

WEST PALM BEACH POLICE DEPARTMENT

I-3 DEPARTMENTAL GOALS AND OBJECTIVES

EFFECTIVE: 05/01/2008

CALEA Standards: 15.2.1, 15.2.2

CFA Standards: N/A

I. POLICY: The purpose of this directive is to require the formulation and annual updating of written Goals and Objectives for each organizational component within the Department. Goals and Objectives should be in harmony with established department Mission Statement, Vision and Organizational Values. Annually updating established Goals and Objectives of each component within the agency helps ensure direction and unity of purpose of all Department members.

II. ESTABLISHING GOALS AND OBJECTIVES:

A. During Department budget meetings, unit supervisors and managers will be called upon to evaluate current Goals and Objectives for their unit(s) to determine applicability and usefulness of current practices. Based on this assessment, Goals and Objectives for the upcoming calendar year will be drafted and submitted through the chain of command to the Chief of Police for review and approval.

1. While development of annual Goals and Objectives is done in conjunction with budgetary processes, all members are encouraged to submit recommendations or suggestions for development of Department Goals and Objectives, throughout the year. Members shall submit their ideas through the chain of command, in memorandum form, to respective component commanders for consideration and possible inclusion.

2. Supervisory personnel will gather information throughout the year that will assist them in submitting improved Goals and Objectives or establishing new ones for the upcoming calendar year.

3. Goals consist of broad statements that reflect the concerns, needs, and priorities of component activities. Objectives shall consist of specific, verifiable statements of those actions which will be taken to achieve component goals.

4. After receipt and review by the Chief of Police, Goals and Objectives will be put into proper format, incorporated into the Goals and Objectives policy as an appendix, and submitted to the Accreditation Unit for publishing as part of this written directive for the upcoming calendar year for which they represent.

III. MULTI-YEAR GOALS AND OBJECTIVES:

A. The Support Services Bureau Commander or designee will compile multi-year plans which include long-term office goals and operational objectives; anticipated workloads, population's trends, manpower levels, capital improvement, and equipment needs. The Multi-year plan is reviewed annually by the Support Services Commander or designee and updated as appropriate. Established goals are made available to members through the Accreditation Unit.

IV. REVIEW PROCESS

A. All Division Commanders shall submit to their respective Bureau Commander or designee a quarterly written report of their Goals and Objectives.

B. All Bureau Commanders shall receive this quarterly report by the end of the first week of each quarter.

C. All Division Commanders shall submit to the Support Services Bureau Commander or designee, a six-month review.

1. This report will evaluate progress made toward the attainment of the current year's Goals and Objectives. Division Commanders shall submit the second six-month review evaluating the prior year's Goals and Objectives.
2. Six month reviews will be forwarded to the Chief of police for an evaluation of organizational components and also to evaluate the success rate made toward the attainment of each goal and objective within the current fiscal year

V. REFERENCE:

- SOP # I-19 Planning and Research

Delsa R. Bush, Chief of Police

Original issue: 01/01/2005
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Job Title Task Files: Bureau Commander, Shift Commander

FISCAL YEAR 2008

Goals, Objectives and Performance Measures

Field Operations Bureau / Assistant Chief D. Crispo

**Patrol Division I Captain Maria Santos-Olsen Patrol Division II Captain Kim Meyers
Patrol Division III Captain Gary Carroll**

Goal 1: Crime Reduction

Objectives:

- A. Reduce the overall part 1 crime rate by 2% from 2007-year end UCR statistics
- B. Re-emphasize and institutionalize at all personnel levels, the COMPPSTAT model of crime control, accountability and problem solving.
- C. Encourage the use of Crime View Web by officers and supervisors to identify crime clusters within their areas of responsibility and develop innovative crime reduction solutions to address identified problems.
- D. Use crime analysis, technology tools, department wide crime intelligence information sharing and resources to reduce crime.

Goal 2: Performance Accountability Improvement

Objectives:

- A. OSSI Crystal reports-evaluate the feasibility of using the OSSI Crystal report to replace current trip sheets and monthly reporting system in use.
- B. Develop COMPSTAT "Plan of Action" templates and data base to use as a reference for officers and supervisors when addressing crime issues.
- C. Develop a system of Quality Control Checks for:
 1. Trip sheets
 2. MFR/ CAD reports
 3. FIC's
 4. Extra duty detail compliance
 5. MCT usage
 6. Performance reviews

Goal 3: Personnel Development

Objectives:

- A. Temporary CID/QRT rotation assignments.
- B. Step-up supervisory assignments (ex. Acting Sgt, FTO)
- C. Planned Briefing Training schedule with subject matter to be covered.
- D. Documented policy review during annual evaluation.

