

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the City Clerk's Office, 300 West Third Street 4th Floor during customary business hours. Agenda reports are also on the City of Oxnard web site at www.oxnard.org.



AGENDA
OXNARD CITY COUNCIL
PUBLIC SAFETY COMMITTEE
Council Chambers, 305 West Third Street
January 22, 2019
Regular Meeting – 2:00 to 3:15 PM

A. ROLL CALL / POSTING OF AGENDA

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

At this time, the legislative body will consider public comments for a maximum of fifteen minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. Speaker cards will not be accepted after the beginning of the general public comment period. Based on the number of speaker cards submitted, the presiding officer may impose time limits per speaker. Typically, speakers are limited to two minutes, but shorter time may be established as deemed necessary. A person not able to address the legislative body at this time because the fifteen minutes expires may do so just prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager for administrative action or scheduled on a subsequent agenda for discussion.

C. REPORTS

Police Department

1. SUBJECT: Police Department Goals and Objectives (20/10/10)

RECOMMENDATION: That the Public Safety Committee:

- 1) receive a report from the Police Department regarding a review of its 2018 goals and objectives; and
- 2) provide input on 2019 goals and objectives.

Contact: Scott Whitney

Phone: (805) 385-7624

D. ITEMS FOR FUTURE AGENDAS

E. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

Agenda Item time estimates: (Staff Presentation / Committee Discussion / Public Comment)

(This page is intentionally blank.)



PUBLIC SAFETY COMMITTEE
AGENDA REPORT

TYPE OF ITEM: Report

AGENDA ITEM NO.: 1

DATE: January 22, 2019

TO: Public Safety Committee

FROM: Scott Whitney, Police Chief
scott.whitney@oxnard.org, (805) 385-7624

SUBJECT: Police Department Goals and Objectives (20/10/10)

RECOMMENDATION

That the Public Safety Committee:

- 1) receive a report from the Police Department regarding a review of its 2018 goals and objectives; and
- 2) provide input on 2019 goals and objectives.

BACKGROUND

The Police Department established Department-specific goals and objectives for 2018. These goals and objectives took shape in the closing months of 2017, and were finalized following a command staff retreat in late November. The goals and objectives considered items that the Police Department viewed as public safety priorities, community needs, and matters that can improve workforce performance and efficiencies.

The goals and objectives have four broad categories: 1) Community safety; 2) Community engagement; 3) Neighborhood problem solving, and 4) Tools for success. This report will provide an overview of these goals, and the results in meeting them.

Community Safety

Crime

One of the Police Department's primary missions is to help reduce crime in our community. The FBI gathers crime statistics from law enforcement agencies each year as part of their Uniform Crime Reporting ("UCR") Program. The UCR Program collects data on "Part One" offense types: four (4) violent crime and four (4) property crime categories.¹ In 2016, the City experienced a 7.6% reduction in reported crime, and an 11.1% reduction in 2017. For 2018, the

¹ Property crime: Larceny, burglary, motor vehicle theft, and arson. Violent crime: Murder, rape, robbery, and aggravated assault.

Police Department's goal was to continue the reduction in overall Part One crime. At the time of this report, preliminary figures indicate that overall crime in Oxnard decreased by 5.9% in 2018. This includes a 5.1% reduction in property crime, and an 11.1% reduction in violent crime.

For 2019, the Police Department set a goal to continue the three-year reduction in overall Part One crime. This includes a goal to reduce the number of stolen vehicles by 10%.

The Police Department also made it a 2018 goal to enhance the utilization of personal and surveillance cameras for crime prevention and post-incident investigation. During 2018, the Police Department:

- Successfully implemented *AXON Citizen*. *AXON Citizen* is a tool that allows the public to share community-captured video with the Police Department.
- Successfully launched the *Eyes on Crime* program. *Eyes on Crime* allows members of the public to register their public-facing security cameras. This serves as a valuable tool in gathering evidence to solve crimes.
- *RING Neighborhoods* went live in December. This added 6,000-7,000 new residential video systems that help capture evidence or alert others of crime.
- Nineteen (19) "community cameras" have been installed. These clearly-marked, high-definition camera systems have been placed at strategic locations across Oxnard.

