City of Mountain View Police Department

Fiscal Year 2019-20 Update

Policing Plan

2015-2020

Adopted September 1, 2015

Update – March 11, 2020

CITY OF MOUNTAIN VIEW POLICING PLAN

"At a Glance"

2015 2020

OUR MISSION:

Keeping Mountain View safe and **tackling crime** through quality policing that **secures the trust and support** of the people we serve and protect.

OUR PRIORITIES:

- Community and Police **SAFETY**
- Working Effectively with **PEOPLE**
- Fair and Impartial **RESULTS**

OUR VALUES:

- Provide **Exceptional Service**
- Act With **Integrity**
- Treat Others with **Respect**

1 Enhance Safety, Reduce Criminal Victimization and Strengthen Emergency Response

- **1.1** Enhance field operations capabilities
- **1.2** Enhance investigative capabilities
- **1.3** Enhance prevention and intervention initiatives
- **1.4** Evaluate and implement effective programs to enhance employee safety and wellness
- **1.5** Effectively prepare for major events and emergency response

2 Enhance Police-Community Collaboration, Trust and Support

- **2.1** Improve capacity for engagement in all areas of the community
- **2.2** Continue to implement innovative digital communication and social technology initiatives
- **2.3** Implement effective initiatives that enhance public support and trust
- **2.4** Strengthen external communication

3 Foster a culture of Service Excellence, Operational Efficiencies and Risk-Intelligent Innovation

- **3.1** Recruit, retain, develop and empower a broad range of talent at all levels of the organization
- **3.2** Strengthen internal communication
- **3.3** Facility improvements
- **3.4** System, technology and equipment improvements
- **3.5** Assess and develop the organization

FOREWORD

Policing is a complex endeavor and a community-wide responsibility.

"Criminal victimization almost always carries a human cost – one we hope our own family and friends are immune from. Even if we aren't personally touched by tragedy, crime and disorder are human conditions that threaten to undermine our sense of security and community. Eliminating this threat is absolutely dependent upon the active and informed involvement of every member of our community and the constant attention and devotion from your police department."

- Max Bosel, Police Chief

We can only be effective by understanding and responding to the policing needs of the people, businesses and organizations in the community, understanding the changing nature of crime and disorder, and having the right capabilities and strategies to accomplish our mission. At the same time, we must be transparent with how we accomplish our core responsibilities and encourage the public's involvement in keeping Mountain View safe and tackling crime.

This plan sets out how the Mountain View Police Department intends to deliver effective, community-focused policing services for the City of Mountain View from 2015 to 2020. It is the product of thoughtful planning, a commitment to being relentless in doing good police work, a desire to achieve our goals, and dedication to continuous improvement.

We designed our plan to provide policing services, programs, and facilities that meet the needs of a caring and diverse community in a financially responsible manner. The department is committed to a values-based approach to create confidence by being approachable, honest, open in our decision-making, and by treating everyone with fairness and respect.

This plan provides the roadmap to deliver on our organization's operational priorities to provide for the safety of our community and our workforce, to work effectively with the people we serve and serve with, and to deliver fair and impartial results through good police work.

Thank you for taking the time to learn more about the efforts of the dedicated men and women of the Mountain View Police Department, and for your trust and support.

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This plan establishes the level and quality of service the Mountain View community should expect from its Police Department.

We have set clear priorities and goals based on the views of people and organizations in the community, policing needs, department input, the 2030 General Plan, budgetary abilities, and guidance from City leaders.

Our values and policing styles embody the work that the members of the department do, and they shape the type of organization we intend to be.

Our plan shows where the organization will focus efforts and resources to fulfill our mission.

OUR MISSION

The Mountain View Police Department **KEEPS MOUNTAIN VIEW SAFE** and **TACKLES CRIME** through quality policing that **SECURES** the **TRUST AND SUPPORT** of the people it serves and protects.

Overview

KEEPING MOUNTAIN VIEW SAFE – minimize the loss of life, personal injury, and property damage resulting from crime, disorder, traffic collisions, and hazardous public conditions.

TACKLING CRIME – being responsive and proactive in preventing and suppressing crime and criminal victimization through evidence-based policing strategies, and ensuring a high quality of livability and a sense of security.

SECURING TRUST AND SUPPORT – performing and obtaining results in a manner that embodies equal justice under the law, effective engagement with the community, and continuous improvement.

OUR VALUES

Under the leadership of the City Council, the City of Mountain View has adopted organizational values that each employee embodies in their daily work.

