and data to officers about the persons, places, and events that impact crime in our community. In addition to our staff of analysts, we continue to develop a robust data warehouse.

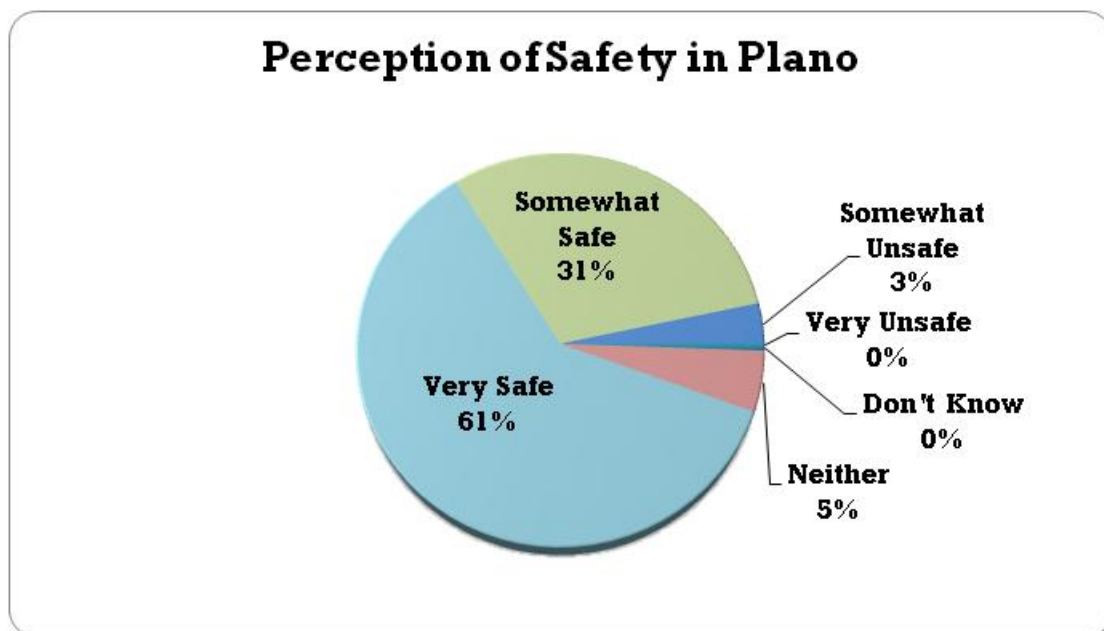
We continue to work closely with our partner agencies in the region, and have developed a close working relationship with the North Central Texas Fusion Center, an intelligence and data gathering initiative that supports the entire North Central Texas region. We will expand our data sharing capabilities with the Fusion Center by providing timely and accurate information to the Center.

The Department deploys equipment and personnel in an effort to reduce the possibility of crime taking place. One method used by the Department is the use of Sky Watch Towers. The Department deploys the towers to locations that show an increase in crime. In addition to deployment of the towers, employees and volunteers are assigned to patrol selected areas to discourage crime from taking place. The CAPP program (Citizen's Assisting Plano Police) has proven to be a valuable tool for the Department as these volunteers assist citizens with vehicle trouble as well as patrolling of parking lots for handicap violations, staffing the Sky Watch Towers, and monitoring cameras used for crime deterrence. The volunteers also provide valuable support to the Department in

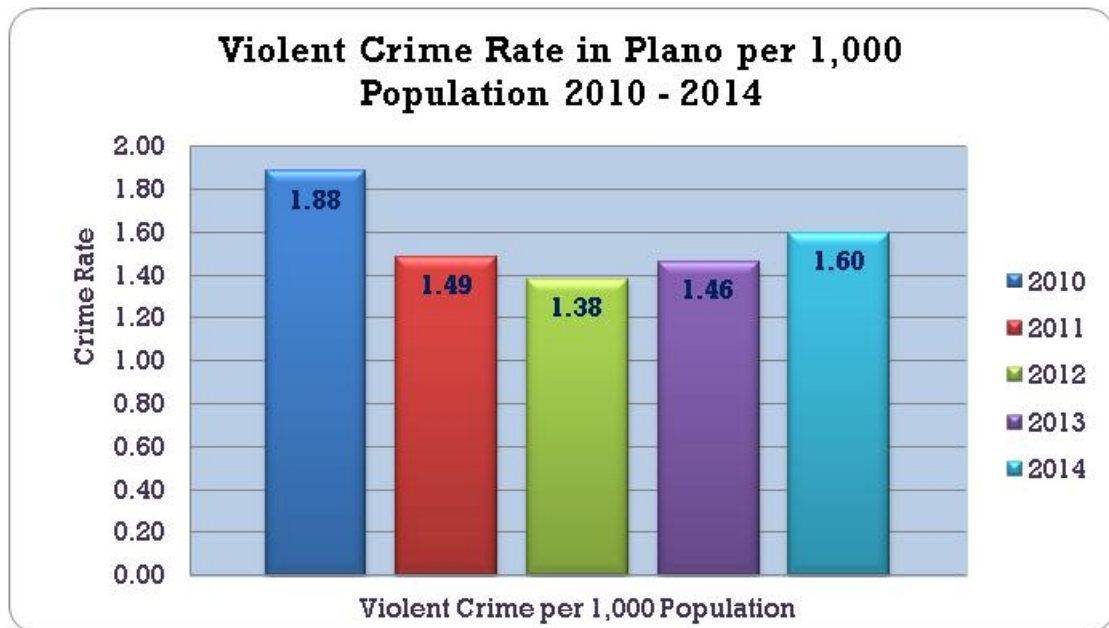
resolving outstanding municipal court warrants. The volunteers call the wanted person on the telephone and help them arrange to pay the outstanding fine.

In 2014, the Department began a Community Camera Program that allows residents and businesses in the City of Plano to register their privately owned surveillance camera systems with the Police Department. The Department anticipated being able to use the information or footage gathered from these video surveillance systems to assist in the apprehension and prosecution of the criminals. The community's response to this program has been positive.

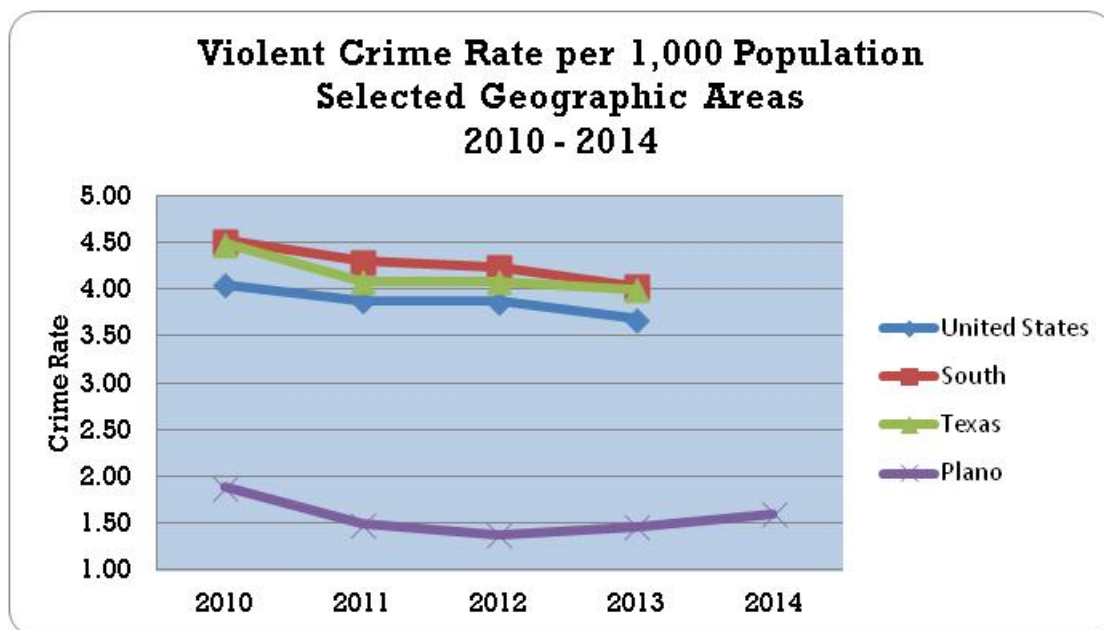
Annually, the Department conducts a Citizen Survey of Police Services. One question asked of the survey participants relates to how safe they feel in Plano. In 2014, the most recent survey, 92 percent of the survey respondents indicated they felt "Very Safe" to "Somewhat Safe." Only 3 percent of the respondents indicated that they feel "Somewhat Unsafe."



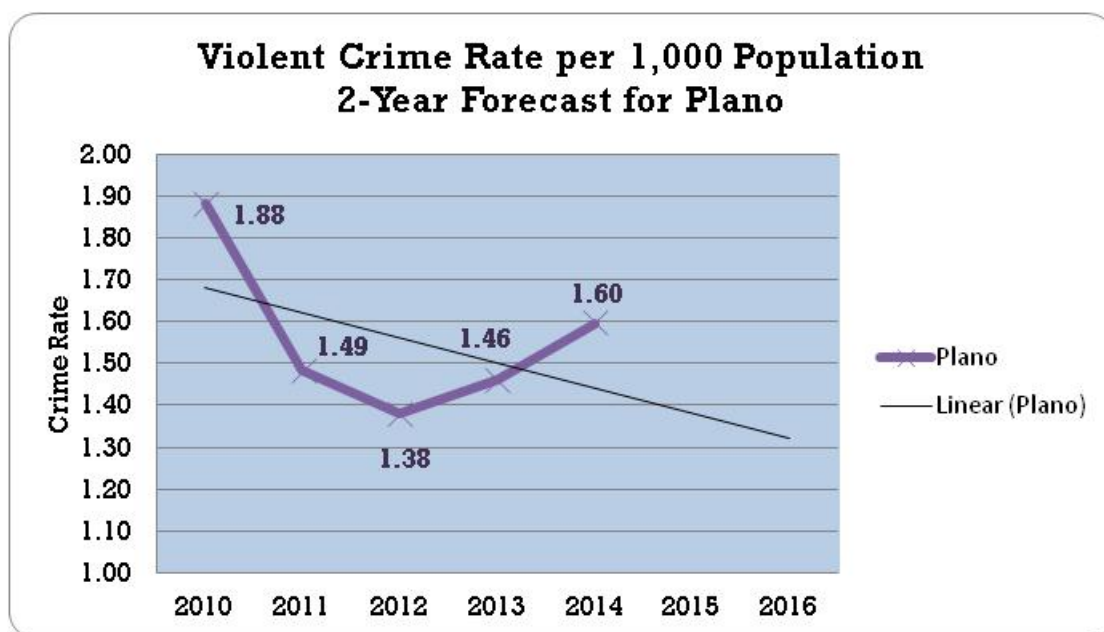
**Crime Forecast:** Generally, the violent crime rate in Plano has decreased during the last five years (2010-2014) falling 15.2 percent from 2010. However, in 2014, violent crime per 1,000 residents increased by 9.3 percent compared to the previous year, driven primarily by a 49.1 percent increase in reported robberies.



The violent crime rate in Plano continues to be below the violent crime rate for the United States, states in the south, and the State of Texas. The chart on page 18, Violent Crime Rate Selected Geographical Areas 2010 – 2014, compares estimated violent crime rates for Plano, the United States, states in the south, and the State of Texas. As of March 2015, the 2014 crime rate data for the United States, those states located in the south, and the State of Texas were not available for comparison.

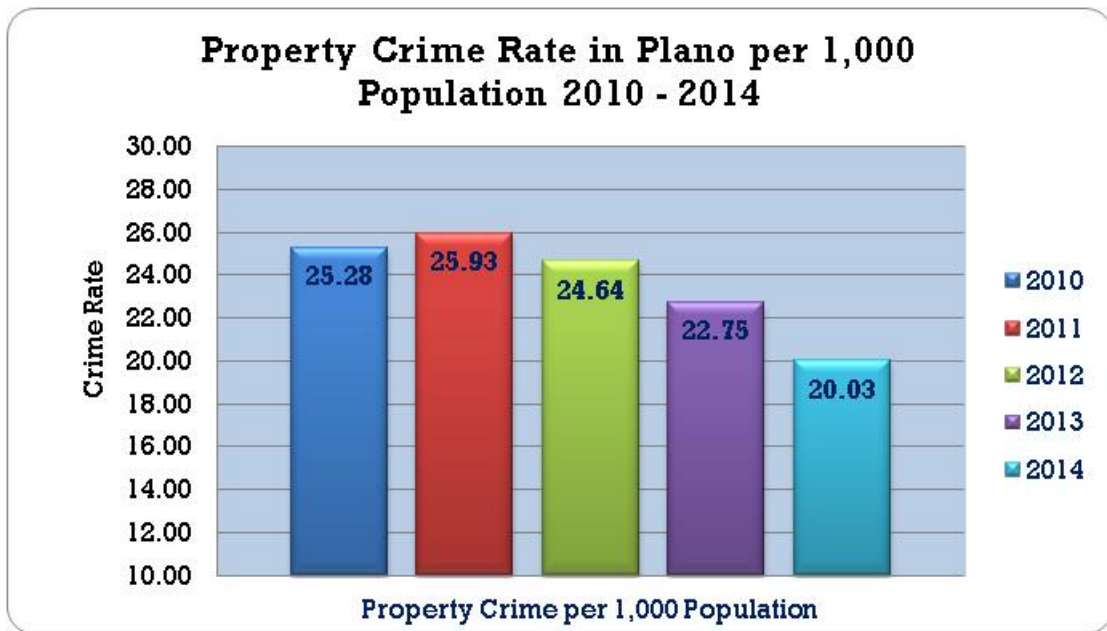


Based on the past violent crime rate trends, it is forecasted Plano will continue to see a decrease or at a minimum a flattening in reported violent crimes.