Some 2019 community safety goals include:

- Obtain two (2) amended gang injunctions and begin service on the most active gang members.
- Continue added emphasis on crime prevention and deterrence strategies.
- Increase participation in *RING Neighbors* program by 10%
- Increase participation in *Eyes on Crime* by 10%
- Prepare our workforce and community for active shooters/critical incidents.
 - Develop an active shooter curriculum that any sworn staff member can present.
 - Provide a minimum of six (6) active shooter survival presentations to the community.
 - Provide active shooter survival presentations to all City departments.

Traffic Safety

Impaired, dangerous, and distracted driving pose a significant threat to community safety. The Police Department set a number of goals specifically related to traffic safety. The goals are below, with results that reflect the first eleven (11) months of 2018:

- | | |
|--|------|
| ● Reduce injury collisions by 5% | + 1% |
| ● Reduce DUI-related collisions by 10% | +13% |
| ● Reduce bicycle-involved collisions | -31% |

- Reduce pedestrian-involved collisions -30%

Fatal traffic collisions have been an ongoing challenge. Unfortunately, seventeen (17) people were killed in traffic collisions in Oxnard in 2018, compared to sixteen (16) in the previous year (a 6.25% increase).

Of note, some additional traffic statistics (through November of 2018) show encouraging signs:

- Number of DUI-related injury collision victims -14%
- Hit-and-run injury collision victims -33%

The Police Department's traffic safety related goals for 2019 include:

- Reduce the number of injury collisions and DUI-related collisions within the City.
- Continue the OTS Grant and apply for the 2020 Office of Traffic Safety ("OTS") Grant.
- Conduct twelve (12) DUI checkpoints and thirty (30) DUI saturation operations
- Increase the Patrol Division's involvement in improving traffic safety:
 - Implement electronic citation equipment/processes in Patrol
 - Host radar/lidar training in 2019
 - Provide advanced field sobriety testing training to all new academy graduates and field training officers
- Continue to prioritize addressing dangerous and distracted drivers:
 - Conduct eight (8) Enforcement operations related to dangerous/distracted driving.
 - Produce eight (8) social media PSAs related to enforcement efforts.
- Continue to emphasize improving school zone traffic safety:
 - Conduct school zone traffic safety assessments at the start of the school year.
 - Produce four (4) social media PSAs related to school zone safety
- Reduce bicycle and pedestrian involved collisions:
 - Conduct four (4) bicycle safety enforcement operations
 - Conduct four (4) pedestrian safety enforcement operations
- Continue with traffic-safety community engagement:
 - Produce twelve (12) social media PSAs related to traffic safety

Opioids

The Police Department recognizes the threat posed by a nationwide opioid epidemic, and set goals to help lower the number of opioid-related deaths. The 2018 goals included:

- Issue 100 Naloxone (Narcan) kits to selected personnel. Completed
- Place a medication disposal bin in the police station lobby. Completed

- Develop investigative protocol for opioid-related homicides. Completed

Of note, police officers administered Naloxone to opioid overdose victims on nine (9) occasions in 2018. The Police Department plans to continue issuing this life-saving tool to trained officers.

In 2019, the Police Department has a goal to work with Ventura County Behavioral Health to create a professional marketing campaign targeting opioid abuse.

Helping persons in crisis

The Police Department set goals to help vulnerable populations within Oxnard. This includes the homeless and mentally ill. Some of the goals included:

- Deploy a Crisis Intervention Detail. This consists of a police officer that partners with Ventura County Behavioral Health specialists to help those who have high potential for being in crisis. Completed
- Continue bi-weekly follow-up meeting to address top mental health consumers (persons of concern). Completed
- Implement a weekly steering committee meeting discuss top homeless cases. Completed

The Police Department continues to work with a variety of City departments, Ventura County agencies, and various stakeholders to help address homelessness and vagrancy (also, see below in “Neighborhood Problem Solving”).