EXCEPTIONAL SERVICE | INTEGRITY | RESPECT

PROVIDE EXCEPTIONAL SERVICE – We value being responsive to the community's needs and seek to earn the public's confidence and satisfaction with fair and impartial services that are highly competent, professional, and accessible to all.

ACT WITH INTEGRITY – We value a commitment to the nobility of policing, and the ethical standards of the organization and our profession. We are trustworthy, reliable and committed to doing the right thing, the right way, for the right reason.

TREAT OTHERS WITH RESPECT – We value approaching every contact with a guardian mindset that embodies treating people with dignity and respect, giving them a voice and listening, being impartial and fair, and building trust in our interactions with the public, our partners, and our colleagues.

OUR OPERATIONAL PRIORITIES

The department has adopted operational priorities that provide an overarching focus to the mission, values, core responsibilities, and policing strategies of the organization. These priorities communicate the expectations members of the department and the public should have regarding the focus and commitment of the police department. Along with our organizational values, these guiding priorities provide a beacon around which everything else revolves — every decision, every action, and every contact.

SAFETY | PEOPLE | RESULTS

For every contact, situation and action, **SAFETY** is our priority.

- We are courageous in our duty but **MITIGATE UNNECESSARY RISK**.
- We take a protective approach of **VIGILANCE** to safeguard the community we serve.
- We are committed to training, wellness, and professional **PREPAREDNESS**.
- We adopt **MODEL PRACTICES** and strategies to maximize community and police safety.

Working effectively with **PEOPLE** is critical to successful policing.

- We approach every interaction with a **GUARDIAN MINDSET** that embodies respect.
- We strive to **EFFECTIVELY COMMUNICATE** to understand and solve problems.
- We collaborate and promote **TEAMWORK**.
- We are **ENGAGED** with people in the community, our profession and stakeholders.

RESULTS are about making life better for the people we serve.

- We are **ACCOUNTABLE** for doing good police work.
- We focus **RELENTLESS EFFORT** to fulfill our mission.
- We are committed to **CONTINUOUS IMPROVEMENT**.
- We employ **INNOVATIVE** and evidence-based strategies and technology.

OUR CORE RESPONSIBILITIES

Through people, community collaboration, technology, and regional cooperation, the Mountain View Police Department fulfills its mission by providing comprehensive programs that makes safety a priority, focuses on effectively working with people, and obtains fair and impartial results through education, prevention, intervention, suppression, and enforcement efforts. The department provides a visible presence, effective and timely response to calls for service, innovative community engagement activities, and comprehensive services for investigations, community-focused policing initiatives, and emergency preparedness. The department is also responsible for Police and Fire support services, emergency communications, and ensuring professional standards and accountability. Our functions are to:

- Promote a sense of safety and security in the community, keep the peace, provide public assistance, prevent and detect criminal activity, assist crime victims, apprehend offenders, and facilitate due process through the response to requests for police service, conducting investigations, and enforcing the spirit of the law.
- Promote safety on the roadways through comprehensive and proactive education and enforcement initiatives that prevents fatal and injury traffic collisions.
- Continue to enhance outreach and engagement programs with neighborhoods, schools, small businesses, corporations, and other stakeholders to promote community safety, prevent crime, and secure community-wide trust and support.
- Continually develop staff and implement solutions that enhance workplace and community safety, the ability to work effectively with people, and deliver fair and impartial results.
- Prevent juvenile delinquency, underage and illegal substance abuse, and gang activity.
- Work collaboratively with the community, City, and other criminal justice agencies in order to protect life, safeguard property, and enhance policing legitimacy and community support for the police department.
- Provide support services functions to fulfill responsibilities related to public safety systems, technologies, records, warrants, and property and evidence.
- Recruit, retain, develop and empower a broad range of talent at all levels of the organization that represent the diversity of the Mountain View community.
- Provide communication services for Police, Fire, medical emergencies, and contract agencies.
- Prepare for, respond to, mitigate, and recover from all-hazard critical incidents and disasters.

OUR POLICING STRATEGY

The Police Department employs a policing strategy that uses a collaborative, proactive and responsive approach with a guardian mindset in its efforts to ensure the community is kept safe, crime is effectively addressed, and the public maintains confidence and support in law enforcement operations.

- **COLLABORATIVE**: This approach is critical to foster active outreach and systematic engagement between the police and the public for the purpose of identifying and addressing causes of crime, disorder, and life safety risks. The services delivered are usually the result of short- and long-term planning. Activities include problem solving, coordinated action planning, police and community partnerships, and cooperative programs that develop and strengthen police-community relations, enhance policing legitimacy, improve community safety and reduce incidence of criminal victimization.