Investigative Services Bureau / Assistant Chief R.N. Bruce

Division: Criminal Investigations Captain Patrick Maney

Goal 1: Improve crime solution, case solvability, and move forward in reducing the incidence of violent crime within the City.

Objectives:

A. Utilize firearms processing, tracing, ballistic evidence, DNA analysis, AFIS system and related forensic evidence to impact solvability.

Goal 2: Move forward in reducing the incidence of auto theft within the City.

Objectives:

A. Process all recovered autos for DNA/Latent evidence, utilize "bait" vehicle in hot spots, conduct random inspections of tow yards and body shops, identify/prosecute repeat auto theft offenders and hold auto theft awareness prevention rallies.

Goal 3: Enhance public safety and improve quality of life for residents by aggressively tracking and monitoring sexual offenders/predators residing within the City.

Objectives:

A. Monthly update of sexual offender/predator list by City zip code, dissemination of lists to investigators, identification and arrest of offenders in violation, conduct "sweeps" in conjunction with neighboring agencies.

Goal 4: Obtain and disseminate with other agencies, criminal intelligence information in an effort to impact multi-jurisdictional criminal activity and move forward in reducing crime.

Objectives:

A. Host or participate in multi-agency intelligence sharing gatherings, disseminate critical intelligence information across jurisdictional boundaries. Utilize available databases to identify individuals who may be engaged in ongoing illegal activity. Participate in multi-agency task forces/programs designed to impact crime countywide.

Division: Special Investigations Captain Daniel Sargent

In the mid 1980's the Special Investigations Division was formally established to enhance the department's ability to undertake sophisticated investigations, primarily drug and vice related crimes. In the years that followed the department has experimented with many ways of addressing the ever increasing drug problem, both from the sophisticated angle and at the same time targeting the street level violators which are more visible and responsible for the decay of the community.

In 2005 the manpower strength in the Special Investigations Division was doubled to allow for a more concerted and sustained effort toward the problems. The division is committed to attacking the sophisticated violators in partnerships with DEA, FBI, PBSO, and the State Attorney's Money Laundering Task Force through the Organized Crime Section. The Quick Response Teams were developed after combining members of the former Criminal Apprehension Teams with the Neighborhood Enhancement Teams and some member of OCS for the primary purpose of disrupting street level narcotics sales. Utilizing many approaches the goal of the unit is to drive narcotics sales out of targeted areas by using traditional and non-traditional methods. Techniques such as buy bust, video buys, street operations, and positional surveillance combined with constant presence in the targeted areas to suppress the opportunity for drug activity to occur are being used. This relieves the assigned patrol officer to handle citizen calls for police service.

With the above said, the Goals and Objectives for the sections within the Special Investigations Division, although similar, differ as described below.

ORGANIZED CRIME SECTION (Includes OCS, and State and Federal Task Forces)

Goal: Suppress illegal narcotic's and organized crime activities that affect the City of West Palm Beach in a detrimental way.

Objectives:

- A. Initiate investigations into illegal narcotic activity, street level and trafficking organizations.
- B. Institute forfeiture actions against property used to further illegal drug activities or purchases with proceeds from illegal drug activities.
- C. Coordinate drug suppression activities within the departments various divisions along with Federal, State and other local agencies.
- D. To perform drug interdiction aboard public transportation i.e., buses, trains, air carrier, cargo ships, and on public highways.
- E. To gather intelligence information on organized crime activities for Divisional use and/or distribution to and sharing with appropriate interdepartmental or outside agencies.

QUICK RESPONSE TEAMS

Goal: Suppress street level illegal narcotics and unlawful vice activities that affect the City of West Palm Beach.