Community Engagement

The Police Department recognizes the importance of engaging the public, believing that “every contact with the community is an investment.” Community engagement takes a wide variety of forms, ranging from developing positive relationships through interaction, education, outreach, and non-enforcement related contacts. Community engagement also takes the form of public awareness through a variety of means, including news and social media. Such efforts support the Police Department in telling its story, and providing the community with better accessibility to information. Some highlights of the Police Department’s 2018 community engagement goals and objectives included:

Goal: Increase participation at community events by all levels of the Department.

In response to this, the Police Department made great effort to have a representative at every neighborhood council meeting. In 2018, the Police Department also required patrol supervisors and commanders to attend these meetings to the greatest possible extent. Police Department’s staff are also expected to attend and/or support a wide variety of community functions throughout the year.

Goal: Host twelve (12) “Coffee with a Cop” events.

During 2018, the Police Department hosted twenty-five (25) of these events, which placed officers into casual, positive interactions with residents. These events occurred citywide.

Goal: Conduct four (4) “Mobile PD” operations in selected neighborhoods.

“Mobile PD” is the term used for an event that deploys the Police Department’s Mobile Command Post into a neighborhood location. During 2018, the Police Department held one (1) event in July, at Pleasant Valley Road & Saviers Road. The event was well attended.

Goal: Ensure that key public documents are available to the public in Spanish.

In 2018, all of the Department’s crime prevention flyers were translated into Spanish. These flyers are also available in both languages on the Department’s website at <https://docs.google.com/document/d/1mDgh1i8zSzcVpddXttzATC4N3ORVSdnzP-H5eUX0aAw/edit>. Of note, a translation tool is also available for additional content on the Department’s website.

Goal: Partner with Oxnard School District and Oxnard Union High School District to connect with at-risk students.

The Police Department implemented a Youth Engagement Officer position, as well as an additional School Resource Officer to serve the Oxnard School District’s elementary through junior high school population. During 2018, the Police Department took the lead in securing California Violence Intervention and Prevention (“CALVIP”) grant funding, which will also work with at-risk youth and young adults. In 2018, the Police Department also secured nearly \$300,000 in funding from a Department of Justice grant for reducing tobacco use by youth. Goals for 2019 include beginning the implementation phases of these two grants.

Goal: Partner with Ventura County Probation/Oxnard City Recreation/Ventura County District Attorney’s Office to engage at-risk youth.

In 2018, the “BRAVO” Program (Building Respect and Valuing Others) placed officers into the Juvenile Justice Facility to have positive interactions with in-custody youth. This program is being modified for 2019, and will focus on providing positive contacts and mentoring at out of custody locations, such as reporting centers and recreational facilities.

Goal: Continue to develop relationships with underserved communities.

In 2018, the Police Department continued relationships with various groups, as well as started new partnerships with others. Some of these groups included:

- Oxnard Special Populations
- Wilson Senior Center
- Oxnard Revival Center
- Low rider and classic car communities
- The ACTION Network
- Mixteco Indigena Community Organizing Project (“MICOP”)
- LGBTQ community

Among many events in 2018, the Police Department supported a series of *Cruise Night* events in downtown, and hosted its second annual car show at the station. In October, the Police Department hosted its second annual *Spooktacular* event, and another *Santa at the Station* event

in December. During that same month, it also hosted another successful *Heroes and Helpers* event that provides young students with an opportunity to have a happier holiday.

Goal: Continue to work with faith-based communities. The Police Department continues to meet with representatives from the faith community to discuss strategies and partnerships for 2018. Some examples of faith-based events included:

- Community resource event (August 2018)
- Rescue Mission prayer luncheon
- Salvation Army National Day of Prayer
- Oxnard Clergy Council (quarterly)

Goal: Continue to expand the Police Department's social media presence.