- **PROACTIVE**: This approach provides policing strategies directed or structured to address identified safety, crime, disorder, and fear of crime problems that exist within neighborhoods or geographical areas. The services delivered are usually the result of intervening before the fact. Being aware of crime trends, known criminals and wanted suspects, and problem locations or areas. Being visible, interacting with the community, and initiating lawful contacts to investigate suspicious activity, educate, intervene, or enforce the law in a fair and impartial manner.

- **RESPONSIVE**: This approach is critical to maintaining order and reducing crime. The services delivered are usually the result of responding to needs of victims and involved parties after the fact. Activities include answering calls for service, conducting investigations, arresting offenders, directed enforcement in response to complaints or problems, and keeping the peace. While this approach is reactive in nature, the response incorporates a problem-solving approach that maximizes effectiveness with fulfilling a public safety mission.

The Department's strategies incorporate a values-based philosophy that promotes approaching every contact with the expressed intent of treating people with dignity and respect, making decisions based on facts, giving people a voice and listening, building trust through transparency with the administration of justice, and exercising authority in a way that encourages the public to trust its police and have confidence they will be treated fairly.

OUR MANAGEMENT PRINCIPLES

These principles are intended to be used as a guide for supervisors and managers to achieve organizational excellence. It is intended that the department's management philosophies will benefit from quality management systems based on these principles.

PRINCIPLE 1 – COMMUNITY FOCUS

The police department depends on the public's trust and support and therefore leaders should understand current and future policing needs, endeavor to meet the community's safety requirements, and strive to provide quality service.

PRINCIPLE 2 – LEADERSHIP

Leaders establish unity of purpose and direction of the police department. They are expected to create and maintain the internal environment in which people can be responsibly autonomous, develop mastery, and fulfill an essential purpose.

PRINCIPLE 3 – INVOLVEMENT OF PEOPLE

People at all levels are the essence of the organization and their full involvement enables them to reach their highest potential and deliver the greatest benefit to the department and the community.

PRINCIPLE 4 – DEVELOPING RELATIONSHIPS WITH KEY PARTNERS

A police department and its key partners are interdependent and a mutually beneficial relationship enhances the ability of both to fulfill their respective missions.

PRINCIPLE 5 – INFORMED APPROACH TO DECISION MAKING

Effective decisions are based on the analysis of data and information balanced with intuition and experience.

PRINCIPLE 6 – CONTINUAL IMPROVEMENT

Continual improvement of the organization's overall performance is a permanent objective of the department.

PRINCIPLE 7 – PROCESS APPROACH TO MANAGING ACTIVITIES

A desired result is achieved more efficiently when activities and related resources are managed as a process.

STRATEGIC PLAN OVERVIEW

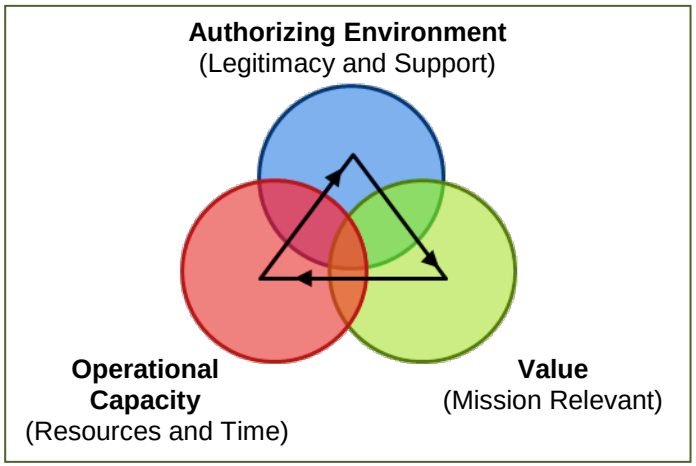
This plan establishes the level and quality of service the Mountain View community should expect from its Police Department. We have set clear priorities and goals based on the views of people and organizations in the community, policing needs, department input, budgetary abilities, the City's 2030 General Plan, and guidance from City leaders.

The Police Department consults with the public in a variety of ways to understand which policing services are most important, for example, interacting with community leaders, attending community meetings, talking to victims of crime, interacting with local and regional partners, and receiving feedback in person and through social channels.

The leadership of the department values feedback and information from stakeholders and enablers, which helps to establish the department's priorities. Goals and objectives are ultimately vetted through a planning and decision-making process that considers, among other things, the operational capacity of the organization, the value the initiatives add to the mission of the department, and support from the authorizing environment.

In order to fulfill our mission, the department has defined three broad goals.