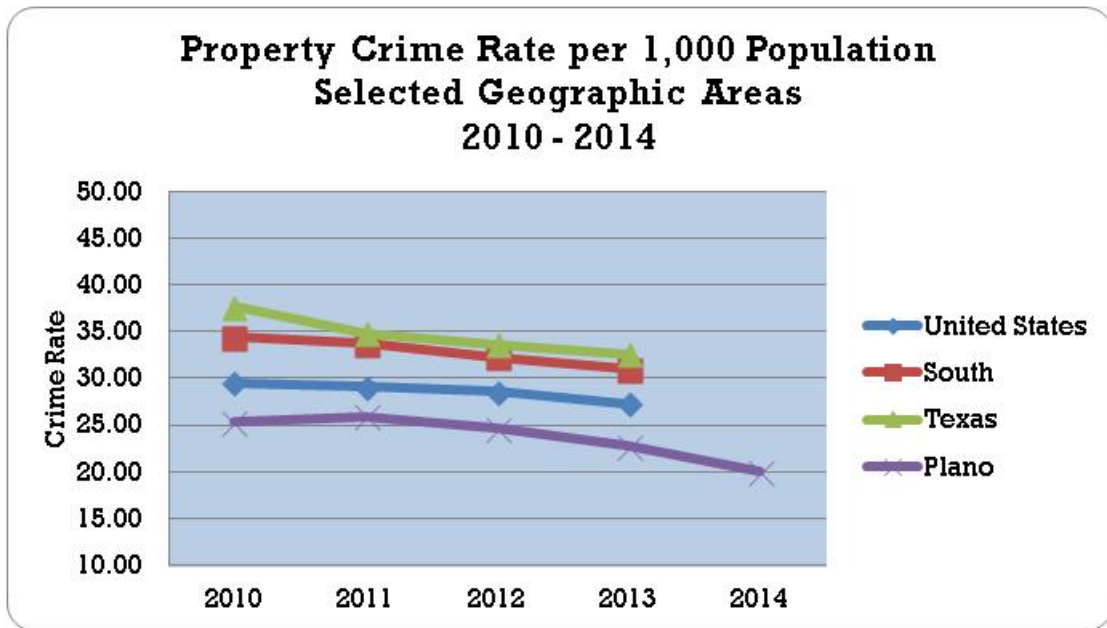




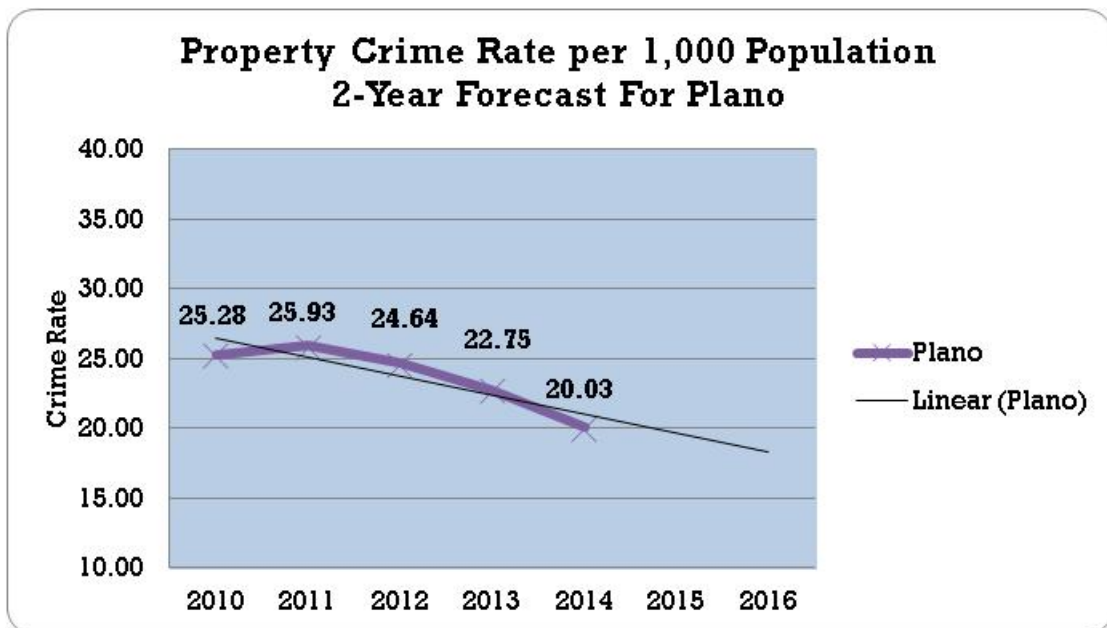
The property crime rate in Plano has also significantly decreased during the past five years (2010 - 2014) falling 20.8 percent since 2010. In 2014, the property crime rate for Plano decreased 12.0 percent over the 2013 property crime rate. The reduction of property crime in Plano during 2014 is attributed to the decline in reported burglary, larceny, and motor vehicle theft crimes. The largest decrease was in burglaries, which declined 16.4 percent and larceny crimes declined 9.7 percent. In 2013 and 2014, the Department successfully investigated and arrested several persons involved organized retail theft rings. These investigations may be responsible for the decline in larceny. Also, the Department has investigated and arrested several burglary rings, including some that have International connections. These arrests may account for the reduction in reported burglaries.



From 2010 to 2014, Plano's property crime rate was lower than the rate for the United States, Texas, and the Southern Region of the United States. The chart below compares estimated property crime rate in Plano for the years 2009 - 2013 to National, Regional, and the State of Texas. As March 2015, the 2014 property crime rate for the United States, those states located in the south, and the State of Texas were not available for comparison.



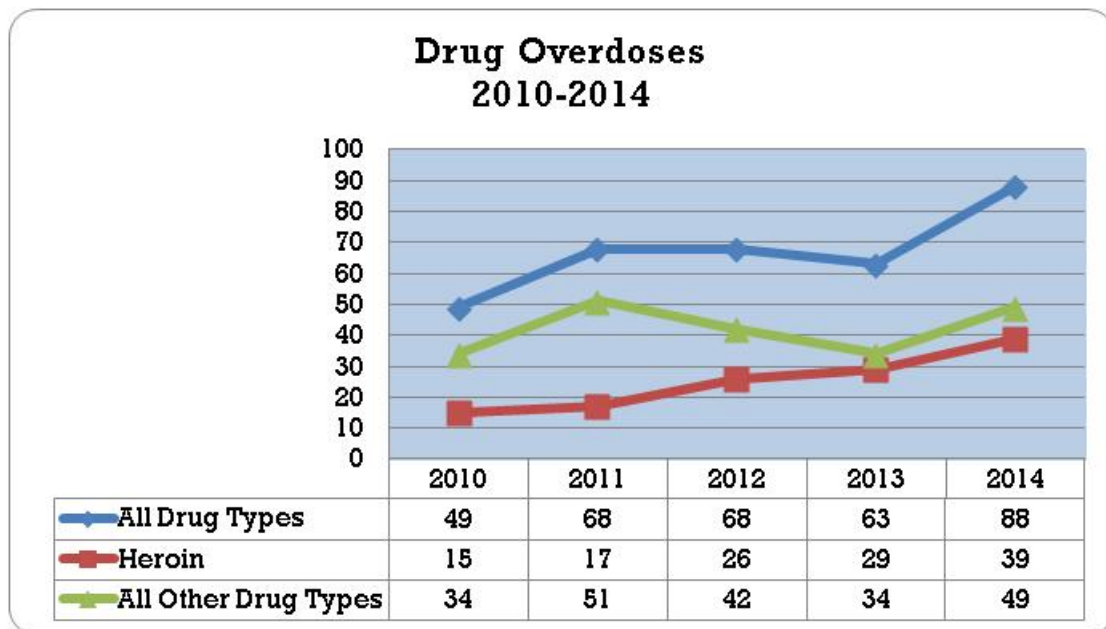
Based on the past property crime rate trends, it is forecasted Plano will continue to see a decline in reported property crimes.



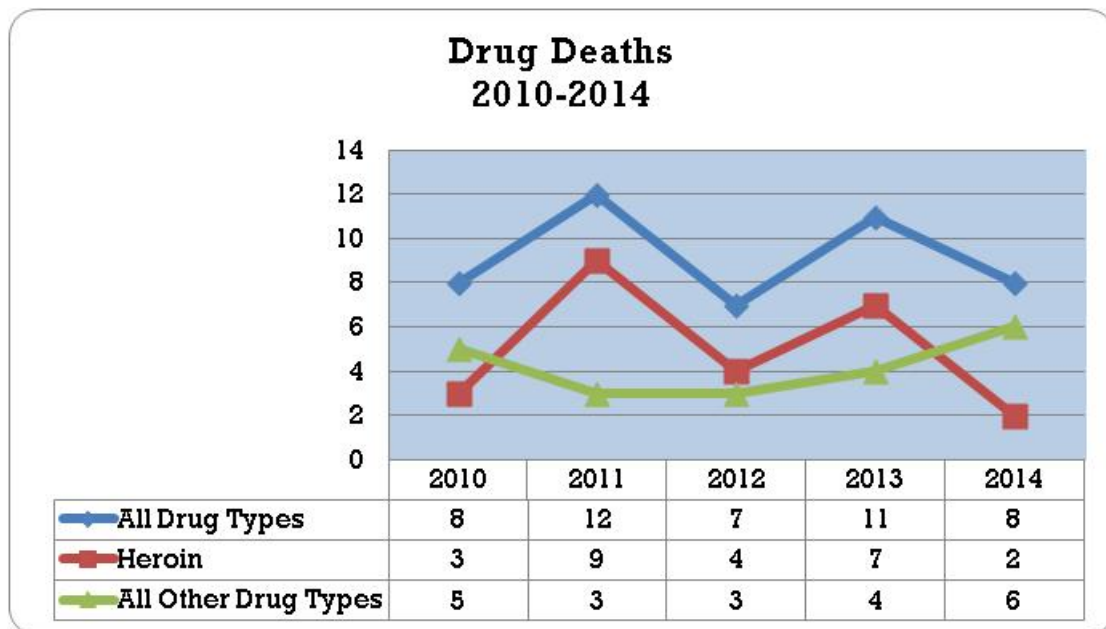
### Narcotics Forecast:

Narcotics use and sales continue to be a challenge. According to the National Drug Control budget, the Federal government budgeted over \$25 billion in FY 2014 for treatment, prevention, domestic law enforcement, and interdiction. The Centers for Disease Control reported that nationally, drug overdose deaths increased 6 percent in 2013. Heroin, cocaine, methamphetamine, marijuana, and prescription drugs continue to be trafficked and consumed in the Plano area. While the number of fatal narcotic overdoses has fluctuated since 2010, the number of non-fatal overdoses has continued to increase with the sharpest increase appearing in the number of non-fatal heroin overdoses that has increased 79.6 percent from 2010 to 2014. This increase coincides with the national trend of increased numbers of heroin users and overdoses and appears to be the biggest future threat for Plano.

In Plano, reported drug overdose in 2011 increased 38.9 percent (68 reported) over 2010 reported overdoses. In 2012, drug overdose decreased 10.3 percent (61 reported) over reported overdoses in 2011. In 2013, drug overdoses increased 4.9 percent (64 reported) over 2012 overdoses, and in 2014, drug overdoses increased 37.5 percent (88 reported) over reported drug overdose deaths in 2013.



Drug overdose deaths in 2011 increased 100 percent (12 reported) over 2010 reported overdose deaths. In 2012, drug overdose deaths decreased 50 percent (6 reported) over reported overdose deaths in 2011. In 2013, drug overdose deaths increased 100 percent (12 reported) overdose deaths, and in 2014, drug overdose deaths decreased 33 percent (8 reported) over reported drug overdose deaths in 2013.



Another developing trend is the use of synthetic cannabinoids (K2, spice), cathinones (stimulants, bath salts, flakka), hallucinogens (25-NBOMe, DOC). These forms of narcotics are easily accessible and stronger and have a higher risk of overdose, including fatal. The use of e-cigarette devices for illegal narcotics consumption is also on the rise. Users are continuing to develop new methods for using the devices to consume different forms of illegal narcotics disguising them as legitimate forms of liquid nicotine. In 2015, the Texas State Legislature passed statutes criminalizing the manufacturing, trafficking, possession, and use of the synthetic drugs.



**Traffic Safety Forecast:**

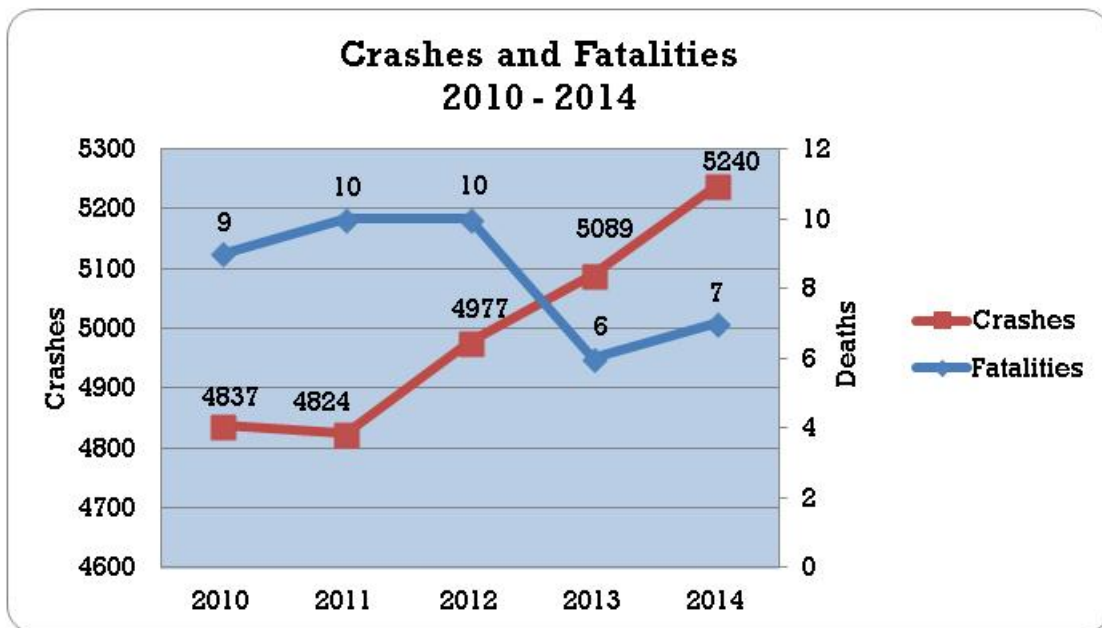
Plano is a large metro-city that attracts people from around the state, region, and nation. Plano is home to two regional malls. Three regional hospitals are located within Plano, each serving people from surrounding counties and states. Additionally, Plano is home to a sizeable community college campus, a satellite campus for Southern Methodist University, a large technology corridor, and headquarters for several major corporations or their subsidiaries, including Frito-Lay, J.C. Penney, HP Enterprise Services, Capital One Finance, Rent-A-Center, Ericsson, Dr. Pepper Snapple Group, and Dell Perot Systems. Recently announced headquarter relocations to Plano included Toyota Motor Engineer and Manufacturing North American, Inc. and FedEx Print and Office Services.