This goal included increasing participation in *Nextdoor.com* and *Facebook* by 10%. In 2018, participation in:

- Oxnard's *Nextdoor.com* increased by 12%, to 18,000 members.
- The Oxnard Police Department's *Facebook* page increased by 11%, to 32,000 "likes."

The Police Department sought to increase participation on *Instagram* and *Twitter* by 10%. These goals were met or exceeded, with a 20% increase on *Instagram*, and a 13% increase on *Twitter* followings. The goal for 2019 is to increase the Department's presence on each of the above social media platforms by 10%.

In 2019, the Police Department will continue pursuing the above community engagement goals. Also worthy of mention are the following:

- Visit each of Oxnard's K-8 schools on two (2) occasions
- Adopt an elementary school
- Host six (6) "Coffee with a Cop"/"Mixer" events (per district)
- Conduct four (4) "Park, Walk, & Talk" foot patrols
- Present to established organizations and service clubs (e.g. Community Relations Commission, INCO, Chamber of Commerce, Rotary, Kiwanis, Filipino American Council, NAACP, etc.)
- Conduct an 8-week citizen's academy
- Conduct a 2-week junior police academy
- Meet with representatives from the faith community to discuss strategies and next steps
- Continue outreach efforts at the Boys & Girls Club
- Assess the need for a community survey in 2019

Neighborhood Problem Solving

The Police Department has a strong and established history of prioritizing community policing and neighborhood problem-solving strategies. It is this commitment that greatly contributed to the Oxnard Police Department's receiving the James Q. Wilson Award in 2007 and 2018. One

(1) law enforcement agency in California may receive this award each year from the Regional Community Policing Institute, for excellence in community policing.

The Police Department's Neighborhood Policing Team ("NPT") consists of a group of officers who lead and coordinate problem solving strategies. NPT officers are mainly detached from responding to calls for service, and are assigned to work specific areas within four policing districts. NPT officers assess neighborhood problems that affect crime, traffic safety, and life quality. A significant part of their efforts consists of problem identification, coordinating resources, addressing multiple call locations ("hotspots"), and promoting crime prevention strategies. Some neighborhood problem solving goals for 2018 included:

- Coordinate one (1) crime prevention flyer sweep per district per month (48 total) 70+ (citywide)
- Conduct one (1) *crime prevention through environmental design* ("CPTED") assessment in each beat per month (120 total) 235+ (citywide)
- Increase the number of active "Neighborhood Safety" (aka Neighborhood Watch) groups by 25% Not completed (Goal under review)

Another growing aspect concerns addressing the problems involving homelessness and vagrancy. Some goals related to this include:

- Institute an ongoing effort to make City parks safer (The *Taking Back Our Parks* initiative) Completed (and ongoing)
- Research city ordinances to better address vagrancy 20+ ordinances researched, 1 amended (drinking in public)
- Partner with City Attorney/District Attorney/Behavioral Health/service providers to coordinate efforts to address homelessness and vagrancy Weekly steering committee formed and active
- Implement a Community Intervention Court to address vagrancy Not accomplished
- Work with Housing Department to develop and implement a *Safe Sleep* program In progress

In addition to furthering ongoing efforts, some 2019 neighborhood problem solving goals include:

- Conduct one (1) crime prevention flyer sweep per police district per month.

- Conduct one (1) “crime prevention through environmental design” assessment in each police beat per month.
- Continue the effort to make Oxnard’s parks safer.
- Conduct CPTED assessments at all City parks in 2019.
- Conduct a comprehensive population assessment of Oxnard’s homeless population.
- Work with the City Attorney’s Office to assess the feasibility of a “chronic offender program” and a Community Intervention Court to address habitual vagrancy.

Tools for Success

This category focuses upon goals and objectives that support the Police Department’s ability to operate efficiently internally, which in turn, results in better service to the community. There are four subcategories under this section – some goals and results are below.