- **GOAL 1 – Enhance safety, reduce criminal victimization, and strengthen emergency response.**
- **GOAL 2 – Engage in activities that enhance Police-Community collaboration, trust and support.**
- **GOAL 3 – Foster a culture of service excellence, operational efficiencies, and risk-intelligent innovation.**



These goals are further defined with objectives and initiatives that set out the priorities for the organization. It is the intent to review the relevance and progress of the plan annually as part of the budget process. Modifications to the plan will be made to address the changing needs of the organization and the community.

STAKEHOLDERS AND ENABLERS

OUR PEOPLE – The Police Department accomplishes its mission with the efforts of its employees. Continuously developing our sworn and non-sworn professional staff, and promoting safety and wellness at all levels of the organization is essential to ensure the department has skilled, motivated, and capable people who can reach their highest potential and provide high quality, ethical policing service.

COMMUNITY – Engaging all segments of the public and a willingness to collaborate is the foundation of our policing philosophy. The department is committed to working with the community at-large to accomplish its public safety mission and to ensure quality services are provided in a manner that secures the public's trust and support.

PARTNER ENTITIES – The Police Department works with a large number of partner entities, to include law enforcement agencies, other government departments, community-based organizations, and the private sector. We are committed to building effective partnerships and maximizing collaboration to effectively accomplish our mission and support the efforts of our allied agencies, in particular those that focus on seeking justice and providing services to victims of crime.

INFORMATION – Having and sharing timely, accurate, and complete information about crime and safety problems in the community is important to ensure resources are effectively deployed, appropriate strategies are employed, and the community is engaged to keep Mountain View safe and tackle crime.

ASSETS – The department seeks to invest in the equipment, fleet, facility, and physical resources necessary to provide quality public safety services in a financially responsible manner.

TECHNOLOGY – The capabilities for law enforcement to utilize technology to protect the public and for the criminal element to commit crimes are rapidly evolving. Quickly adapting to changes and adopting appropriate tools is critical to ensure the public is protected, criminal victimization is prevented, and privacy interests are preserved.

AUTHORIZING ENVIRONMENT – The department operates in compliance with state and local laws, regulations and standards, as well as a variety of operating, joint powers, and labor agreements. Budgeted resources are obtained from a comprehensive review by the City's management and approval of the City Council. The department is committed to using its resources in a financially responsible and ethical manner in order to provide public value with legitimacy and support.

SOCIETAL ISSUES AND TRENDS

A CHANGING COMMUNITY – Mountain View is uniquely situated in the heart of Silicon Valley and is a rapidly changing municipality that has a small town feel with big city challenges. With a diverse population approaching 80,000 people, and a fully developed 12 square miles, the City is continuing its growth with more dense land use and solutions for affordable housing, traffic congestion, sustainability, and continued economic development. The city hosts a vibrant downtown, popular local festivals, successful small businesses, award winning schools, world headquarter campuses to multi-national corporations, and a major entertainment venue. It is a hub to regional transportation, and provides full service amenities to its diverse population of residents, workers, students, and visitors.

VIOLENT CRIME – The trend of such crimes as homicide, assault, sexual assault, domestic violence, threats, kidnapping, and robbery have mirrored national statistics and have decreased significantly in Mountain View. Despite these decreases, violent crime represents the most heinous of criminal activity and is the department's priority to deter, investigate, and solve.

PROPERTY CRIME – Crimes targeting personal property or currency, such as burglary of residential and commercial premises, shoplifting, motor vehicle theft, larceny, vandalism, and fraud represent the bulk of reported criminal activity in the community. Increases in property crime have coincided with changes in the criminal justice system – from a voter initiative reclassifying certain crimes to the realignment of corrections' responsibilities from the state to local jurisdictions. Response to these changes requires vigilance and evidence-based approaches to tackle.

CYBERCRIME AND TECHNOLOGY – The digital age has enabled new methods for criminal victimization and exploitation. Capturing and using digital evidence in support of investigative and prosecutorial efforts is also an evolving specialty. Whether affecting an individual, small business, or a large multi-national corporation, the department has capabilities and partnerships to help prevent and investigate cyber-related crime.

AT-RISK YOUTH – While the majority of adolescents are not involved in criminal or delinquent activity, those that do engage in such behavior can have a significant impact on the quality of life in the community and in schools. Providing innovative prevention, intervention, and diversion programs in collaboration with schools, community-based organizations, the juvenile justice system, and with the youth and parents in the community will help prevent and deter youth-related crime and delinquency.