Several highways pass through the city limits and carry a significant number of non-Plano resident motorists through Plano. U.S. Highway 75 is a major route that carries motorists from north Texas and Oklahoma into the area. State Highway 121 (Sam Rayburn Tollway) carries a significant amount of the east/west traffic daily. The Tollway defines much of the northern boundary of Plano and carries drivers from north Texas and southern Oklahoma to Fort Worth and DFW International Airport. State Highway 190 (President George Bush Turnpike) anchors Plano's southern border, and carries traffic from the east and west portions of the metro-area. A large portion of the Dallas North Tollway passes through Plano and carries transient motorists throughout the metropolitan area and region. New commercial and residential development continues in Plano and in Northeast Texas bringing an increase in traffic volume to Plano streets.

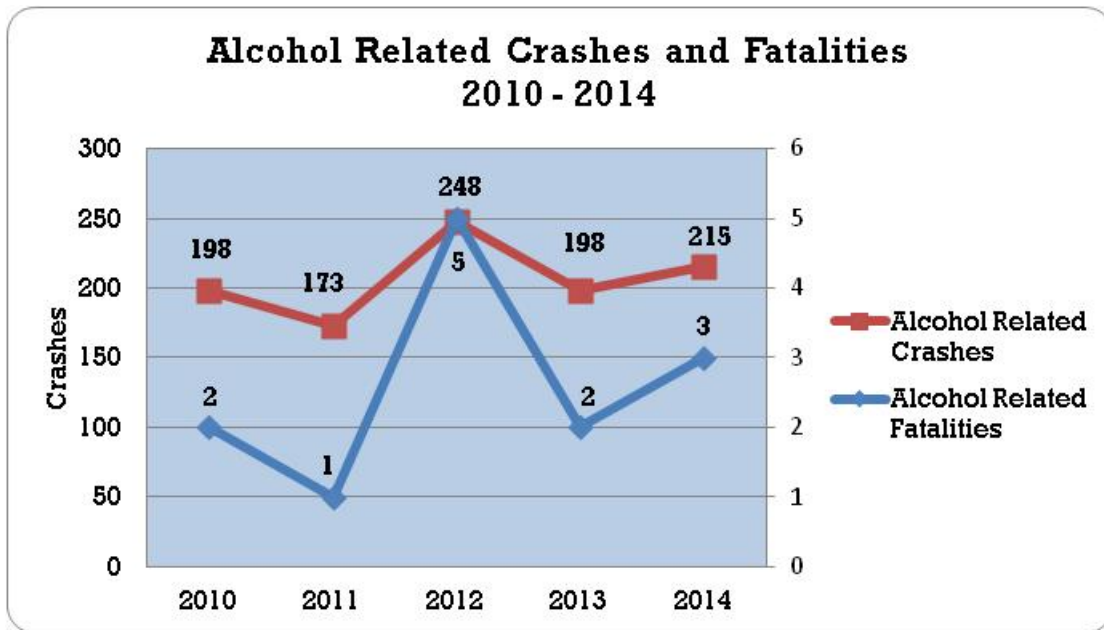
Making Plano a safe city includes developing specific strategies for ensuring the streets of Plano are safe for the motoring and pedestrian public. The Department holds monthly Traffic Management Analysis Program (TMAPS) meetings to review key statistical information regarding motor vehicle crashes, traffic enforcement efforts, and personnel analysis to determine if strategies have been effective in meeting stated goals and to determine future strategies. This, combined with citizen concerns, results in directed enforcement efforts at specific locations.

The number of motor vehicle crashes in Plano decreased annually from 2005 through 2011. In 2012, motor vehicle crashes increased 3.3 percent over 2011 crashes. In 2013, crashes increased 2.3 percent and in 2014, crashes increased 2.9 percent.

Fatal motor vehicle crashes increased from 9 in 2010 to 10 in 2011. During 2012, fatal crashes held at 10, but decreased to 6 in 2013. In 2014, fatal crashes increased by 1 crash over the 2013 fatal crashes. See the chart, Crashes and Fatalities, 2010 – 2014.



In 2011, crashes where alcohol consumption was a causation factor decreased 12.6 percent. In 2012, alcohol related crashes increased 43.4 percent and in 2013, crashes decreased 20.2 percent. However, in 2014, alcohol related crashes increased 8.6 percent. Fatalities that were the results of alcohol related crashes decreased in 2011 and 2013. However, in 2012 those deaths increased to 5, a 400 percent increase over 2011. In 2014, there were 3 alcohol related crash fatalities, which were up from 2 in 2013. See the chart, Alcohol Related Crashes and Fatalities, 2010 – 2014.



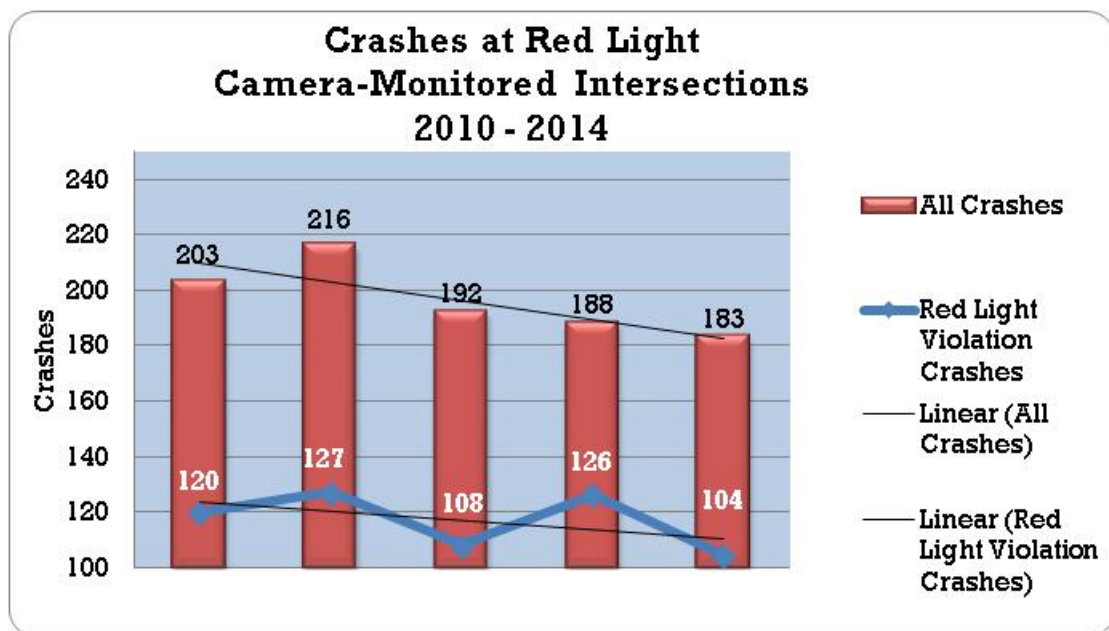
The Department utilizes Selective Traffic Enforcement Program (STEP) project grants Red Light Camera Traffic Safety funds to provide additional traffic enforcement for such as enhanced DWI patrols, speeding violations, intersection violations, and seatbelt violations. The Department places a strong emphasis on reducing motor vehicle crashes where alcohol and drug impairment is a factor in the crash. Enforcement, Education, and Community Partnerships are vital components of the Department's strategies to reduce traffic crashes and save lives.

In 2006, to reduce motor vehicle crashes at certain intersections, the Department implemented a red light camera program. Plano has a Citizen's Advisory Committee as required by State law to advise the city on the use of and any expansion of the red light program. The city meets with the advisory committee annually.

Since the installation of the first red light cameras at thirteen intersections, there has been a dramatic reduction in crashes at those intersections. Crash analysis for each 13 monitored intersections 18 months before the installation of red light cameras and 18 months after found crashes at the intersections declined by 41.2 percent. Annually, from 2006, with installation of the first red light cameras, to 2009, the number of crashes occurring at the red light camera-monitored intersections decreased. In 2010, crashes occurring at camera-monitored intersections increased 3.6 percent and in 2011, crashes

increased 6.9 percent. In 2012, 2013, and 2014 crashes at camera-monitored intersections declined 11.1 percent, 2.1 percent, and 10.3 percent respectively.

Crashes resulting from red light violations at camera-monitored intersections increased 11.1 percent and 6.7 percent in 2010 and 2011 respectively. In 2012, red light violation crashes decreased 15 percent, but increased 16.7 percent in 2013. In 2014, the number of red light violation crashes at camera-monitored intersections decreased 24.1 percent from 2013 crashes. See the chart, Crashes at Red Light Camera-Monitored Intersections, 2010 – 2014.

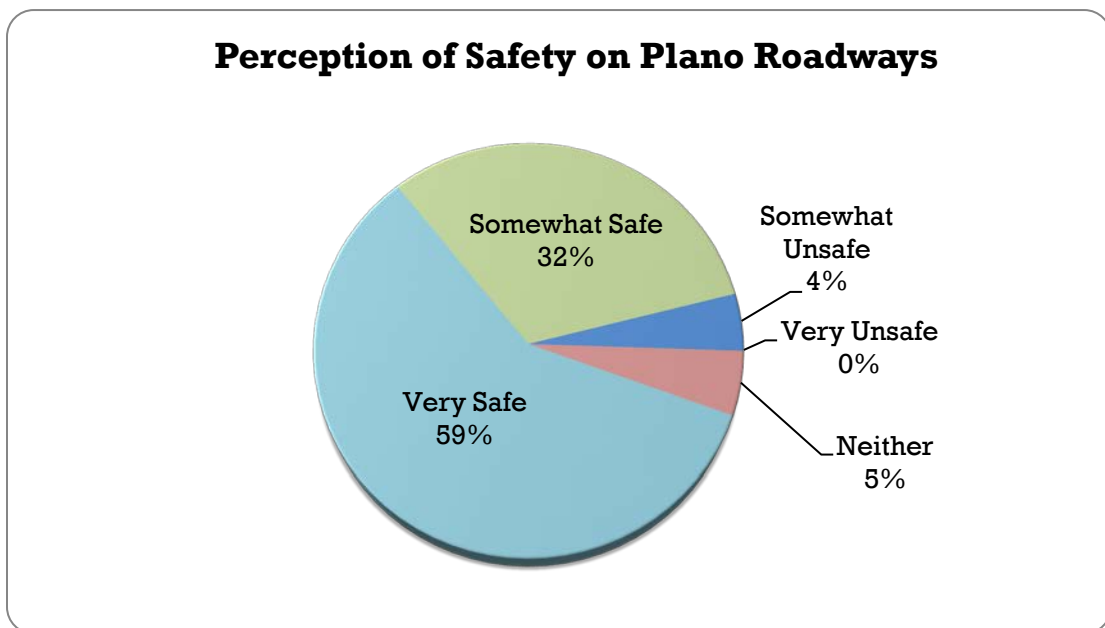


In 2014, the red light camera program expanded to include the following eight additional intersection approaches:

- Northbound Dallas Parkway at Legacy Drive
- Southbound Dallas Parkway at Legacy Drive
- Southbound Preston Road at eastbound Plano Parkway
- Northbound Preston Road at eastbound Plano Parkway
- Eastbound 15th Street at Independence Parkway
- Westbound Plano Parkway at Jupiter Road
- Northbound Dallas Parkway at Headquarters Drive, and
- Eastbound Park Boulevard at southbound Dallas Parkway

Although use of red light cameras as a tool to reduce crashes at intersection is successful, there is strong opposition to their use in Plano and other Texas cities. State legislation introduced in 2015 to ban the use of red light cameras had strong support but ultimately failed to pass. Plano could see a local referendum on the matter in future. If red light cameras are prohibited, more enforcement resources will be needed to maintain the same level of traffic safety. The City of Houston, Texas lost red light cameras and, after they were removed (4 years with red light cameras compared to 4 years after without), saw a significant increase in crashes, injuries, and fatalities at intersections. It is imperative that Plano continues to put forth the narrative that these cameras are saving lives everyday. One only has to review footage from the cameras of crashes and near crashes to see how important of a tool the cameras are in making Plano streets safe.

Annually, the Department conducts a Citizen Survey of Police Services. One question asked of the survey participants relates to how safe they feel driving on roadways in Plano. In 2014, the most recent survey, 91 percent of survey respondents indicated they felt “Very Safe” to “Somewhat Safe” while motoring in Plano. Only 4 percent reported feeling “Somewhat Unsafe” on Plano streets.