Equipping for Success

- | | |
|---|--|
| • Goal: Transition the Department issued sidearm from the Beretta to the Sig Sauer. | Completed |
| • Goal: Begin a radio communication infrastructure replacement process. | Partial funding secured. First phase underway. |
| • Goal: Begin the implementation of electronic citation machines. | Goal met (ongoing) |

It is the Police Department’s goal to complete the first phase of the radio communication infrastructure project in 2019. This includes the physical expansion of the Police Department’s communications center, and installation of replacement dispatch consoles.

Other 2019 goals include:

- Expand the implementation of electronic citation machines, allowing Patrol Division personnel access to them.
- Begin the implementation of specific purpose sUAS (“drone”) operations.

Training for Success

- | | |
|---|---------------------|
| • Goal: Implement a consolidated training effort that includes tactics, firearms training, use of less-than lethal equipment, arrest and control techniques, and decision-making skills to promote officer safety (Force Options Unit). | Completed (ongoing) |
| • Goal: Complete the acquisition and installation of a force options simulator as a training tool. | Completed (ongoing) |

The above two goals place emphasis on safety, de-escalation, and proper use of force when necessary. A 2019 goal includes the implementation of regular, ongoing training with the new force options simulator, and continued training provided by the Force Options Unit.

Other 2019 goals include:

- Modify the Field Training Program, to include additional, specialized training:
 - Traffic enforcement and collision reporting
 - Interacting with youth
 - Investigations
- Disaster preparedness: resume incident command system (“ICS”) training
- Improve department operations center (“DOC”) and emergency operations center proficiency

Leadership and Resiliency

- | | |
|---|-----------------------|
| ● Goal: Develop and implement an employee wellness program covering physical, emotional and trauma-induced needs. | Progressing (ongoing) |
| ● Goal: Transform Police Department lobbies into public-friendly environments. | In progress |
| ● Develop and implement a leadership-based mentorship program for our employees (“OPD University”). | In progress |

The Police Department will continue to work toward the above goals in 2019, including conducting an internal employee survey, and implementing a leadership curriculum for employees.

Workforce Efficiencies

- | | |
|--|-------------|
| ● Goal: Implement a new alarm management policy and program to reduce Patrol Division responses to false alarms. | In progress |
|--|-------------|

The 2019 goals for this effort include a 40% reduction of false alarm responses.

- Goal: Transition the licensing of animals to the Ventura County Animal Shelter (VCAS) by July 1, 2018.

During the late spring of 2018, VCAS management indicated that it was not in a position to undertake this function. This has now become a goal for 2019.

At the time of this report, the Police Department is working towards finalizing its 2019 goals and priorities.

STRATEGIC PRIORITIES

This agenda item supports the Quality of Life strategy. The purpose of the Quality of Life strategy is to build relationships and create opportunities within the community for safe and

vibrant neighborhoods, which will showcase the promising future of Oxnard. This item supports the following goals and objectives:

Goal 1. Improve community safety and quality of life through a combination of prevention, intervention, and suppression efforts that address crime and underlying issues.

Objective 1a. Create a renewed focus on police/community relations with underserved communities and youth population.

Objective 1b. Explore alternatives for youth through recreation programs and intervention services.

Objective 1d. Examine options for long term sustainability of public safety services to ensure an efficient and effective public safety service delivery model.

Goal 2. Address homelessness through the development and implementation of a multi-tiered strategy.

Objective 2a. Identify the City's homelessness mission and create a 5-year plan to address homelessness.

Goal 3. Strengthen neighborhood development, and connect City, community and culture.

Objective 3a. Create a renewed focus on establishing a positive outlook and orientation of our City, neighborhoods and overall community.

Objective 3b. Empower and connect our Inter-Neighborhood Council Organizations (INCOs), Community Advisory Groups (CAGs) and Neighborhood Watch Program.

Objective 3c. Improve our methods of communicating with residents, businesses and neighborhoods (e.g. leverage social media and tools like Nextdoor).