Objectives:

- A. Initiate investigations into illegal narcotic activity, street level and trafficking organizations.
- B. Institute forfeiture actions against property used to further illegal drug activities or purchase with proceeds from illegal drug activities.
- C. Conduct bi-monthly street prostitution and @John@ stings where offenders are offered education programs like PIPE (Prostitution Impact Prevention Education), PREP (Prostitution Relocation and Enforcement Program) to reduce recidivism.
- D. Eliminate housing opportunities where narcotic and prostitution activities are located using the Nuisance Abatement ordinance.
- E. Coordinate drug suppression activities within the departments various divisions along with Federal, State and other local agencies.
- F. Coordinate with other departments in the City regarding those properties which are habitually contributing to the blight associated with narcotics, prostitution, and other vice related activities.
- G. Investigate reports and randomly check for illicit activity taking place within alcoholic beverage establishments that operate within the city.
- H. To conduct and assist in organized vice investigations, (gambling, Prostitution, lewd and lascivious behavior, by assigning manpower in the undercover capacity and /or technical support.
- I. To gather and disseminate intelligence information to the proper division, unit, or outside appropriate outside agency in regards to illegal narcotics or unlawful vice activities.

J. Educate the affected community on the goals and defined responsibilities of the Quick Response Teams, seeking the citizen's involvement in providing confidential information about law violators and calling the established number for reporting incidents.

SPECIAL INVESTIGATIONS DIVISION

Goal: Department Growth and Organization: Establish a Comprehensive Staffing Strategy that responds to population growth and increasing demand for community services and supports target service levels.

Objectives:

A. Monitor call for service involving narcotics organized crime activities and vice crimes to insure adequate investigative and civilian staffing levels within the division.

B. Cause significant cases investigated by members of the Special Investigations Division to be entered into the Division developed database as a crime analysis and intelligence tool supplementing that already in place within the department. This tool has proved valuable in identifying violators and their associates and minimizing the investigators sometimes time consuming methods to identify conspirators.

Goal: Employee Enrichment and Professionalism: The Department shall maintain an organizational environment which fosters the capabilities of each employee and enhances professionalism and community trust.

Objectives:

A. Provide resources, instill and promote dedication, loyalty, and professionalism through proper use of recognition and when required unbiased discipline.

Goal: Training and Technology: The Department shall provide employees with the knowledge, skills, and equipment required to enhance service to the community while insuring officer safety.

Objectives:

A. Establish a Division training program that enhances the capabilities of all Division members.

B. Monitor available training programs and technology to enhance the Agency's abilities to combat narcotics and vice related crimes.

Support Services Bureau / Assistant Chief G.V. Perez

Division: Staff Services Captain Allan Ortman

Goal 1: Advance the training opportunities for each level of officer in order to provide the City with a competent professional department member.

Objectives:

A. Continue to offer the "block training" scenario which has proven beneficial in reducing overtime costs and absenteeism.

B. Develop and coordinate the Supervisor Academy, organizing subject matter experts (SME) to provide training for recent promotions and members on the promotional eligibility list.

C. Enhance the use of simulation training as a component of the overall training scenario.

D. Amend the training program to reflect the most recent trends in policing while complying with Florida Department of Law Enforcement standards.

Goal 2: Obtain re-accreditation from both state and national accreditation programs.

Objectives:

- A. Convert current CALEA standards to newly developed CALEA 5.0 standards.
- B. Ensure viable proofs of compliance are submitted, collected and collated for each required folder.
- C. Verify that current policies and procedures are maintained in accordance with current standards.
- D. Prepare entire department for on-site review of processes by CALEA and CFA.

Goal 3: Recruit and process the highest caliber applicant for police officer positions in accordance with dictums related to department composition.

Objectives:

- A. Aggressively recruit minority applicants for available positions to reflect community demographics.
- B. Maintain a vacancy rate of less than five percent of mandated staffing requirements.
- C. Enhanced cooperation with Palm Beach Community College's Police Academy program by providing a docent from this agency.
- D. Provide educational opportunities to current background staff to maintain professional background investigations as required by FDLE.

Goal 4: Streamline Staff Services Division's customer service.

Objectives:

- A. Review and redesign of the department's Career Officer Program to reflect the changes made to specialized assignment directives.
- B. Ensure evaluation process is completed on a timely manner throughout the agency and reported to Human Resources within an acceptable period.
- C. Continue the process of conducting staff inspections of applicable bureaus within the three-year cycle.
- D. Provide enhanced education of the department's physical fitness program to coincide with current in-service agility testing.