ROADWAY AND TRAFFIC SAFETY – With drastic increases in vehicular congestion and the impact of technology on how people operate motor vehicles, the police role in traffic safety is becoming more complex and essential. Efforts to reduce injury on the roadways, and ensure drivers, bicyclists, and pedestrians are protected from dangerous conditions, violations of traffic laws, and anti-social behavior requires the use of evidence-based and cooperative approaches to focus enforcement, education, and engineering solutions for maximizing roadway and traffic safety.

DRUG AND ALCOHOL IMPAIRED BEHAVIOR – The misuse of controlled substances has a major impact on police resources. The use of alcohol and drugs – recreational, illegal, over-the-counter, prescription and synthetic substances – is linked to crime, anti-social behavior, traffic collisions, and is also a source of revenue for organized criminal organizations. As a societal trend to lessen criminal penalties for drug possession, or the legalization of substances occurs, the department will adjust its strategies to ensure the public is safe and the community retains a high quality of livability.

MENTAL HEALTH – Police continue to be first responders in resolving incidents involving people with mental health disorders. Whether intervening in a crisis, conducting a welfare check, searching for a missing person, responding to a criminal act, or attempting to help a person who is a danger to themselves or others, the department's efforts to protect the public and people with mental health disorders involves intervention, prevention, and enforcement strategies in collaboration with public health agencies, the courts, and community-based organizations.

VULNERABLE POPULATIONS – Society expects the rights and quality of life for people of certain vulnerable populations are specifically recognized and proactively protected. Typically, vulnerable populations are considered to be children, seniors, people with disabilities, the homeless, people with physical or mental disabilities, limited English proficiency speakers, and people who are transgender or have an alternative sexual orientation. The department accepts its responsibility to ensure it protects the rights of all people; especially those considered vulnerable to human trafficking, financial exploitation, hate crimes, and physical or emotional abuse.

THREAT MITIGATION – Targeted violence and mass casualty attacks, such as active shooters and terrorist acts are infrequent in the nation and are statistically unlikely to occur in Mountain View. However, the increasing frequency of these incidents and Mountain View's prominent and internationally recognized location requires proactive preparation to ensure the community is positioned to effectively prevent, respond to, mitigate, and recover from such incidents. The department takes a collaborative and regional approach to ensure schools, workplaces, public events, and the community at-large is safe, while also ensuring the privacy and constitutional rights of the public are safeguarded.

GOALS AND OBJECTIVES

GOAL 1 – Enhance safety, reduce criminal victimization, and strengthen emergency response.

1.1 Enhance field operations capabilities
1.2 Enhance investigative capabilities
1.3 Enhance prevention and intervention initiatives
1.4 Evaluate and implement effective programs to enhance employee safety and wellness
1.5 Effectively prepare for major events and emergency response

GOAL 2 – Engage in activities that enhance Police-Community collaboration, trust and support.

2.1 Improve capacity for engagement in all areas of the community
2.2 Continue to implement innovative digital communication and social technology initiatives
2.3 Implement effective initiatives that enhance public support and trust
2.4 Strengthen external communication

GOAL 3 – Foster a culture of service excellence, operational efficiencies, and risk-intelligent innovation.

3.1 Recruit, retain, develop and empower a broad range of talent at all levels of the organization
3.2 Strengthen internal communication
3.3 Facility improvements
3.4 System, technology and equipment improvements
3.5 Continuously assess and develop the organization