This agenda item supports the Organizational Effectiveness strategy. The purpose of the Organizational Effectiveness strategy is to strengthen and stabilize the organizational foundation of the City in the areas of Finance, Information Technology, and Human Resources, and to improve workforce quality while increasing transparency to the public. This item supports the following goals and objectives:

Goal 3. Focus on creating a culture of learning and talent development that will lead to a quality workforce which meets the needs of our community.

Objective 3b. Develop a talent development initiative that engages, trains, transforms, and works collaboratively with mid-managers to change the organizational culture into one that focuses on becoming a high performing organization.

This agenda item supports the Economic Development strategy. The purpose of the Economic Development strategy is to develop and enhance Oxnard's business climate, promote the City's fiscal health, and support economic growth in a manner consistent with the City's unique character. This item supports the following goals and objectives:

Objective 2d. Public safety will collaborate with the business community to promote an environment that supports economic development.

FINANCIAL IMPACT

This item has no financial impact.

Prepared by Jason Benites, Assistant Police Chief

Public Safety Committee
January 22, 2019

Police Department Goals and Objectives

Chief Scott Whitney
Assistant Chief Jason Benites
Assistant Chief Eric Sonstegard



Department Goals for 2018

- Improve Community Safety
- Improve Neighborhood Problem Solving
- Provide Tools For Success
- Expand Community Engagement

Community Safety

Crime Reduction

2018 objective: Continue the two-year reduction in crime

- Challenges
 - Greater demands on policing services
 - Homelessness and vagrancy
 - Effects of criminal justice reform
 - AB 109, Prop 47, Prop 57
 - Repeat offenders

Community Safety

Crime Reduction

- Opportunities
 - More focus on crime analysis
 - More focus on criminal intelligence
 - More focus on crime prevention
 - Continued use of Neighborhood Policing Team
 - Better community relations
 - Better use of technology

Community Safety

Crime Reduction

Result:	Violent crime:	-11.1%
	Property crime:	-5.1%
	Overall crime:	<u>-5.9%</u>

Of note:

- 14 Homicides in 2018 (15 in 2017)
- Robberies decreased by 24%
- Burglaries decreased by 10%
- Auto thefts increased by 13%

Community Safety

2019 Objectives

- Continue the 3 year crime reduction!
- Amend 2 gang injunctions
- Continue added emphasis on crime prevention
- *RING Neighbors* and Eyes on Crime (+10%)
- Prepare our workforce and community for active shooters/critical incidents

Community Safety

Traffic Safety 2018 Objectives

Results **

- Reduce injury collisions by 5% + 1%
- Reduce DUI-related collisions by 10% +13%
- Reduce bicycle-involved collisions -31%
- Reduce pedestrian-involved collisions -30%

Of note:

- Fatal T/C's (17 total victims) +6.5%



** Figures are through November 31, 2018



Community Safety

Traffic Safety 2019 Objectives

- Address dangerous and distracted drivers
 - Enforcement operations vs. dangerous/distracted driving
 - Education and engagement
- Reduce the number of injury collisions and DUI-related collisions
- 12 DUI checkpoints and 30 DUI saturation operations
- Improve school zone traffic safety
- Reduce bicycle and pedestrian involved collisions

Community Safety

Opioids

Reduce the number of opioid related deaths

- Issue 100 Naloxone kits to patrol officers
- Medication disposal bin in the police station lobby
- Develop protocol for opioid-related homicides

Completed

Completed

Completed

2019 opioid life saving objectives

Partner assertively and deliberately with VC Behavioral Health to become model agency in *Police Response to Reducing Overdose Deaths*

- Expand Naloxone kits
- Examine data to identify high-risk users
- Create professionally crafted outreach campaign
- Expand drug take-back efforts

Community Safety

2018 objective

Improve engagement with persons suffering from a mental illness that have been in crisis

