

**Barstow Police Department
Work Plan
2003-2004**

- I. Streamline and enhance department operations
 - A. Return patrol operations to an eight-hour schedule (effective 07-06-03)
 - B. Realign department staffing/positions (see organization charts)
 - 1. Complete lieutenant promotion
 - 2. Complete sergeant promotion
 - 3. Reclassify corporals to sergeants, vacate corporal position
 - 4. Re-establish S.E.T. (Street Enforcement Team) for gang and drug enforcement
 - C. Conduct an in-house review of job function (January 2004)
 - 1. Insure the right person is responsible for various tasks
 - 2. Insure that tasks continue to serve a valid and useful purpose
- II. Revise Department Policy and Procedure Manual (ongoing)
 - A. Focus efforts on critical policies
 - B. Revise appraisal policy to insure feedback to aid in employee growth
 - C. Eliminate unnecessary policies
- III. Community Policing
 - A. Identify officers willing to accept responsibility for issues contributing to crime and disorder in specific beats
 - B. Continue formalized COP (Community Officer Policing) training (ongoing).
 - C. Develop effectiveness and focus of Code Enforcement efforts
 - D. Re-start and expand the Neighborhood Watch Program (August 2003)

IV. Staff Development

A. Recruitment

1. Work to develop an effective marketing program
2. Work to improve image of department in the community
3. Develop program to help applicants survive the application process

B. Training

1. Keep all staff current on POST mandated training (ongoing)
2. Develop in-house trainers to reduce training cost and expand knowledge base (ongoing)
3. Identify additional training opportunities to keep department current on emerging trends and situations
 - a. Homeland defense
 - b. Community policing
 - c. Narcotic and gang trends

V. Work with Barstow Fire Department and City Staff/Council to assume responsibility for fire dispatching (initial discussions in progress)

VI. Continue advancements in technology

A. Develop a digital booking photo system to reduce cost and improve availability of booking photos (February 2004)

1. Funding provided through State Technology Grant

B. Expand mobile computer project (ongoing)

1. Funding provided through State grants

Attachment to Work Plan

Summary—Doing More with Less

Population Impacting Police Services

The City of Barstow has a population of approximately 23,000. The area has a service population estimated of approximately 60,000, which includes Lenwood, Hinkley, Daggett, Yermo, Newberry Springs, and Fort Irwin. Add to that the traveling public estimated at 50,000 + cars a day coming through our area for food, gas, shopping and motels, and you can see the Barstow Police Department services much more than the 23,000 city population.

Social Impacts

The City of Barstow has a high percentage of low income and welfare recipients. Society is very reluctant to associate crime with low income and public assistance; however, from my experience, our community's crime and appearance is associated with these issues. A city is a reflection of its citizens.

Emergency Preparedness

When Mr. Van Nort assigned emergency preparedness to the police department, neither my staff nor I had any idea what we were taking on. We have come to realize very quickly that in the beginning to establish a functional unit to meet federal, state, and county requirements, it will require someone on a full-time basis. After the program becomes functional, it will still require a great deal of time for a well-trained employee to continue with the program. One area that is an important part of the emergency preparedness operation is grant monies. After recent discussion it is recommended that the city assign Mark Murphy on a temporary basis to the police department, under the direct supervision of Lt. Harpole to accomplish this task. This assignment and the effectiveness of the program will be evaluated on a continual basis and modified as needed. Emergency preparedness is extremely important to the City of Barstow and the citizens we serve.

Code Enforcement

Code enforcement is another area which requires a great deal of time and effort. Lt. Harpole, Sgt. Hunter, and Code Enforcement Officers Jo Ann Berry and Steve Smith are in the beginning phase of organizing a Code Enforcement Unit that will have a positive impact on our community.

Humane Society

The Humane Society continues to be a drain on police services. In 2001 the Barstow Police Department handled 26 calls for services on Humane Society related issues. In 2002 that number

Assume responsibility for Fire Department Dispatch

The Barstow Police Department and the Barstow Fire Protection District are discussing the possibility of taking over the fire department's dispatching. Our initial plans are to have two full-time dispatchers to cover the additional duties. The Fire District will pay for these two positions. The police department supports this proposal and views it as a win-win for both agencies.

Budget Issues

The police department understands that the City of Barstow cannot provide a level of service without the funds to pay for it. With the vacancies the police department experienced last year, the City of Barstow saved one million dollars from the projected budget. This savings could pay for the upcoming increase in salaries and CHP retirement, which is projected at approximately \$800,000. We realize that state, county and city budgets will continue to suffer for the next three to five years. The City of Barstow's financial recommendations are to continue to reduce the budget to prepare for the hard times ahead.

The police department's recommendations to reduce budget:

1. Freeze three to four sworn police officer positions. We currently have five vacancies.
2. Promote existing corporals to sergeants and eliminate the corporal position (see attached legal opinion).
3. Reduce Community Service Officers from three to two. We have currently have one vacancy.
4. Reduce Code Enforcement from two to one through attrition.
5. Eliminate the K-9 program.

Additional ways to maintain or reduce costs:

1. Continue to pursue grants for equipment, overtime and special projects.
2. Continual re-evaluation on how we do business, level of service programs.
3. Continue recruitment for volunteer services (Reserves, RSVPs, Explorers).

Final Comments