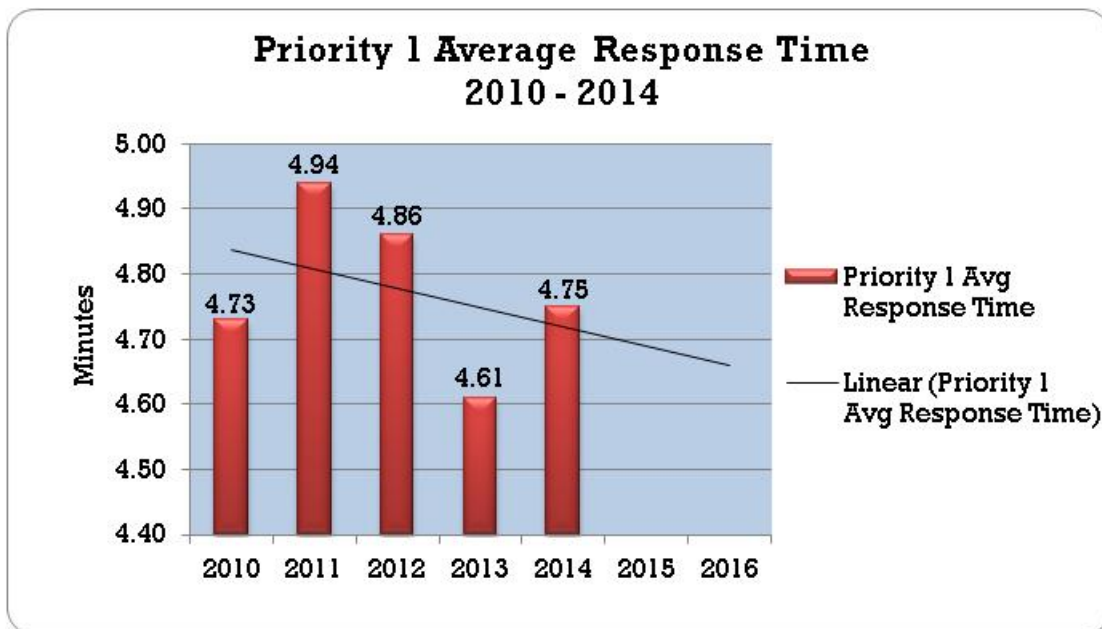
## (2) Exceptional Quality Services

**External** — increased traffic congestion will affect the Department's response times.

**Internal** — respond to priority one calls for service within 5 minutes; respond to all other priority calls for service within 7 minutes; specialized response to mental health consumers.

### Timely Service Forecast:

As Plano continues to grow and the streets become more congested with traffic, the Department is committed to continued response to calls for service safely and timely. The Department's goal is to respond to priority one calls for service within 5 minutes or less. For the past 10 years, the department has met that goal and the response time trend has been downward. The chart, Priority 1 Average Response Time, 2010 – 2014 below shows the trend for priority one call for service response time for the past 5 years.



In order to continue to meet our timely service goal, the Department is committed to utilizing the Telephone Reporting Unit and Public Safety Officers to handle certain calls for service, thereby freeing up officers to respond to the more serious calls for service in a timely manner. The goal is for the Public Safety Officers to handle 12 percent of the calls for service. In 2014, the Unit handled 17.8 percent of the calls for service. In the



coming years, it is paramount the Department maintain full staffing in the Unit in order to continue to meet the goal.

In April 2013, the Department implemented Citizen Online Reporting for citizens to report certain crimes online, thus lowering costs and increasing officer's availability to respond to more serious calls for service. The following offenses are reportable using this service; harassments, hit and run crashes, identity theft, lost property, theft (less than \$1,500), criminal mischief (less than \$1,500, not including graffiti) and supplements. The Public Safety Unit is responsible for processing the online reports daily. Once the Public Safety Officer approves the report, the victim receives a confirmation email with the incident number and may print a copy of the report. The Unit processed 449 reports in 2013 and 788 in 2014, an increase of 75.5 percent.

In 2011, the Department implemented 12-hour shifts with a 10-hour power shift for patrol officers. The purpose of the reorganization was to increase the effectiveness by placing more officers on the street during peak calls for service load periods and to serve as a greater deterrent to crime occurring during the late night hours. In 2015 the program will be evaluated to ensure that it is effective and achieving its intent.

The Department has fully implemented Automated Field Reporting (AFR). All officers are able to complete offense reports in the field and computer stations located in the jail and at the police headquarters building. This system makes it possible for officers to write reports in the field and have them uploaded to the Records Management System by the end of their shift thus making the report available more quickly to Detectives and to the public. The Department continues to work to solve cases more quickly and to provide information to citizens as soon as possible. This system will decrease the time between the report of the call and the call information being available in the Records Management System and to detectives.

#### **Mental Health Consumers:**

Providing appropriate services and the proper handling of mental health consumers that Police Officers contact on a daily basis is a necessity to ensure the consumer receives appropriate assistance, sometime in lieu of incarceration. Approximately 24 percent of

individuals incarcerated at the Plano City Jail in the month of September 2014, and during the month of October 2014, suffered from mental health issues (self-reported during Intake Screening), including co-occurring disorders, mood disorders, suicidal ideation/activity and lack of taking prescription medication. The majority of the arrests were for Public Intoxication, Criminal Trespass, and/or Class C warrants. Whether sworn officers, mental health staff, other community-based organizations, or detention staff interacts with these individuals, there must have an agreed upon, collaborative approach and effective treatment strategies for when they are released back into our community.

In 2009, the Department began a Crisis Intervention Team Program (CIT). CIT trains officers in better respond to mental health consumers in crisis. It also increases the communication between law enforcement and the mental health providers in our community. All sworn officers are required to be CIT trained. The Department's goal is to provide comprehensive CIT training to Detention Officers.

In 2014, the Department hired a Mental Health Coordinator to manage police interventions with mental health consumers and other city staff, service providers, hospital staff, advocacy groups, and court staff to ensure available health or social services are provided to the consume and to reduce repeated contacts between consumers and the Department.

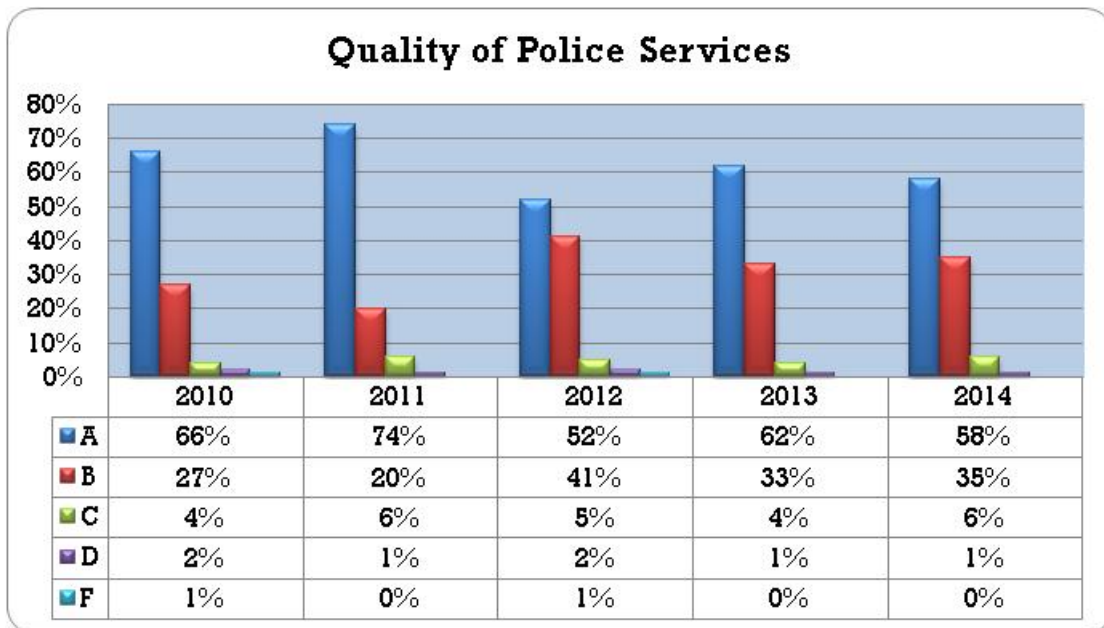
#### **Quality Service Forecast:**

In order for the Department to bring all of the performance measures together the focus must include a high quality of service provided by our employees. Quality service is paramount while delivering services otherwise, the end-result will be negatively impacted. From quality assurance programs to Citizen's Surveys, the agency strives to ensure its citizens are pleased with the response they receive from all components of the Department.

Three times a year, on a quarterly-basis the Department surveys customers who received police services during the previous quarter. In December of each year, the Department conducts a much larger Citizen Survey of Police Services. The Department's

executive, command, and supervisory staff members receive the analytical reports of both surveys. The annual Citizen Survey of Police Services report is posted on the Department's web site. The City of Plano has an ongoing Customer Service Survey. The Department receives a monthly report that includes employee commendations written by citizens. The Department provides the employees a copy of the commendations.

The Department's 2014 Citizens Survey of Police Services found that 93 percent of the survey respondents rated the quality of police services provided as above average. Six percent rated the quality of police services as average and 1 percent gave a below average rating. The following chart, Quality of Police Services, provides citizen ratings for the past five-years (2010 – 2014).



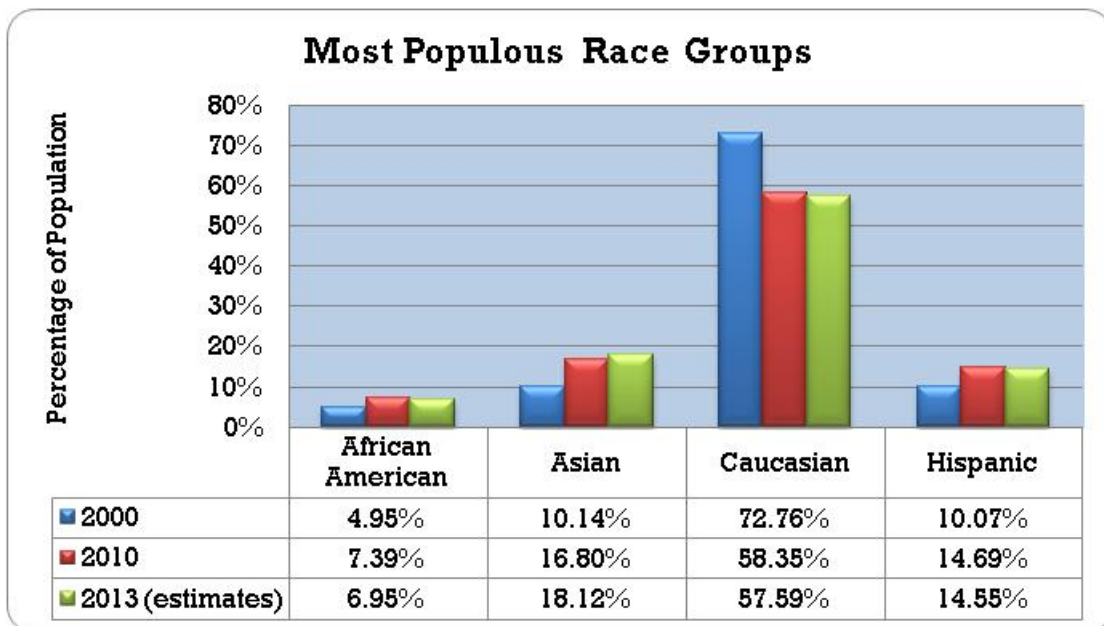
### (3) Demographic Changes

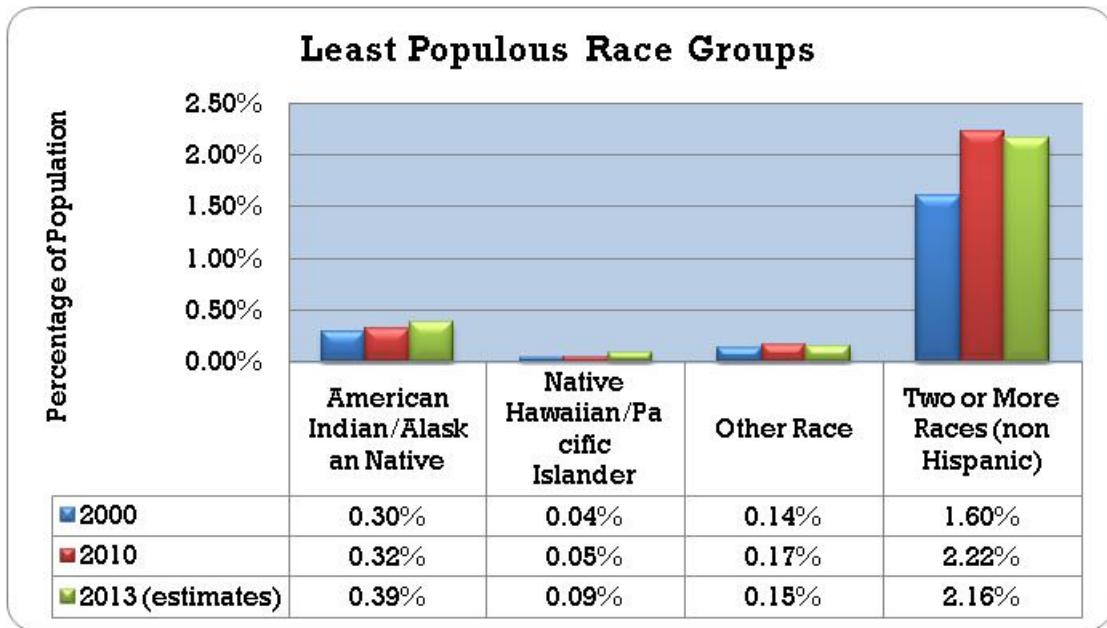
**External** — an aging and ever increasing diverse community presents the opportunity for the Department to increase mutual understanding within the community. As the community continues to diversify, the Department needs a greater variety of multilingualists.

**Internal** — nearly 24 percent of the sworn staff is eligible to retire; staff turnover presents opportunity for culture change and greater diversity, but loss of organizational memory.