- Partner with VC Behavioral Health to help those with high crisis potential

Completed

- Implement a weekly steering committee meeting discuss top homeless cases

Completed

Neighborhood Problem Solving

2018 James Q. Wilson Award winner!

- Coordinate one (1) crime prevention flyer sweep per police district per month (48 total)
70+ conducted citywide
- Conduct one (1) *crime prevention through environmental design* (“CPTED”) assessment in each beat per month (120 total)
235+ conducted citywide



Neighborhood Problem Solving

Implement a vagrancy abatement strategy

- Institute an ongoing effort to make parks safer (#TakeBackOurParks)
Ongoing
- City Ordinance amendments
Review of 20+ ordinances, one (1) Oxnard ordinance amended
- Partner with City Attorney/Behavioral Health/Service Providers
Weekly steering committee formed and active (ongoing)
- Explore Community Intervention Court to address vagrancy
Not completed - continue into 2019
- Support Housing Department to implement a *Safe Sleep* program
In progress

Neighborhood Problem Solving

2019 goals include:

- Work with Environmental Resources to take “broken windows” approach to illegal dumping / encampments
- Conduct CPTED assessments at all City parks
- Continue the effort to make Oxnard’s parks safer
- Comprehensive population assessment of homeless population
- Work with the City Attorney’s Office to assess the feasibility of a “chronic offender program” to address habitual vagrancy



Tools for Success

Equipping for Success

- Implement the transition from the Beretta to the Sig Sauer P320
Completed
- Goal: Begin a radio communication infrastructure replacement process
Partial funding secured, first phase underway

For 2019:

- Develop public safety drone operations
 - Crime scene / traffic collision diagramming
 - Critical incident support
 - Support other City Departments (Fire, GIS, Public Works)
- Expand e-citation machines to the Patrol Division

Tools for Success

Training for Success

- Consolidate Use of Force training (Force Options Unit)
Completed
- Complete the acquisition and installation of a force options simulator
Completed

For 2019:

- Implement regular, ongoing training with the new force options simulator, and continued training provided by the Force Options Unit
 - Emphasizing safety, de-escalation, and reasonable use of force
 - Involve community members with force options simulator



Tools for Success

Workforce Efficiencies

- Implement a new alarm management policy and program to reduce police responses to false alarms
 - Council adopted new ordinance, implementation underway
- Transition the licensing of animals to the Ventura County Animal Shelter (VCAS) by July 1, 2018
 - Goal not met in 2018, now a 2019 goal



Tools for Success

Leadership and Resiliency

- Transform Police lobbies into more public-friendly environments
In progress
- Develop a leadership-based mentorship program for our employees
In progress

For 2019:

- Internal leadership development curriculum
- Internal employee survey

Community Engagement

“Every contact with the community is an investment”

- Host twelve (12) “Coffee with a Cop” events
25 held citywide
- Ensure that key public documents are available to the public in Spanish
Done
- Partner with OSD and OUHSD to connect with at-risk students
Youth Engagement Officer
Additional SRO for elementary-junior high schools
CALVIP / Tobacco grant
- Partner with Ventura County Probation/Oxnard City Recreation/Ventura County District Attorney’s Office to engage at-risk youth
BRAVO Program



Community Engagement

“Every contact with the community is an investment”

- Continue to develop relationships with underserved communities
- Continue to work with faith-based communities
- Further expand Police Department’s social media presence:
 - Increase Facebook and Nextdoor.com presence by 10%
 - Facebook (+11%, 32K followers),
 - Nextdoor.com (+12%, 18K members)
 - Increase Instagram and Twitter followings by 10%
 - Instagram +20%
 - Twitter +10%

Community Engagement 2019

Added objectives for 2019

- More positive contacts
 - Our schools and Juvenile Facility
 - “Coffee with a Cop”/“Mixer” events (4 per district)
 - “Park, Walk, & Talk” foot patrols
 - Underserved communities
- More opportunities to explain our objectives and ask for input
 - Neighborhood Council Meetings
 - 8-week citizen’s academy / 2-week junior police academy
 - Community survey in 2019
- More partnerships
 - Schools / Probation / Recreation
 - Next steps with the faith community

Cue Video!