THE CITY OF MOUNTAIN VIEW POLICE DEPARTMENT – LOOKING TO 2020

GOAL 1 – Enhance safety, reduce criminal victimization, and strengthen emergency response.			Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project; ^ = 21st Century recommendation; ! = both)			15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing								
1.1		**Enhance Field Operations Capabilities**						
	1.1.1	Prisoner Transport Van	I		C			Funded
	1.1.2	Optics for Patrol Rifles	C					Asset Forfeit
	1.1.3	Fleet Conversion	C	C	C	I	I<	Funded
*	1.1.4	Implement Comprehensive Traffic Safety and Education Programs	C	C	C	C	I<	Funded
	1.1.5	Aggressive Dog Response Training	C					NA
!	1.1.6	Patrol Staffing Study			P	I	<	Funded
	1.1.7	Radar Trailer Recommendations and Purchase	I	C				Cap Outlay
1.2		**Enhance Investigative Capabilities**						
*	1.2.1	Expand cybercrime, financial crime, and digital evidence capabilities	C					Funded
	1.2.2	Improve threat response capabilities for detectives	C					Funded
	1.2.3	Integrate digital communication and social technology into investigative strategies		C				Funded
	1.2.4	Assess the Sex Offender Response Team	C					NA
	1.2.5	Formalize the Terrorism Liaison Officer Program	C					NA
	1.2.6	Improve case tracking and information sharing in the new RMS	I				<	Funded
1.3		**Enhance Prevention and Intervention Initiatives**						
*	1.3.1	Expand Youth-Related Services to Elementary Schools	C					NA
	1.3.2	Assess and improve crime analyst capabilities		I		C		NA
	1.3.3	Integrate digital communication and social technology into prevention strategies		C				Funded
^	1.3.4	Increase Crisis Intervention Training for Sworn Personnel and Dispatchers	C	C	C	C	I	Funded
!	1.3.5	Enhance services for vulnerable populations through community outreach	I		C			Funded
^	1.3.6	Deliver suicide prevention and mental health awareness education		P	P	I	<	Unknown
	1.3.7	Host Identity Theft Document Shredding Events		C	C	C	I	NA
	1.3.8	Pilot deliver the Drug Abuse Resistance Education program in elementary schools					I	Asset Forfeit
1.4		***Evaluate and Implement Effective Programs to Enhance Employee Safety and Wellness**						
!	1.4.1	Expand City's Wellness Program for Shift Schedules	P	I		C		Funded
!	1.4.2	Fitness Room Remodel	I	C				Cap Outlay
^	1.4.3	Adopt the "Destination Zero" and "Below 100" program	I		C			NA
^	1.4.4	Enhance the Peer Counseling Program	I		<			Funded
	1.4.5	Develop an Employee-Involved Critical Incident Mitigation and Recovery Plan	I	C				NA
1.5		**Effectively Prepare for Major Events and Emergency Response**						
	1.5.1	SWAT Vehicle Replacement	I	C				ERF
	1.5.2	Plan and prepare for public safety needs for Super Bowl 50	C					NA

GOAL 1 – Enhance safety, reduce criminal victimization, and strengthen emergency response.			Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project; ^ = 21st Century recommendation; ! = both)			15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing								
*	1.5.3	SVRIA Regional Communications Systems	I				C	Funded
	1.5.4	Assess Virtual Consolidation for Regional Emergency Response		P	I	C		NA
	1.5.5	Continue preparation for active threat incidents	I			C		Funded
^	1.5.6	Issue Trauma Kits	C					Funded
	1.5.7	Conduct an Active Threat Needs Assessment for Patrol	P	I	C			NA
	1.5.8	Recommend first aid kit needs for patrol cars and motorcycles	P	P	I		<	Funded
	1.5.9	Enhance Response Capabilities to Active Threat – Armored Rescue Vehicle				I	<	Pending

GOAL 2 – Engage in activities that enhance Police-Community collaboration, trust and support.			Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project/Initiative)			15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing								
2.1		**Improve capacity for engagement in all areas of the community**						
	2.1.1	Reorganize to create a Neighborhood and Events Services Unit	C					Funded
	2.1.2	Assess work assignments and available resources for community engagement	I	C				NA
^	2.1.3	Develop a work plan for community engagement		I	C			NA
	2.1.4	Assess the Neighborhood Watch Program		C				NA
2.2		**Continue to implement innovative digital communication and social technology initiatives**						
!	2.2.1	Continue to grow and increase community engagement through social technology	C	C	C	C	I	Funded
^	2.2.2	Re-design website as a service-focused resource	I	C				Funded
^	2.2.3	Develop a work plan for social technology	P	C				NA
	2.2.4	Recommend a Mobile App	H	C				Unknown
^	2.2.5	Assess Multi-Lingual Services		P	I		<	Unknown
^	2.2.6	Post Policies On-Line		C				NA
2.3		*** Implement effective initiatives that enhance public support and trust**						
	2.3.1	Evaluate Recommendations from the President's Task Force Report on Policing	I	C				NA
^	2.3.2	Coffee with a Cop Program (on-going)	C	C	C	C	C	NA
^	2.3.3	National Night Out Program (annual on-going)	C	C	C	C	C	NA
	2.3.4	Honor Guard	I	C				Funded
^	2.3.5	Rape Assault Defense Program		C	C	C	I	Foundation
^	2.3.6	Police-Community Academy Extended Education Program			H	C	I	Unknown
^	2.3.7	Dedicated Police Car for Community Events	C					Fleet
^	2.3.8	Implement Next Steps from the Assessment of the President's Task Force Report		I	C			NA

GOAL 2 – Engage in activities that enhance Police-Community collaboration, trust and support.		Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project/Initiative)		15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing							
2.4	**Strengthen external communication**						
2.4.1	Assess external communication media strategies	P	I	C			NA
2.4.2	Develop a plan for consistent external communication	P	I	C			NA