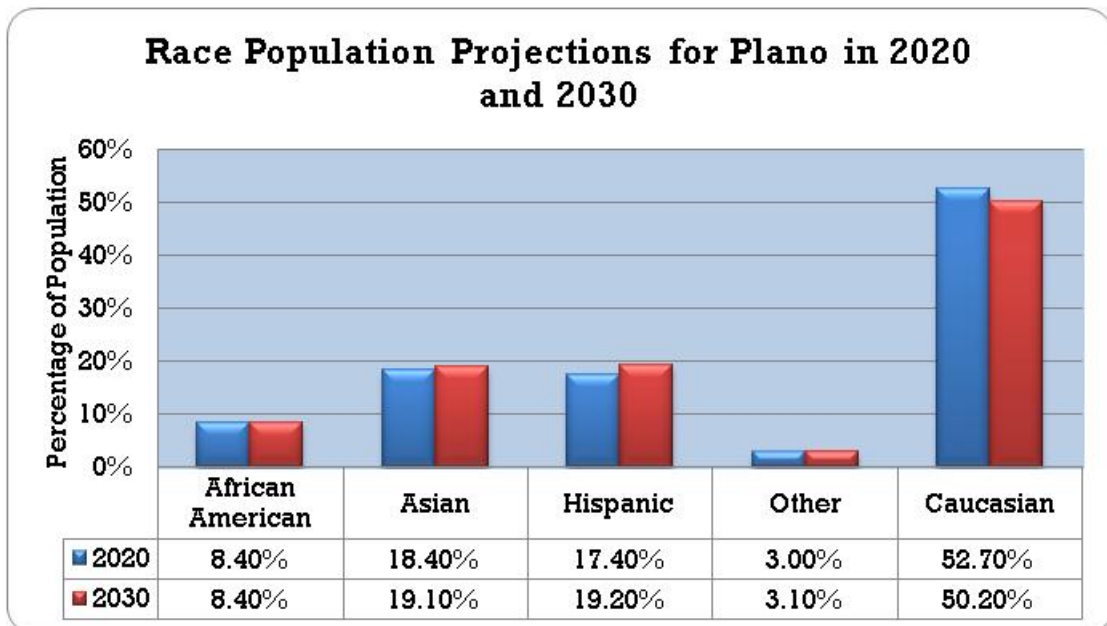
Plano was once thought of as a homogenous community of married couples with children. However, diversity continues to change the face and culture of the City of Plano. Recent trends show that traditional, non-traditional families and single-parent households are growing. In 1990, 42.3 percent of all households in Plano had two parents; by 2013, that number had increased to 57.5 percent. In 2013, 9.8 percent of Plano's population was over the age of 65. It is estimated that by the year 2020, 15.3 percent of Plano's population will be over the age of 65. Nationally, the percentage of people age 65 and over is growing faster than the total U. S. Population.

Plano's greatest population growth has occurred within the Asian race. According to census data, between the 2000 and the 2010 decennial census the Asian race increased 93.9 percent, while the African American race grew 74.7 percent. The Caucasian race decreased 6.1 percent. During the same period, persons of Hispanic ethnicity increased 70.7 percent. See the charts, Most Populous Race Groups and Least Populas Race Groups





Population projections for Plano, in the years 2020 and 2030, project the Hispanic ethnicity will see the greatest growth while the Caucasian race will continue to decrease. The Asian race is also projected to continue to grow.

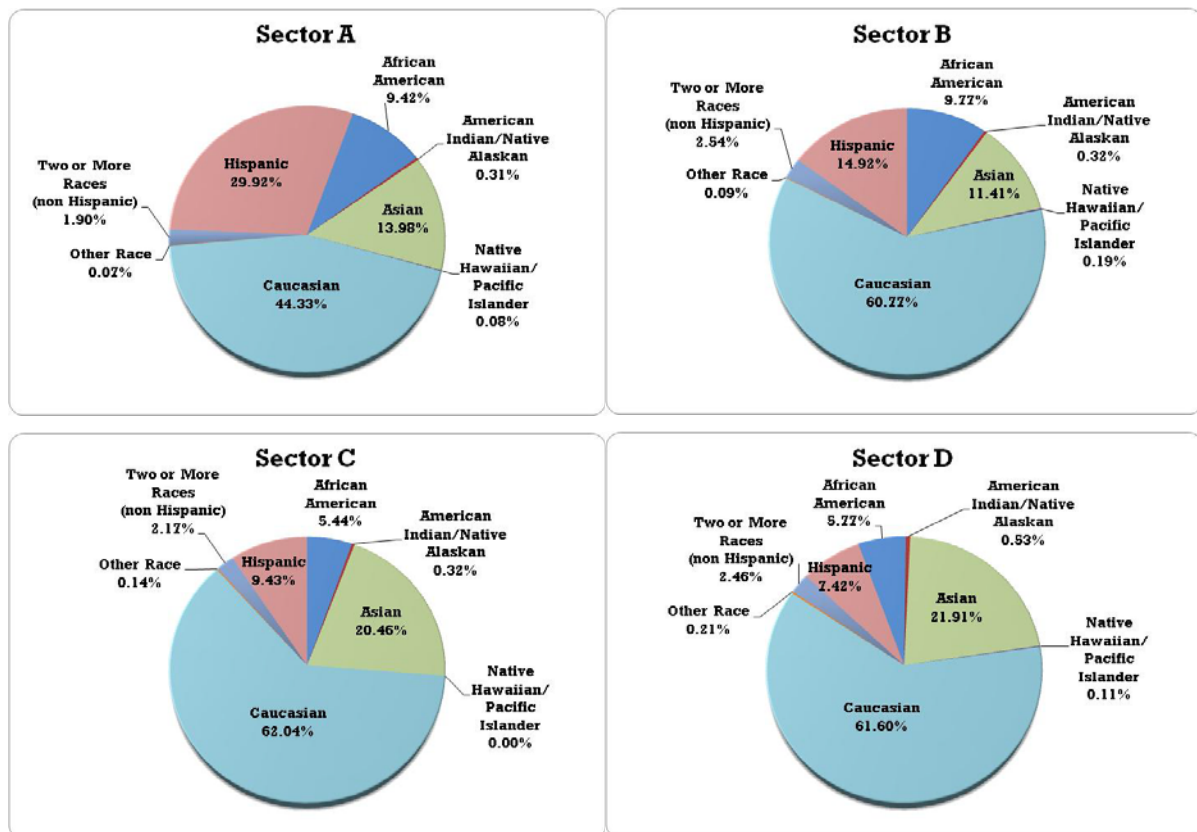


Providing services for immigrant populations can be challenging for law enforcement especially where culture and language are concerned. DFW International, a community alliance, reported in 2010 that 44 percent of North Texas residents are New Americans

and there are 239 different languages spoken in the area, with over a third of these languages reflecting African cultures new to the region.

The following pie charts, Racial/Ethnic Distribution by Policing Sectors, depict racial/ethnic demographic information from the 2009 – 2013 American Community Survey 5-Year Estimates about people who live within the Department's policing sectors.

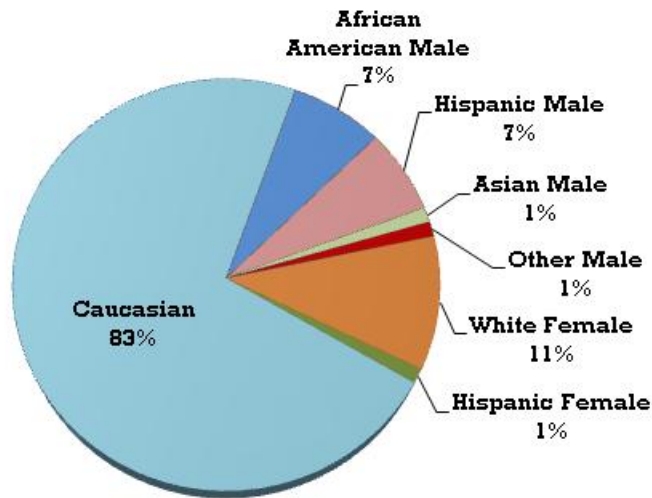
### Race/Ethnicity Distribution by Policing Sectors



As of 2015, the Police Department has 40 employees that are Spanish linguists, 5 who are German linguists, 4 employees are Chinese (Cantonese or Mandarin) linguists, 2 are French linguists, 2 employees are Romanian linguists, and there is linguists for the Korean, Kurdish, Serbo – Croatian, and Farsi languages. The Department also has two employees who are fluent in American Sign Language.



### Race and Gender of Sworn Personnel



As Plano's population demographics change in the future, the Police Department is firmly committed to identifying crime and safety issues associated with a growing immigrant population and to working with these residents to find solutions to those issues. To develop a high level of mutual trust and respect with the immigrants, Police Department employees must be able to communicate with those who cannot speak the English language. The Department is acutely aware of the need for a more diverse employee base, that has strong understandings of different cultures and who speak, read, and write languages other than the English language.

#### (4) Highly Professional Staff

**External** – recruiting challenges within certain race groups

**Internal** – retirements; Civil Service promotional process; state mandated training

The Plano Police Department is comprised of an authorized force of 358 sworn officers, 154 full-time civilians, and 90 part-time civilians. These dedicated men and women, represent ethnic and cultural diversity, and they are dedicated to the Department's motto of Professionalism - Integrity - Progress. Police Department employees are committed to fulfilling the City's mission of "providing outstanding services and facilities

through cooperative efforts that engage our citizens and that contributes to the quality of life in our community” and the Departments Mission “to provide outstanding police services, in partnership with the community, to maintain a safe environment that contributes to the quality of life.”

Sworn employees of the Department are subject to State Civil Service statutes for hiring, pay, discipline, and promotional consideration. Civilian employees of the Department are not subject to these laws. However, the City and the Police Department have established high, yet fair, standards for the hiring, discipline, and promotional opportunities for the civilian employees.

The Department continues to face the reality that a large number of police employees will retire in the coming years. As of 2015, there are 84 sworn employees eligible to retire and 51 percent of those eligible have more than 25 years of service. Nearly one-half of those eligible for retirement include 21 supervisors, 10 managers, and all of the executive officers; with these retirements will come the loss of valuable institutional knowledge.

The Plano Police Department works diligently to recruit the highest quality individuals from inside and outside the region. The Department will continue to recruit professional employees with an emphasis on being representative of the demographic composition of the community.

Recognizing the importance of an academic education for police professionals, the Department requires that Police Officer applicants have a Bachelors Degree from an accredited university, or a combination of education and active duty military or prior law enforcement experience. Continued training and education of police officers is vital to maintaining a competent, educated, and highly trained police force. Since 2007, one of the training classes the Department is focused on is its Leadership in Police Organizations (LPO) class. The Leadership in Police Organizations class is a 3-week training crafted after the Army’s leadership training at West Point. Several Department employees are able to teach the LPO classes. Recently, the Department held 3-day refresher courses for supervisory personnel in order to reiterate and update the lessons

and materials previously taught. The agency is committed to sponsoring Leadership in Police Organizations for the supervisors and managers. The agency is also committed providing a mentoring program and providing bi-annually “Enrichment Lectures” Program where the best national speakers are brought in to the lecture.

Currently, promotions in the sworn ranks, excluding the position of Assistant Police Chief, are determined by time in grade and passing a written examination. The Department will explore alternate promotional systems in 2015. State Civil Service statues allow for alternate promotional systems. Regardless of the outcome of an alternate promotional system, the Department is committed ensuring that candidates for supervisory positions are trained and prepared for promotion.

#### **(5) Communications and Technology**

**External** — increase in identity theft related crimes; sexual exploitation of children; cyber crimes against corporations; ensure new communication equipment allows for interoperability with regional law enforcement and public safety partners.

**Internal** — greater need for technically savvy staff; better management of technology applications, systems, and storage; need for better training on current technologies; need for increased utilization of current technologies.

Technology continues to improve and expand with each passing year. With the improvements in technology come greater threat to personal information and the ability for criminals to exploit others. As technology grows, criminals find creative ways to access personal information thus leading to greater exposure to the citizens of the City of Plano. The Department is dedicated to utilizing technology to its greatest extent thus strengthening our ability to prosecute those who exploit it.

Technology can and often does change very rapidly. Police Departments such as Plano continuously struggles to keep pace with these advancements, which can provide clear and significant benefits, including efficacy advances as “force multipliers.” However, it is not possible to always be on the “cutting edge” of technology; nor is it necessary to

replace operational systems simply because new models have appeared on the market. The Department must instead maintain a focus on justifiable service demands and maximization of a return on the investment through optimal utilization of each available product. Bringing new technology online at the agency may provide greater productivity and accessibility to information. However, changes in technology also require a transition period as the technology is updated with the agency's information, as the new system is integrated with other existing systems, and as employees learn how to use it. New and changing technology requires continual training and retraining for personnel across the agency. While new technology many times holds great potential, integration and the transition period can affect productivity. It is the philosophy of the Plano Police Department to fully utilize its current technology; provide for the maintenance, stability, and upgrade of these existing systems; and to sensibly acquire new technologies as needed to enhance the core performance of the Police Department. These challenges provide the agency with the ability to grow and push forward into the future.

Below is an outline of the Department's current use of technology with an update of the major projects the agency is engaged in as of September 2014:

### **Desktop Computers**

Well over 300 personal computers are currently in use by Police Department employees, who have become greatly dependent upon these systems to perform their daily assignments. With a few exceptions, the Technology Services Department supplies these devices and maintains them as standard equipment.

### **Landline Telephones**

With no known exceptions; every Police Department employee with an assigned desk also has a dedicated telephone line. Technology Services staff have mentioned the possibility of a transition to VOIP in the future, which should significantly reduce the City's cost to provide these services; however, this would not be a project initiated by the Police Department.

**Mobile Computers (Mounted in Vehicles)**

The majority of the aging Motorola workstations have been replaced with GETAC B300 rugged laptops, and an order for the final 50 units will be placed soon. These new devices offer significantly greater processing power with brighter screens and consoles and they provide Officers with greater ergonomics and comfort during use. Since the laptops came with a 5-year no-fault warranty, the Department can anticipate that the first of these systems, which were purchased in 2012, will remain in service until at least the end of FY 2016.

**Portable Computers (Laptops and Tablets)**

A number of employees throughout the Department use laptops for various purposes, such as off-site presentations, evidence collection, training, remote video viewing, and GPS-enabled device tracking; while a handful of others have consumer-grade tablets for web-based applications such as social media interaction and monitoring (Public Information Officer). Approximately 35 Motorola MC75 handheld computers have been used as citation writers since 2010 by selected Traffic and High-Visibility Enforcement Unit Officers. To enhance mobile capabilities, the Department will soon procure an initial order of 50 ruggedized tablets to replace the aging MC75s and accommodate in-field evaluation of these devices by additional Officers. The tablets will offer much greater versatility for field use due to their larger screen size, more powerful processor, Windows 8.1 operating system, and enhanced connectivity options. If this pilot project goes well, the Department will purchase enough devices for every Patrol and Traffic Officer to have one available for use. When this happens, nearly all citations will be completed electronically.