Critical Services Bureau / Administrator B. Patterson

Division: Dispatch Operations

Goal 1: Efficient and professional handling and dispatching of emergency and non-emergency law enforcement calls for service.

Objectives:

- A. Reduce position vacancies to less than 10%
- B. Answer 90 percent of all 9-1-1 calls within 3 rings.
- C. Conduct quality assurance reviews to measure performance standards.

- D. Conduct on going training in technology and industry trends.
- E. Continue to obtain and maintain certification in FCIC, 9-1-1, TDD as required within the division.
- F. Continue to replace antiquated equipment; explore new technology and funding alternatives through the use of grants and other sources
- G. Provide all Dispatch Operations employees Customer Service training within the next 12 month.

Division: Records Section

Goal 2: Provide and administer police support services in an efficient, equitable and effective_manner.

Objectives:

- A. Ensure all accident and incident reports are entered into OSSI in a timely manner, with supplements and attachments scanned to the proper report. Do daily checks for accurately in coding to ensure that the correct offense is entered correctly for Compstat purposes. Run Crystal reports on a weekly basis to verify UCR codes are correct.
- B. Continue to maintain coverage in bubble from 7:30 a.m. to 8:00 p.m., Monday – Friday for the purpose of assisting citizens needing copies of reports or filing a police report. Also assist officers with copes of reports for court.
- C. Complete the destruction of 1997 first degree felony reports, and destroy 1998 first degree felony reports. Destroy accidents reports for 2006 and trip sheets for 2006, and ensure all records are stored properly and disposed of according to Fla. State Statue Chapter 119. Evaluate and determine the destruction period for records that need to be destroyed in accordance with Fla. State Statue. File of FTO files that are over a year old in the record retention area and file all previous and retired employee jackets in the proper alphabetical order on the shelves in the retention area of the basement
- D. Continue to track all traffic citations, including monthly/semi-annual audits.
- E. Continue to log and trace all Public Records request to ensure we meet all requirements under State Statue, Chapter 119

Division: Fiscal Services

Goal 3: Prepare and monitor 26% of the City's general fund budget through financial analysis, research, planning and providing training to staff in accordance with City Finance policy to insure an acceptable balanced budget that meets GFOA standards.

Objectives:

- A. Coordinate collection of budget documents following a time line initiated by the City Finance Budget Office in a joint effort to meet GFOA standards.
- B. Provide training, support, and information to division Commanders, Supervisors, and administrative personnel on budget processes and fiscal impact of programs to allow decision making and formulation of the Police annual budget.
- C. Coordinate meeting with Command Staff through the Chief's office to prioritize budget issue request for Personnel, Capital Improvement, and Capital purchases following the departments' strategic plan and City directives.

Goal 4: Monitor expenditures and revenues and provide analysis to base decisions for an intended outcome of an efficient and cost effective operating plan for financial services in accordance with government accounting standards.

Objectives:

- A. Manage Federal, State and local grant and forfeiture funds including budgeting and expenditure analysis, forecasting and reimbursement reports.
- B. Process revenue receivables, cash management and daily reporting of cash and check receipts timely.
- C. Provide monthly reports to division Commanders on all expenditures and special project as well as notifications on exceptions related to time entry, procurement, and fiscal procedures.
- D. Analyze overtime, special pays, and unanticipated expenditures to provide warnings and anticipated budget adjustments to insure the department remains in compliance.

Goal 5: Maintain department fiscal and internal controls by continuous oversight of audit and compliance reviews to support goals and objectives set by City Finance for procurement, accounts payables and receivables, credit card verifications, travel/training, cash management, payroll, risk and budget functions.

Objectives:

- A. Develop, monitor, and assist in compliance training for time entry clerks with all processes related to insuring proper payroll entries and collection of time sheets for 471 positions. This represents 35% of all general fund city employees.
- B. Provide division continuous procedure updates, training, and compliance reviews on purchasing procedures, signature authority, and internal flow of documents for all fiscal processes to insure proper documentation of all city obligations to employees, vendors, and general fund account charges.
- C. Coordinate Alarm permitting, and false alarm billing for over 9,000 accounts with 17,000 incidents annually. Special master hearing reviews of financial status and recommendations for maximum account collections and customer service.
- D. Prepare and coordinate the Federal Emergency Management Agency reimbursement financial reporting and collection of documents, invoice payments and any mitigation cost analysis consistent with goals bet by the Finance department.
- E. Team with Finance and Human Resource to provide a uniform training to time entry clerks for special incentive payments, time entry coding, and leave documentation. Outcomes to reduce late entries, delayed pay increases and improved communication on special leaves and benefits.