GOAL 3 – Foster a culture of service excellence, operational efficiencies, and risk-intelligent innovation.		Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project/Initiative)		15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing							
3.1	**Recruit, retain, develop and empower a broad range of talent at all levels of the organization**						
3.1.1	Implement a Personnel and Training Unit	C					Funded
^ 3.1.2	Develop a recruiting and selection process plan	C					NA
^ 3.1.3	Develop an organizational training plan for all positions		I			<	NA
^ 3.1.4	Revise and Automate the Performance Management and Evaluation System			I		<	Unknown
^ 3.1.5	Develop a career development plan		I			<	NA
3.1.6	Assess a new hire mentoring program	C					NA
^ 3.1.7	Implement a formal debrief process	I		C			NA
3.1.8	Assess recognition program	I				<	NA
3.2	**Strengthen internal communication**						
^ 3.2.1	Conduct First-Line Supervisor Meetings and Training	C	C	C	C	I<	NA
^ 3.2.2	Hold a semi-annual all-hands meetings	C		C		I	NA
^ 3.2.3	Regularly gauge employee engagement	C	C		P	P	NA
3.2.4	Assess the 952 and develop a plan for consistent communication	H	I	C			NA
3.2.5	Explore options for a family event		P	H			TBD
3.3	**Facility improvements**						
3.3.1	Design Review Process for Facility Expansion and Improvement			H	I	<	Approved
3.3.2	CCTV system upgrade	H	I			<	Approved
3.3.3	Patrol Equipment Room	I	C				Funded
3.3.4	Construct a Police/Fire Training Room at Fire Station 5			I		<	Funded CIP
3.3.5	Remodel or New Build Police and Fire Administration Building					P	FY 21-22+
3.3.6	Parking Lot Expansion and Storage Building (former K9 training area)				I	H	Funded CIP
3.4	**System, technology and equipment improvements**						
3.4.1	Complete the CAD and mobile system upgrades	I	C				Funded

GOAL 3 – Foster a culture of service excellence, operational efficiencies, and risk-intelligent innovation.		Fiscal Year					Funding
Objectives and Initiatives: (* = City Budget Goal/Project/Initiative)		15-16	16-17	17-18	18-19	19-20	
LEGEND: P=Planned Start I=Initiated H=Hold < = Anticipated Completion C=Completed O=Ongoing							
3.4	**System, technology and equipment improvements (continued)**						
* 3.4.2	RMS and Field Based Reporting	I				<	Funded
* 3.4.3	Mobile Hand Held Devices	I	C				Funded
3.4.4	Dispatch Consoles	I			C		Funded
3.4.5	CAD to CAD	I					Funded
3.4.6	Mobile Radio Replacement		P	I	C		Funded
3.4.7	ECC Equipment Upgrades (9-1-1 Phones, Logging Recorder, Fire Station Alerting)	I			C		Funded
3.4.8	Broadband Wireless			P		H	Unknown
3.4.9	MDCs and Modems	I		C			Funded
3.4.10a	Officer Worn Cameras	C					Funded
3.4.10b	Expand Officer Worn Cameras Program			C			Funded
3.4.11	Assess Traffic and Parking Enforcement Technology Needs	I	C				Pending
3.4.12	Assess the Dual Sport Motorcycle Program		I			<	NA
3.4.13	Replace the Mobile Command Vehicle	I	C				Funded
3.4.14	Modernize Report Writing			I	C		Funded
3.5	**Assess and develop the organization**						
3.5.1	Complete study and recommendations for Records hours	I	H				NA
3.5.2	Conduct a review of the FTO Program	I		C			NA
3.5.3	Assess integration of PAL and Youth Programs	I	C				NA
3.5.4	Conduct an assessment of the Professional Standards Unit	P		I	C		Funded
3.5.5	Conduct routine audits of Property and Evidence	C	C	C	C	I	NA
3.5.6	Conduct an assessment of the Gang Database		I	C			NA
3.5.7	Conduct an assessment of the Volunteer Program				P	H	NA
3.5.8	Conduct an assessment of the Reserve Officer Program		I			<	NA
3.5.9	Conduct an assessment of the Explorer Program			C			NA
3.5.10	Conduct an assessment of the False Alarm Program		I			<	NA
3.5.11	Conduct an assessment of the Traffic Unit			I		<	NA
3.5.12	Conduct an assessment of Investigative Services Units		C			I	NA
3.5.13	Conduct an assessment of the Emergency Communications Center		I	C			Unknown
3.5.14	Conduct an assessment of the Records Unit			P	I	<	Unknown
^ 3.5.15	Develop and Implement a Policy Review Plan		I		C		NA
3.5.16	Conduct an assessment of the K9 Program					P	Operating

MEASURING SUCCESS

This plan's success is dependent upon the organization's ability to implement initiatives in a specified time period. Each initiative that is underway is assigned a project manager who is responsible for ensuring work plan measures and intended outcomes are achieved. On-going feedback and reporting will ensure accountability and address challenges that may arise, or conditions that may require plan adjustments.