**Mobile Phones (including “smart phones”)**

A number of Department employees are issued iPhone, Blackberry, and Windows phones for use in their daily assignments. Provision of these devices is generally limited to supervisory personnel and those assigned to specialized units where justification exists for continued connectivity during off-duty hours. In addition, several Officers assigned to the Patrol Services Division and Criminal Investigative Services Division are provided with basic cellular phones for use to communicate with victims, suspects, and witnesses during field investigations.

### **Mobile Digital Video Recorders (MDVR's)**

In 2001, the Texas Legislature amended the Texas Code of Criminal Procedure, prohibiting racial profiling and requiring that law enforcement agencies in the state record data from all traffic stops and report the compiled information at the end of each year. As a result, all Texas Peace Officers had to either begin fully documenting all traffic stops in writing or produce recordings (video / audio for patrol cars and audio only for motorcycles). Since then, Police Departments throughout the world have begun using mobile video recorders and have begun largely dependent upon recordings produced by this equipment for criminal prosecution, internal reviews, and civil liability protection. In 2012, the Department replaced the Digital Patroller-2 Mobile Digital Video Recorders with High-Definition WatchGuard Video 4RE systems, which will be due for a refresh again in 2016.

### **“Body Cameras”**

The Department currently has 17 VieVu LE2 cameras in use by Traffic Unit Officers and there have been discussions to issue additional cameras to Patrol Officers for enhanced event recording capability. The 84<sup>th</sup> Texas Legislature, convened in 2015, passed legislation requiring law enforcement officers to wear “body cameras.” The Governor has yet to sign the bill. While the Department would have liked to conduct product evaluations with Officers assigned to foot patrol and other duties where no vehicle camera is available, to determine the overall effectiveness and evidentiary value of these cameras, it now appears that time will not permit such evaluations.

### **Automated Vehicle Location (AVL)**

For several years, the Department has discussed the need for an automated vehicle location system (AVL), so fleet vehicles can be tracked at all times. At a minimum, this technology can enhance efficiency and officer safety, while helping to minimize liability and reduce response times to priority calls. Public Safety Communication personnel can now view the location of all Police vehicles equipped with DataRadio modems that have signed onto CAD. Supervisors can gain access to similar information through the desktop dashboard. Unfortunately, however, Officers in the field cannot view this information, as the Department’s wireless connectivity infrastructure remains insufficient



to handle the necessary bandwidth demands. The Department is eager for this functionality to be operational, as it provides Supervisor and Officers with clear benefits.

### **Location-Based Tracking Systems**

Criminal investigators make extensive use of radio frequency transmitter and GPS-enabled tracking devices for fugitive monitoring and theft intervention. This technology has proven very useful to successful operations and the Department's reliance on the technology has increased significantly during the past few years.

### **City Facility Security Cameras**

The Department currently has 20 surveillance cameras at Police Headquarters and another 14 at the Joint Use Facility. The Department plans to add three additional cameras in the Police Headquarter's lobby for visibility to critical areas.

### **Public Cameras**

The Transportation Engineering Department has approximately 28 cameras in place at major intersections throughout the City of Plano. The Department has limited access to view these devices from desktop computers. The Technology Services Department has been working for several years to implement an enterprise video solution (VidSys), which should allow for consolidated viewing of all existing cameras using one common application. In addition to cameras owned by the City of Plano, the Department has a process in place for real-time viewing of some Plano Independent School District (PISD) campus cameras. Recently the Department met with City of Frisco officials about gaining access to their award-winning SAFER system. The ultimate goal is to provide desktop and mobile access, by Officers and Public Safety Communications personnel, to a variety of surveillance cameras throughout the City of Plano (city-owned, school, private sector, etc.), so officers can remain better informed and respond appropriately to all types of emergency calls.

### **Automated License Plate Recognition (ALPR)**

The Department has six Vigilant Solution systems mounted Tahoes in use by Patrol (three in each command area) and two portable systems installed on CAPP volunteer vehicles.

These systems have provided the Department with a significant amount of data for investigative use, and a number of suspects have been apprehended as a result.

### **Surveillance Towers**

The Department currently has three “SkyWatch” manned surveillance towers and three unmanned portable camera trailers. Each is each equipped with several video cameras and a DVR for recording video during deployment of the units in parking lots and other public areas, as well as modems that accommodate the streaming of video data. Volunteers and Crime Prevention staff members routinely monitor these cameras for suspicious or criminal activity. Evidentiary quality files are manually retrievable from the DVR for court or investigative needs.

### **Wireless Connectivity**

As more and more information becomes available online and the City of Plano moves to hosted solutions for storage of data and access to critical information; the demand for reliable wireless connectivity with sufficient bandwidth continues to increase. For the past several years, Patrol Officers have depended upon the city-wide MotoMesh as the only portal for access to the network and internet from the field; however, this system has fallen far short in its capability to keep up with these growing demands. The Department has approval to transition to 4G/LTE services.

**Mobile Broadband Gateways** – The Department is working with Technology Services to select an appropriate mobile router for installation in each Police and Fire Department vehicle to serve as a communications manager, while providing a number of additional capabilities. The mobile router includes GPS tracking, IP routing, telemetrics, and asset tracking.

The following are technology projects that the Department requested funding for in the FY 2015/16 budget:

### **Cameras in the Jail**

The existing cameras in the Jail are in need of replacement, and there are additional areas that require video coverage. This project is currently in progress, with funding provided by Technology Services.

### **Electronic Citation Writer Expansion and Replacement**

During FY 2014-2015, TSSC approved the pilot program for purchase of 50 rugged tablets for patrol, and a CSP recently closed for selection of the most appropriate device. This purchase will allow us to replace the aging Motorola handhelds currently in use and expand the issuance of electronic citation writers. Goals of the project include time saving for officers and municipal court personnel through the elimination of data entry redundancies, minimization of clerical errors, and more efficient processing of citations. The transition to a more versatile computing device should also allow officers to more efficiently complete online crash reports, and possibly submit other types of police reports remotely, once our RMS vendor has implemented their proposed web-based reporting system. We have approximately 235 total personnel assigned to the Patrol and Traffic Units who could potentially benefit from such a device. The Department has received approval to use Traffic Safety Funds for the initial pilot project. Upon successful field evaluation of these tablets, the Department will follow this same model to equip all patrol and traffic officers with rugged tablets.

### **Personnel Scheduling and Management Software**

The Police Department is in need of a comprehensive personnel scheduling and management software solution that interfaces directly with the City's PeopleSoft payroll reporting system and will allow the Department to manage its human capital through improved scheduling and timekeeping processes. The estimated cost for this type of solution is \$150,000. Specifications were drafted and an evaluation team convened last year for the selection of a solution. A pre-acquisition meeting held in October 2014, included representatives of the Police Department, Fire Department, Public Safety Communications, Human Resources, and Technology Service. Upon further review by the Purchasing Department and TSSC, it was decided this

procurement will be managed as an enterprise project. The Department will use seizure funds for its portion of the project.

#### **Automated Vehicle Location (AVL) / Mobile CAD Software**

Replacement of all mobile, portable, and data radios was completed in early FY 2012-2013, at which time a TriTech Mobile server was installed in Public Safety Communications. As a result, Public Safety Communications personnel are now able to view the location of Police Department vehicles at their consoles using CAD software. Access to AVL data by patrol supervisors and other officers in the field, however, has not yet been provided and remains a top priority due to officer safety and efficiency concerns. It is, therefore, imperative that this "2nd stage" of the AVL project be completed as quickly as possible. Unfortunately, the mobile CAD software in use (InterAct Mobile) does not currently accommodate graphical display of unit location information and will likely need to be replaced. The anticipated cost will be approximately \$300,000. The next steps are to identify the most appropriate funding source(s), then to engage in discussions with the Fire Department, Technology Services, and Public Safety Communications personnel to establish an appropriate course of action for moving forward with this project.

#### **Digital Evidence Management System**

As the proliferation of digital multimedia evidence continues, there must be systems in place for management and storage of this data. Fortunately, the Department already has case-management software applications in place; however, storage demands will undoubtedly rise with the introduction of Next Generation 911, mandated body cameras for patrol officers, and other systems that will result in the production or receipt of audiovisual recordings. Proper handling of these files is essential to successful prosecution of offenders and protection of our employees against frivolous claims of impropriety. It is anticipated, in the near future, we will be able to simply add capacity to the SAN that serves the interview room recording systems and WatchGuard Evidence Library database, to accommodate storage of other evidentiary data. A TSPR has been submitted for TS/TSSC approval.

### **GPS Location Services from Portable Radios**

The new Motorola portable radios purchased came with GPS technology enabled; therefore, the location of officers can be tracked during call responses which is critical when officers are no longer with their vehicle, e.g., during a foot pursuit or call investigation. If the GPS technology capability is utilized properly, it could have a highly significant and positive impact on officer safety.

### **Rapid DNA Analysis Instrument and Local Database**

Analysis of DNA samples has become increasingly critical for successful prosecution of major cases, and the Department must currently rely on private laboratories for this service. Additionally, DNA evidence from property crimes sent to certain outside laboratories may not have results returned for 6-18 months because of backlogs. Initiating a local DNA database, with the help of an outside laboratory, can significantly reduce the sample turn-around times, as well as the cost per sample for performing the DNA test by approximately 80 percent. Concurrent with the maintenance of this local database, the validation and the use of a Rapid DNA Instrument will provide the Department with the capability of obtaining DNA results within 2-hours on crucial reference samples from suspects. Also, the capability to obtain same day DNA profiles from certain types of crime scene evidence can be compared to DNA profile databases to develop suspects.

Property crime DNA samples from City of Plano cases would be processed and entered into the local database. Additionally, the Department will collect DNA samples from individuals on a consensual basis and enter the profiles into the database. "Hits" in the DNA database are reviewed by qualified DNA scientists within the Crime Scene Investigation Unit (CSI Unit) and appropriate investigators will be notified immediately. The Rapid DNA instrument will be maintained in the CSI Unit and all requests for rush processing will go through that Unit. The requirements for this service are, the development of the local database and testing process with the outside laboratory, as well as, establishment of connectivity to the database enabling CSI Unit personnel to search and enter profiles. Of course, the purchase of a Rapid DNA Instrument and associated testing cassettes is also a requirement. Instrument maintenance and ongoing testing supplies will be required.

This project will create a next-generation, crime-solving capability within the Plano Police Department. This is cutting-edge DNA technology that the FBI has already designated as a future requirement for law enforcement booking stations. In the future, all arrestees not only will be fingerprinted and their prints compared to the IAFIS database, but they will also have a mouth swab collected to run through a Rapid DNA instrument allowing for the immediate comparison to the national CODIS DNA database. This will greatly increase the ability of law enforcement agencies to identify violent criminals upon arrest. By significantly increasing the volume of DNA samples processed from crimes, as well as the speed of processing, the Department will be able to establish Plano as a city that does not tolerate criminal activity, thereby reducing crime even further. The project will also improve investigative processes for many of our detectives and enable them to clear cases more efficiently. The overall result will be a much safer City of Plano.

### **Predictive Crime Analysis Software**

Police departments throughout the world continue to struggle in their efforts to most effectively respond to crime trends and preempt them whenever possible. The ability to deploy police personnel, when and where they are likely to be needed, helps more efficiently utilize resources while enhancing officer and public safety. The idea of predictive policing is not new. Crime analysts have been making predictions manually for decades. Using data from a specific crime series and applying known attributes about criminal behavior, analysts have predicted future crimes down to the day, time, and location quite successfully. Predictive analysis software is simply a tool for law enforcement use to enhance efficiency and better provide our citizens with a safe environment that contributes to the quality of life in Plano. The Department would like to purchase and implement a predictive analytics solution for use by the Crime Analysis Unit. Predictive analytics is a powerful law enforcement tool that enhances decision making by offering intelligent, timely, and complete analysis of thousands of incident reports, crime tips, and other pieces of critical information quickly, in order to identify patterns and trends to assist with crime reduction and proactive deployment strategies. Predictive analysis is used for tactical crime analysis, threat and risk assessments, and behavioral analysis of crime. Predictive analytics include



the process of discovering hidden patterns and relationships in large amounts of data, which allow police agencies to make accurate and reliable predictions of future events based on the identification and characteristics of these patterns and trends in historical data.

### **“Body Cameras” for Police Officers**

Nationally, law enforcement officers are working in a time where scrutiny of their actions is increasing on a daily basis. One can simply turn on almost any news source and another incident is reported where citizens are questioning the actions of officers, from the shooting of unarmed citizens to the excessive use of force. Citizens are capturing many of these incidents through video recordings on their smart phones. The citizens post these recordings to social media making the public even more aware of the actions taken by police officers. As a result, national and state lawmakers are looking for ways to deal with these incidents in order to assure citizens that police officers actions are justifiable, or when not, that officers are accountable via discipline or prosecution.

In order to make the determination as to whether or not an officer’s action was justifiable lawmakers, courts, and police managers are promoting the use of digital video evidence. The use of cameras mounted in police cars is now a standard fixture. However, they can only record a limited amount of an officer’s actions. Therefore, the next logical step in the use of digital video evidence is the “body cameras,” digital cameras worn by police officers. These devices are already in use in a number of agencies across the country. Local agencies such as Dallas and Ft. Worth use body cameras. The Department has used body cameras for several years for special assignments and currently has 17 VieVu LE2 cameras in use by traffic officers.