Division: Property and Evidence

Goal 6: To receive, store and dispose of found property and evidence in accordance with department polices and procedures in accordance with State and Federal statutes. Provide evidence preservation and assist in narcotic lab testing and court presentation.

Objectives:

- A. Maintain bar coding/tracking system for all property taken into Property and Evidence Section (to include evidence and found property).
- B. Provide adequate secure storage locations for general evidence, narcotics, firearms, money, jewelry and found property.
- C. Bi-annual inspections are conducted by the Evidence Supervisor and Internal Affairs.
- D. Appear in court upon request or by subpoena.
- E. Transport narcotics and other evidentiary items weekly to the Palm Beach County Sheriffs Office Lab for

testing.

F. Conduct narcotic/gun destructions as need for inventory control in accordance with Florida State Statute.

G. Maintain the seized property and forfeiture files for the Police Department in accordance with the Florida Contraband Forfeiture Act.

H. Set up a mechanism by which items which have value yet are no longer needed for evidentiary purposes or have been held the statutory period of time for found or abandoned property can be sold at auction thereby producing additional revenue for the city.

Internal Affairs Division/ Captain Mark Anderson

Goal 1: Incorporate a new random drug policy to include testing for steroid use. This will become a joint Internal Affairs Unit (IAU) function in conjunction with Risk Management. The new system has been incorporated in the current PBA union contract.

Objectives:

- A. Develop/ensure approval of new SOP.
- B. Develop system for implementation.
- C. IAU to coordinate monthly testing in conjunction with Risk Management.
- D. Maintain/update drug test files in IAU.

Goal 2: Oversee and ensure that all Internal Affairs Unit (IAU) documents are properly stored, purged/destroyed when appropriate, and public records requests are met on a timely basis.

Objectives:

- A. All 2006 IAU documents will be separated by category and archived in storage. All 2007 IAU documents will be stored in the IA office and all 2008 reports will be available in IAU.
- B. All records that are ten years old or more will be purged in accordance with public records law.
- C. All records requests from the public will be met within two (2) business days, except for major demands (example: major civil suits requiring multiple documents).
- D. Documentation of all uses of force complaints will be updated weekly.

Goal 3: Accurate reporting of internal administrative matters related to the IAU function, with specific focus on potential liability issues and the Early Warning System (EWS). Ensure there is thorough reporting and accurate completion of the semi-annual and annual reports for the IAU.

Objectives:

- A. Monthly IAU updates done electronically distributed Department-wide. Every use of force, K-9 apprehension, citizen complaint, and updated status of formal internal administrative investigation will be documented for supervisory review and command-level attention.
- B. The IAU Annual Report for 2007 to be finished before March 1, 2008.
- C. The IAU Semi-Annual Report for 2008 to be finished before September 1, 2008.
- D. The 2007 Annual EWS and the 2008 Mid-Year Early Warning (EWS) Reports will be completed by the dates noted above for supervisory and command review. Complete a detailed Mid-Year Use of Force Analysis by August 1, 2008 for review and analysis.

Goal 4: Ensure updates and improvements of the IA Pro software database for maximum efficiency and accuracy. Sworn member(s) of IAU will conduct one announced and one unannounced inspection of Property & Evidence inventories and records of funds, narcotics and firearms.

Objectives:

- A. All sworn members will be correctly aligned in the new, three district system must be done one name at a time.
- B. Older IA Pro entries to be corrected. A “glitch” in the system was discovered that did not accurately reflect dispositions of substantiated violations – must be done one name at a time
- C. All IAU name files (over 400) will be individually reviewed. It was discovered that some files contain inappropriate enclosures (ex: social security numbers and crash reports with personal data) – must be done one name at a time.
- D. Inspections of Property & Evidence will be done in 2008 and documented for review: one announced inspection, one spot/unannounced inspection.

MEASUREMENTS:

Measurements for all Goals and Objectives will be documented in monthly reports and after-action reports submitted by the person, unit, or divisional supervisor primarily responsible for carrying out the particular duties and responsibilities of the goal.