The Department's Command Staff is committed to providing a framework for accountability by making realistic assessments for how each objective and related initiatives are prioritized, and balancing the workload and capacity of organizational resources to effectively implement each work plan in a financially responsible manner.

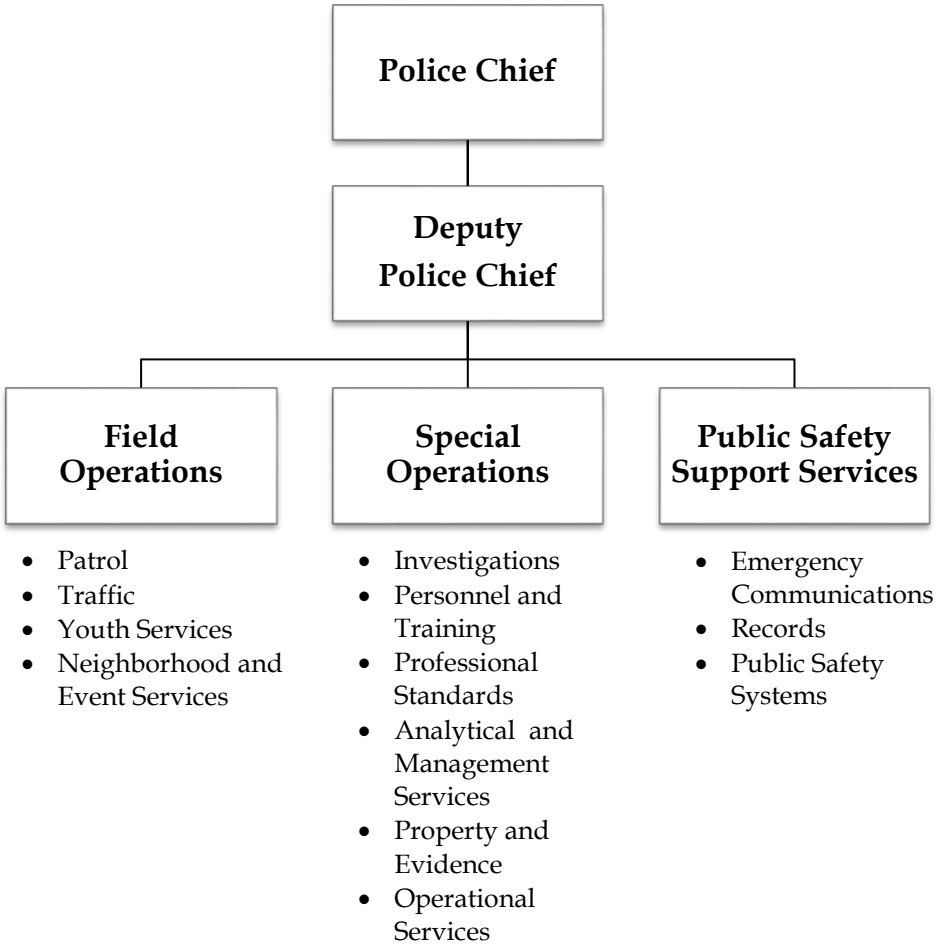
As each Fiscal Year comes to a conclusion, progress reports will be provided and measured against the plan's objectives. Integration of the plan with the annual budget is also a part of the process.

FISCAL YEAR END 2018-19 PROGRESS UPDATE

The following table summarizes the progress of the Department's strategic plan initiatives at the time this update was published.

STATUS	GOAL 1	GOAL 2	GOAL 3	TOTAL
Initiated	11	4	18	**34**
Pending	0	0	3	**3**
On Hold	0	0	5	**5**
Subtotal	11	4	26	**41**
Completed	24	16	24	**64**
Total Initiatives	**35**	**20**	**50**	**105**

ORGANIZATIONAL CHART OVERVIEW



1000 Villa Street
Mountain View, CA 94041

Emergency: **9-1-1**
650-968-1661

Non-Emergency: 650-903-6395

Records: 650-903-6344

Administration: 650-903-6350

Website: www.mvpd.gov

A detailed Organization Chart and budget information can be found on-line at mountainview.gov.