President Obama has promised funding to assist agencies in the purchase of these cameras and is actively promoting the use of body cameras. In the 2015 Texas Legislative Session, legislators passed Senate Bill 158 and it is waiting signing by the governor. Senate Bill 158 requires the Office of the Governor to establish a grant program to assist agencies in the purchase of body cameras. Requesting agencies must meet certain requirements that including the reporting of all cost associated with the program, develop policy for the use of body cameras, training, and specific controls on

the release of digital video evidence under the Open Records Law. While it appears that inevitably all officers will be fitted with body cameras, certain concerns remain, especially as it pertains to an individual's right to privacy.

As result, the Plano Police Department is preparing for the implementation of body cameras. The estimated cost to outfit patrol officers in the City of Plano is \$250,000. The cost is in the FY 2015/2016 Fiscal Budget through seizure funds. While the purchase of the body cameras is the first step in the implementation, other significant details such as the storage of the data, cost of data storage, policy development, and personnel resources needed to manage the data must be addressed.

### **Smart Phones for Specialized Positions in CID and Support Services**

While in the field conducting investigations, detectives need access to email, internet, photo and audio recording, and mapping programs. In addition, the Department needs smart phones for Emergency Services Unit (ESU) officers and Sergeants who do not currently have them. Both detectives and ESU members are on call 24 hours a day. When called out, they need immediate access to information. This information would be much easier to attain through the use of smart phones. Seventy-three (73) officers needing smart phones already have flip phones, thus the need to add data plans. Four (4) additional officers would need both a smart phone and data plan.

Additionally, smart phones are needed for all Patrol and Traffic Sergeants that are not covered in the above request due to collateral duties such as ESU. This would be an additional 19 officers needing a data plan, as they currently have flip phones. The Sergeants are out in the field with their officers and immediate access to information would be beneficial in the completion of their job duties and in assisting the officers they supervise. Programs already exist, and are in use, for wanted checks of suspects. Mapping programs and internet access would also be extremely useful.

In summary, the Department needs 92 data plans to upgrade flip phones to smart phones and 4 voice and data plans for detectives that currently do not have any type of phone.

**Replace PD Digital Senders**

In order to retain records electronically, the digital senders allow for paperwork to be scanned and attached to specific offenses, arrests, and incidents in the Records Management System. The Department scans over 360,000 documents each year with just 4 of these machines, which are located in the Records Division at Police Headquarters. The remaining digital senders are assigned throughout the Department to assist Criminal Investigations in scanning and attaching their paper documents as well. The maintenance agreement is no longer valid on all but four of the current machines. The age of the machines is as follows: 2 are 12 years old; 6 are 8 years old; 4 are 7 years old. The Department needs to have digital senders that are current and function properly to ensure officers and detectives have immediate access to paperwork related to their cases as soon as it becomes available.

Seizure funds will be used to purchase all units as they need to be replaced. However, after purchase of new machines, this supplement is requesting depreciation of the senders over 5 years; funds for replacement after 5-year period, being provided by Equipment Replacement Fund (ERF).

### **SECTION III – ACHIEVING THE MISSION**

#### **Strategic Goal: Financially Strong City with Service Excellence**

**Strategic Objective:** Services delivered in the most cost effective manner

**Actions:**

- Provide alarm users with training and awareness of the costs and issues associated with false alarms in an effort to reduce false alarm responses and department costs. We are also partnering with private alarm monitoring services to utilize video verification technology, in an effort to better prioritize alarm responses, apprehend burglars, and decrease false alarms.
- Evaluate First Responders annually to ensure staffing levels are appropriate.
- Evaluate each Departmental Unit tri-annually to ensure staffing levels are appropriate.
- Evaluate 12-hour shifts for effectiveness and efficiency - 2015
- Participate in the Benchmark City's Survey to measure against other police departments for effectiveness and efficiency.
- Increase the use of volunteers within the department.
- Maintain Accreditation through the Commission on Accreditation for Law Enforcement Agencies.
- Maintain Crime Laboratory Accreditation through Forensic Quality Services (FQS).
- Request 1 Police Open Records Assistant - 2015
- Request 1 Police Background Investigator - 2015
- Request 2 Detention Assistant Public Safety Officers - 2015
- Request 1 Administrative Assistant, Sr. for the Police Training Center - 2015
- Request Administrative Services Bureau Reorganization - 2015

**Strategic Objective:** Investing in maintaining city infrastructure and facilities

**Actions:**

- Complete renovations to the Plano Richardson Police Firing Range

- Complete implementation of video surveillance cameras in police department parking lots and upgrade the existing system in the Jail.
- Complete the addition of 6,080 square feet to Police Headquarters for evidence storage and the renovation of 2,400 square feet.
- Conduct a police space needs study.
- Conduct a review of the Jail facility to determine repairs and ongoing maintenance needs.

**Strategic Objective:** City services and service levels responsive to the needs of residents

**Actions:**

- Conduct three quarterly satisfaction surveys of police services users
- Conduct an annual citizen's satisfaction survey
- Complete all internal investigations within 30 calendar days
- Incorporate an educational piece to the Alarm Unit to reduce false alarms - 2016

**Strategic Objective:** Effective use of technology to enhance service delivery, operating efficiencies, and information to citizens

**Actions:**

- Purchase personal digital video recorders "body cameras" for officers to comply with state law - 2015
- Consider options for replacing the Department's current Records Management System that is over 10 years old – 2016
- Enhance the current use of the Department's Record Management System, Northrop Grumman's Command Point, by more in-depth training of users, current and future.
- Alarm Management System requires customization for enhanced services - 2015
- Train all new officers on Automated Field Reporting.
- Stay current with and optimize the use of computer technology in police units.

- Maximize the use of digital video recorders in police units to capture traffic stops, suspect interviews and actions, and officers' actions for evidentiary use.
- Implement streaming video capability from the digital video recorders in the police units to permit supervisors and administrators to see events in real time in their office or in a command post.
- Expand the use of Automatic License Plate Recognition technology to quickly identify stolen vehicles and wanted persons.
- Replace existing Mobile Officer Assistants (electronic citation writing devices) and increase the number of devices available to 135.
- Continue to post on the City of Plano website monthly crime statistical reports, annual racial profile reports, annual reports, crime prevention strategies, etc.
- Expand the use of Red Light Camera technology at intersections with high crash rates.
- Continue partnership with crimereports.com to provide on-line crime alerting and mapping services that provides easy to read incident crime maps and automated alerts to Plano citizens.
- Develop and implement a data warehouse to facilitate in-depth analysis of incidents (crime and traffic) data to forecast the likelihood of future events
- Continue to expand the police department dashboard to provide automatic real-time, 24/7 delivery of key performance indicators.
- Fully implement FirstWatch
- Continue to provide online reporting for citizens to file certain incident reports online.
- Implement Automated Vehicle Location (AVL) systems on police units to enhance officer safety and help ensure quicker response to citizen calls for service.
- Work to implement a process to transfer electronic video evidence files to the Collin County District Attorney's Office using the countywide fiber network.
- Implement video conferencing capabilities from headquarters to police substations

- Continue to pursue video camera usage in strategic locations throughout the city to serve as a force multiplier and capture of evidence for use in criminal prosecution.
- Consider implementing an inmate identification system that uses a wristband or other similar technology - 2015
- Consider updating the existing Jail Management System – 2016
- Request 1 DNA Specialist – 2015
- Replace PD Digital Senders – 2015
- Smart Phones for Specialized Positions in CID and Support Services - 2015

### **Strategic Goal: Safe Large City**

**Strategic Objective:** Low crime rate, crimes solved, criminal going to jail

#### **Actions:**

- Maintain Uniform Crime Report Part I crime rate below a five year rolling average.
- Conduct monthly Crime Management Analysis Program meetings for review and response to crime trends and community problems.
- Develop neighborhood and apartment complex crime reduction strategies utilizing Problem Oriented Policing approach.
- Neighborhood Crime Watch Program Expansion
- Actively increase participation in the Community Camera Program
- Increase the Lieutenants' accountability for the reduction in crime, disorder, and the fear of crime through geographic assignments.
- Request 4 Police Officers and 1 Sergeant for a New Surveillance Team - 2015
- Request 1 Police Lieutenant for Patrol Specialized Units (NPO, PSO, and High Visibility) – 2015
- Request 1 Police Lieutenant for Intelligence, Surveillance, and the Narcotics Unit - 2015
- Request 1 Sergeant for the Crimes Against Persons Unit - 2015
- Request 1 Police Officer (Detective) for Crimes Against Persons Unit - 2015



**Strategic Objective:** Safe Travel

**Actions:**

- Maintain motor vehicle crashes, crash injuries, and crash deaths below the five year rolling average.
- Conduct monthly Traffic Management Analysis Program meetings to review and respond to traffic crash trends and traffic safety issues.
- Utilize directed deployment of traffic and patrol resources to target crash “hotspots” and to respond to traffic safety complaints from citizens.
- Promote voluntary compliance with traffic laws and emphasize safety through educational programs, materials, and public service announcements.
- Expand the red light camera program to additional intersections with high crash rates.
- Enhance traffic safety enforcement efforts with Texas Department of Transportation Selective Traffic Enforcement grants.
- Participate in the following traffic enforcement and safety initiatives, *“Click it or Ticket,” “Drink, Drive, Go to Jail,”* and *“No Refusal”*.
- Utilize the Freeway Incident Management System (FIMS)
- Request 1 Public Safety Officer for Downtown Parking Enforcement - 2015

**Strategic Objective:** Timely response to an emergency call for service meeting city standards

**Actions:**

- Respond to all Priority 1 Calls For Service in less than five minutes
- Respond to all other Calls For Service in less than eight minutes

**Strategic Objective:** Police department working with the community and residents sharing responsibility for community safety.

**Actions:**

- Actively increase citizen participation in the Community Camera Program
- Provide citizens with a crime risk notification when circumstances or conditions found at their home or business placed the citizen at risk of being the victim of a crime.

- Provide home and business security surveys.
- Provide Crime Prevention Through Environmental Design program (CPTED).
- Support and encourage Neighborhood Crime Watches
- Support and participate in National Night Out events.
- Provide outreach and education to the Hispanic community through the UNIDOS program
- Provide outreach and education to the Asian community
- Provide crime prevention education programs
- Provide Operation ID program

**Strategic Objective:** Residents feeling and being safe in their homes, in their neighborhoods and in the community; and comfortable to report problems to the Police

**Actions:**

- Conduct annual survey of citizens to gauge their feeling of safety and their level of confidence in the police services delivered.

**Strategic Objective:** Visible and known police presence in the community and neighborhoods.

**Actions:**

- Provide 6 Neighborhood Police Officers and 1 Sergeant for Legacy West
- Provide police presence and services at the Legacy Town Center Storefront.
- Relocate Legacy Town Center NPO Office - 2016
- Fund Junction 15 NPO Office - 2015
- Maintain the Neighborhood Police Officer program.
- Maintain the School Liaison Officer program in the schools.
- Beat Officers and Patrol Supervisors attend the Neighborhood Crime Watch meetings.
- Officers participate in National Night Out events.

**Strategic Objective:** Effective use of technology to make our community safe and keep residents informed.

**Actions:**

- Continue the use of Red Light Camera technology at intersections with high crash rates.
- Continue to participate in the OffenderWatch program to provide citizens accurate and timely information about registered sex offenders via the internet.
- Become a contributor to the Texas Data Exchange (TDEx) Program a system of the Texas Department of Public Safety Crime Records Service that compiles law enforcement incident records and other non-intelligence criminal justice information into a central state repository for sharing across jurisdictional lines.
- Continue to participate in the North Central Texas Fusion Center to share and access law enforcement incident records.

**Strategic Objective:** Community prepared for all hazard response and recovery

**Actions:**

- Integrate the National Incident Management System (NIMS) into all operational plans, policies, and procedures.
- All employees trained in the Incident Command Systems (ICS) courses commensurate with their assignment/position.
- Continue active shooter response training with Plano Independent School District and the Collin County Community College District.
- Participate in the North Texas Joint Terrorism Task Force.
- Maintain the Homeland Security Alert Notification System Action Plan to ensure proper readiness and deployment of personnel in emergencies.
- Maintain communication interoperability with surrounding municipal, county, state, and federal agencies.
- Maintain operational readiness of Emergency Services Unit's weapons and equipment.
- Continue to pursue Rapid Eye Technology capabilities to operational units in the field.

- Participate in inter-jurisdictional emergency response training exercises.

**Strategic Goal: Partnering for Community Benefit**

**Strategic Objective:** Enhance relationship and partnership with the Plano Independent School District and Frisco Independent School Districts.

**Actions:**

- Continue the School Resource Officer Program at select campuses.

**Strategic Objective:** Active participation and leadership in regional organizations

**Actions:**

- Promote and encourage employees to participate in regional organizations.

**Strategic Objective:** Involving residents and corporations in programs and service delivery through volunteerism and partnerships.

**Actions:**

- Promote, support, and utilize citizens through Citizens Assisting Plano Police (CAPP) and the Citizens Police Academy Alumni (CPAA) programs in the delivery of police services such as Citizens' Parking Patrol.
- Continue to facilitate quarterly meetings with corporate security directors.
- Promote and support the Plano Law Enforcement Explorer Post #911.
- Hold two Citizen Police Academy Sessions each year.
- Hold two Youth Police Academy Sessions each year.
- Collaborate with the Volunteers in Plano (VIP) program to utilize volunteers in the police department.

**Strategic Objective:** Enhance relationships and partnerships with faith-based community.

**Actions:**

- Facilitate quarterly Faith-Based Leaders' meetings.
- Promote and encourage the volunteer chaplaincy program within the police department.

- Continue Anti-Defamation League training for employees.
- Participate in National Day of Prayer event, celebrations with faith-based organizations and places of worship.

**Strategic Objective:** Relationships and partnerships with diverse cultural groups

**Actions:**

- Provide outreach and education through the UNIDOS program
- Provide outreach and education to the Chinese community through the agency's Chinese Community Liaison.
- Promote a partnership with the League of United Latin American Citizens (LULAC).
- Participate in the Multicultural Outreach Roundtable.
- Participate in the Plano Community Forum.
- Provide ethnic/cultural training to employees.
- Continue to advertise job vacancies in the National Minority Update Quarterly Newsletter.

## **SECTION IV - PROGRAMS**

The Department is faced with bridging the gap of understanding and tolerance among varying generations and cultures. We are challenged to integrate the assistance of members of a diverse community into community policing and problem solving initiatives in order to maintain our high quality of life and to maintain our status as one of the safest large cities in the State of Texas.

**UNIDOS Program** – In 2005, the Department implemented UNIDOS Plano, an initiative to create a more positive partnership with our Hispanic community. We will continue this successful program to educate our Hispanic citizens on issues that affect their daily lives and will help them to minimize opportunities of becoming victims of crimes. As other cultures and ethnic populations grow, we will continue to find ways to educate citizens about crime prevention and personal safety.

**Crime Prevention Through Environmental Design (CPTED)** –This component of crime prevention provides both direct and indirect controls over criminal activity by reducing the opportunity for crime through science and technology and the use of various urban planning and design techniques. An effective program for both established properties and those under construction.

**Home Security Assessment** - Crime Prevention Officers inspect homes and recommend ways to improve security to make it more difficult for thieves. The Crime Prevention Officer recommends cost effective measures to improve the homeowner's security.

**Business Security Assessment** - Crime Prevention Officers inspect businesses and recommend ways to improve security to make committing crime more difficult for thieves. The Crime Prevention Officer recommends cost effective measures to improve the owner's security.

**Business Crime Watch** – Crime Prevention Officers help organize Business Crime Watches (B.C.W.) and issue Crime Watch Bulletins as they pertain to the area. This effective program incorporates the help of Plano citizens to deter crime.

**Commercial Education Programs** - Crime Prevention Officers conduct presentations on credit card theft, shoplifting, and robbery. With the increase of I.D. theft and fraud, this has been an effective program.

**Neighborhood Crime Watch** - Crime Prevention Officers help organize Neighborhood Crime Watches (N.C.W.) and issue Crime Watch Bulletins as they pertain to each neighborhood or area. N.C.W. is an effective program that incorporates the help of Plano citizens to deter crime.

**Crime Watch Bulletin** – Bulletins are mailed to Neighborhood Crime Watch. Area Coordinators based on the following guidelines: a series of burglaries, thefts, robberies, con-artist activity, suspicious activity, or indecent exposure. This part of the Neighborhood Crime Watch keeps citizens aware of any crime or crime trends in their area.

**Crime Times Newsletter** – This newsletter is published four times during the year and is distributed to the Neighborhood Crime Watch Area Coordinators. The newsletter presents articles relating to crime prevention. This media is an effective tool that educates and informs Crime Watches of new crime prevention trends and upcoming Crime Prevention events.

**Crime Risk Notices** – This program started in 2008. It is a notification provided by the Police Department as a public service to help residents protect their homes and personal property. Officers and Citizens Assisting Plano Police (CAPP) volunteers, while on patrol in neighborhoods, observe conditions that could result in a heightened risk of crime victimization. They note the conditions on a Crime Risk Notice that is mailed to the resident.

**National Night Out** – National Night Out (NNO) is designed to focus attention on Neighborhood Crime Watch and other anti-crime programs. NNO is held on the 2<sup>nd</sup> Tuesday in October for the State of Texas. Chief Rushin, members of the Crime Prevention Unit, on-duty Patrol Officers and Sergeants, Captains and Lieutenants along with the Neighborhood Police Officers attended block parties/picnics to meet neighbors

in a show of unity against the criminal element. This national program has proven to be a large success in neighbors getting to know one another and their beat officers. In 2014, the National Association of Town Watch ranked Plano 14<sup>th</sup> in Category 2 cities (100k – 299k) for citizen participation the National Night Out program.

**Operation ID** – Operation ID provides rented engravers for citizens to mark property with their driver license number. Contact with the citizen allows Crime Prevention Officers an opportunity to provide suggestions to prevent burglary and theft.

**VIN Etching** – The Crime Prevention Unit purchased a Vehicle Identification Number (VIN) Etching machine with funds from a grant from Wal-Mart. This machine etches the vehicle identification number on the windows of vehicles for theft prevention or recovery purposes.

**Adopt-A-Cop School Program** – An elementary school adopts an officer who visits occasionally during lunch hour or recess time. This helps to develop a positive rapport between children and the Police Department.

**Cafeteria Cops** – Crime Prevention Officers serve lunch to elementary school children, promoting good will and fun. This effective program builds good rapport between officers and students.

**Anonymous Drug Testing** – This program allows for testing suspicious substances, powders and pills using a field drug test kit. Officers provide suggestions to parents who fear a family member may be using drugs.

**Balloon Festival** - The Crime Prevention Unit booth provides information at this annual city event. Each year an educational theme is selected according to what crime is affecting the Plano community and Officers give short presentations. A Squad car is set up for display. Impaired goggles are used to demonstrate the effects of alcohol on vision. This is a very effective crime prevention weekend that reaches more than 10,000 each year.



**Citizens Police Academy** – This 12-week program educates the citizens of Plano on the operations of the Department. The academy is a series of lectures, demonstrations, and hands-on activities. Police Officers and civilian staff teach in the academy. Two academy classes were held in 2014 and 82 attendees graduated.

**Citizens Assisting Plano Police (CAPP)** – Citizen volunteers assist the police department in neighborhood and handicap parking violation patrols and conducting surveillance in business centers using the Sky Watch towers. The volunteers assist by working various events that include the Lost Kids Booth at the Plano Balloon Festival, Homeless Count, Christmas Cops program, and various training events. 96 citizens participate in the CAPP program

**Citizens Handicap Parking Patrol** – This program allows trained CAPP volunteers to issue parking citations for violations of the handicap parking laws. Each volunteer completes the basic training program that includes the Citizen's Police Academy and additional training that is required by Texas law. Each volunteer must participate four hours a month. There are 60 volunteers certified to participate in this program. In 2014, these 60 volunteers issued 926 citations and 825 warnings.

**Youth Police Academy** - This 10- week program educates the students of Plano on the operations of the Department with a goal to create a stronger rapport between students and police officers. Police officers and civilian staff conduct the lectures and activities.

**Educational Seminars and Presentations** – Seminars and presentations consist of personal and property safety for adults; I.D. theft; drug awareness; safety skills for children; bicycle safety and rodeos for children; children's puppet shows; domestic violence and other presentations. Other crime prevention topics are presented when requested by the community. These seminars and presentations are the bulk of the Crime Prevention Unit activities with some being annually requested events. In 2014, 845 presentations were held with 107,455 attendees. During 2014, the Crime Prevention Unit also completed 449 educational presentations at Plano schools for 38,081 students and teachers.

**Fingerprinting** - Kids under the age of 14 are fingerprinted free of charge and parents are given a permanent record. This is one of the most popular requested services for school events and safety fairs.

**Vacation Safety School** – Vacation Safety School (VSS) is a summer program consisting of four five-day sessions for children ages six through nine designed to teach safety skills. VSS is for children who live in Plano and have completed kindergarten. This free of charge program reaches 120 children and their families each year. This program is very popular and has a large waiting list each year that it has operated.

**Kids Night Out** – Kids Night Out (KNO) is held on Halloween Night at a local mall and billed as a “safe alternative to Trick-or-Treating.”

**Teddy Bear Program** – Officers use teddy bears to aid in comforting a child who has been traumatized because of victimization or tragedy. Citizens and local businesses donate new teddy bears for this program.

**Cub Scout Saturday** – This annual event is held on a Saturday for all Cub Scouts in the Great Plains District to obtain achievement/merit badges. The event is held at the Plano-Richardson Police Academy. The program is very effective in that it reduces the amount of time/dollars spent on overtime due to individual tours and presentations.

**Law Enforcement Explorer Program** – A program of the Boy Scouts of America’s “Learning For Life,” this program is open to young adults, ages 14 through 20 years of age, who are interested in a career in law enforcement. The Department’s program, Post 911, currently has 12 explorers. Nine police department employees, Police Officers and Public Safety Officers, act as advisors to the post. This Post has earned a reputation as one of the best Posts in Texas winning Statewide Posts competitions. Explorers have attended national summer training programs sponsored by the FBI, DEA, and the military. Several of the Explorers are attending universities studying criminal justice. This program has been “stepping stone” for explorers to become employees with the Police Department.

**Sky Watch Towers** – Six towers are deployed at different locations based on daily crime reports. The towers were deployed 48,627 hours in 2014. Several deployment locations have built electrical power outlets for Sky Watch Tower use. This saves on fuel costs and eliminates carbon fuel exhaust emissions.

**Take Me Home Program** – The Take Me Home program allows caretakers to provide information about the individuals who cannot explain verbally where they live, to be entered into a Department data base. The information is used to ensure the safe return of these individuals once they are located by officers.

**Lock-Take-Hide Program** – is a pro-active Crime Prevention Program aimed to prevent vehicle related offenses in the community. This program asks residents to do their part in reducing the number of offenses by locking their cars, taking the keys with them and hiding (or removing) visible items from plain view inside their vehicles.

**Community Camera Program** – Residents and businesses in the City of Plano may register their privately owned surveillance camera systems with the Police Department. The Department may be able to use the information or footage gathered from these video surveillance systems to assist in the apprehension and prosecution of the criminals involved.

## Budget Addendum

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Personnel</b>					
<b>Open Records Assistant</b>					
On-going Costs	\$58,490	\$58,490	\$58,490	\$58,490	\$58,490
One-time Costs	\$11,425				
<b>Budget Impact</b>	\$69,915				
<b>Background Investigator</b>					
On-going Costs	\$79,347	\$79,347	\$79,347	\$79,347	\$79,347
One-time Costs	\$7,392				
<b>Budget Impact</b>	\$86,739				
<b>Neighborhood Police Officers (6)</b>					
On-going Costs	\$841,086	\$841,086	\$841,086	\$841,086	\$841,086
One-time Costs	\$345,451				
<b>Budget Impact</b>	\$1,186,537				
<b>Neighborhood Police Sergeant</b>					
On-going Costs	\$142,129	\$142,129	\$142,129	\$142,129	\$142,129
One-time Costs	\$81,889				
<b>Budget Impact</b>	\$224,018				
<b>Fiscal Affairs Coordinator</b> (converted from Police Budget Analyst)					
On-going Costs	\$3,906	\$3,906	\$3,906	\$3,906	\$3,906
One-time Costs	\$0				
<b>Budget Impact</b>	\$3,906				
<b>Administrative Assistant, Sr</b>					
On-going Costs	\$62,984	\$62,984	\$62,984	\$62,984	\$62,984
One-time Costs	\$2,525				
<b>Budget Impact</b>	\$65,509				
<b>Surveillance Officers (4)</b>					
On-going Costs	\$511,609	\$511,609	\$511,609	\$511,609	\$511,609
One-time Costs	\$84,613				
<b>Budget Impact</b>	\$596,222				
<b>Surveillance Sergeant</b>					
On-going Costs	\$138,245	\$138,245	\$138,245	\$138,245	\$138,245
One-time Costs	\$20,122				
<b>Budget Impact</b>	\$158,367				
<b>Detention Public Safety Officers</b>					
On-going Costs	\$126,569	\$126,569	\$126,569	\$126,569	\$126,569
One-time Costs	\$2,207				
<b>Budget Impact</b>	\$128,776				
<b>Patrol Lieutenant</b>					
On-going Costs	\$154,797	\$154,797	\$154,797	\$154,797	\$154,797
One-time Costs	\$79,731				
<b>Budget Impact</b>	\$234,528				

## Budget Addendum

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>CAPers Sergeant</b>					
On-going Costs	\$134,678	\$134,678	\$134,678	\$134,678	\$134,678
One-time Costs	\$20,080				
<b>Budget Impact</b>	\$154,758				
<b>CAPers Detective</b>					
On-going Costs	\$125,921	\$125,921	\$125,921	\$125,921	\$125,921
One-time Costs	\$48,805				
<b>Budget Impact</b>	\$174,726				
<b>Intelligence Lieutenant</b>					
On-going Costs	\$147,346	\$147,346	\$147,346	\$147,346	\$147,346
One-time Costs	\$20,486				
<b>Budget Impact</b>	\$167,832				
<b>Downtown Public Safety Officer</b>					
On-going Costs	\$63,834	\$63,834	\$63,834	\$63,834	\$63,834
One-time Costs	\$10,168				
<b>Budget Impact</b>	\$74,002				
<b>DNA Specialist</b>					
On-going Costs	\$100,505	\$100,505	\$100,505	\$100,505	\$100,505
One-time Costs	\$6,874				
<b>Budget Impact</b>	\$107,379				
<b>Total Budget Impact</b>	<b>\$3,433,214</b>	<b>\$2,691,446</b>	<b>\$2,691,446</b>	<b>\$2,691,446</b>	<b>\$2,691,446</b>

## Budget Addendum

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Major Expenditures</b>					
Remodel of West Substation	\$706,000				
Electronic Citation Writer Expansion and Replacement	\$750,000				
Personnel Scheduling and Management Software	\$150,000				
Automated Vehicle Location/Mobile CAD Software	\$300,000				
Digital Evidence Management System	\$100,000				
GPS Location Services from Portable Radios	\$100,000				
Rapid DNA Analysis Instrument and Local Database	\$300,000				
Predictive Crime Analysis Software	\$100,000				
<b>Total Budget Impact</b>	<b>\$2,506,000</b>				

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Non-Personnel</b>					
Forensic Services	\$200,000				
Increase in Overtime Object Code 532.6111	\$66,845				
Smart Phones for Specialized Positions in CID and Support Services	\$63,928				
Replace PD Digital Senders	\$54,754				
Relocation of Legacy Town Center NPO Office	\$72,430	\$72,430	\$72,430	\$72,430	\$72,430
Junction 15 NPO Office	\$8,845	\$8,845	\$8,845	\$8,845	\$8,845
Field Training Officer Pay Increase	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870
Maintenance Agreements	\$100,000				
Cellular Air Time Increase	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200
<b>Total Budget Impact</b>	<b>\$589,872</b>	<b>\$104,345</b>	<b>\$104,345</b>	<b>\$104,345</b>	<b>\$104,345</b>