Executive Summary

As Chief of the Redding Police Department I am proud to publish our strategic plan. This document is a result of a recommendation from the Blueprint for Public Safety and is the culmination of several months of development. It sets the direction for the department and focuses its efforts on my two goals as the Chief of Police:

- Better our department and the community
- Prepare the department for the future

We developed the plan with the understanding that it must be meaningful, attainable and understandable to both our staff and the citizens we serve. It is a revamp of our mission, vision, values, goals and objectives. It is focused on the larger concepts and not the smaller answers. The plan has been reviewed and comments have been considered from Command Staff, Redding Police Managers Association, Redding Police Officers Association, business leaders and Neighborhood Watch Captains.

The Redding Police Department Strategic Plan is divided into four focus areas with issues and goals pertinent to each of those areas:

**Equipment and Technology:** We live in an ever changing technological world. Unfortunately, although much of this technology is effective in improving police service, it is also very expensive. We have focused our plan on the critical equipment and technology needs that present themselves today and will continue to update this section as goals are accomplished, new technology emerges and new funding becomes available. At present it addresses our aging radio system, county-wide law enforcement computer system, vehicle rotation plan, dictation software and body cameras.

**Personnel and Professional Development:** Our most valuable asset will always be the professional staff of the Redding Police Department. Although technology is an important facet that improves efficiency, this is still a business of people and ours are invaluable. This section addresses the strategies for their continued recruitment, staffing needs, education, development and succession.
**Policing:** The core function of the Redding Police Department is our ability to enforce the law. Everything we do, from problem solving and protection of life and property, to creating safe roadways, reverts to this core capability. This section reinvigorates the Community Oriented Policing philosophy as well as sets goals for our Traffic Unit, incorporates Vice Operations into our Gang Detail, supports coordination with our partners who attempt to solve the condition of homelessness and incorporates crime analysis into our law enforcement efforts.

**Community Outreach and Social Media:** Our new world of technology opens the door to much greater coordination and communication with our community. Although quarterly town hall meetings and our traditional news sources are excellent venues to relay information to the public, we must embrace new avenues to provide valuable information and connect with our community in a timelier manner.

This plan is designed to be a living document that will be reviewed and updated on an annual basis as goals are accomplished and new goals are added. We can never be certain of what the future holds; therefore we must be flexible enough to adapt to change.

I want to thank you for your continued support of the Redding Police Department as we strive to be the best our profession has to offer.

Robert F. Paoletti
Chief of Police
Mission

The Redding Police Department will strive to promote a safe and secure community by courageously enforcing the law.
Vision

- Ensure that all citizens can pursue their lawful activities unhindered by those who would victimize or create a fear of crime.
- Reduce the impact of crime and fear of crime through effective proactive policing, problem-oriented patrol services, investigations, crime prevention and general law enforcement.
- Respond to calls for service in an efficient manner to promptly provide customer service, resolve problems, protect persons, property and business activity.
- Manage fiscal, capital and personnel resources in an efficient and cost-effective manner.
- Develop and maintain open relationships and communication with other agencies, organizations and the community.
- Encourage safe driving through the enforcement of traffic laws, education and thorough accident investigations. We will continue to actively enforce laws pertaining to driving under the influence of alcohol and drugs.
- Recruit and retain the best possible employees while maintaining high educational, ethical and moral standards and continue to support the hiring of veterans.
- Provide our employees with the opportunity for educational, professional and personal development.
Values

(L.E.A.D.E.R.)

Life – We are committed to preserving the quality for life of every citizen and protecting their rights guaranteed by the United States Constitution.

Empowerment – We are committed to a Community Policing philosophy which encourages our personnel and our community to solve problems at the root causal level, using creative thinking and collaborative solutions.

Accountability – We are committed to being responsible for our actions, taking ownership of our decisions and maintaining the highest standards in our profession.

Dedication to Service – We are committed to selflessly serving our community, our profession and each other by providing the highest quality customer service in a positive, polite, professional and solution-oriented manner.

Education – We are committed to encouraging the continued education of our personnel, developing a staff that is well rounded and competent in their profession. We are equally committed to educating our citizens about the causes, resolution and prevention of crime in our community.

Respect – We are committed to human dignity and value the worth of all citizens.
LAW ENFORCEMENT CODE OF ETHICS

“The Law Enforcement Code of Ethics sets forth the foundation by which law enforcement officers conduct themselves on a daily basis. It outlines our service focus as well as the foundational ethics of our profession, both on and off duty. The members of the Redding Police Department shall adhere to the Law Enforcement Code of Ethics at all times. We must acknowledge our role as guardians of the United States Constitution and the rights of our citizenry it guarantees.”

Chief Robert F. Paoletti

As a law enforcement officer, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my Department.

Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately, without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objective and ideals, dedicating myself before God to my chosen profession – law enforcement.

* original Code of Ethics established by the International Association of Chiefs of Police in 1957
Analysis of Strengths, Weaknesses, Opportunities & Threats

Strengths:

• A well-educated, well-trained, professional, and dedicated staff.
• Maintains a strong set of values.
• Holds staff accountable to Department expectations.
• Supportive and connected citizens that care about the safety of their community.
• Strong partnerships with allied agencies and community organizations.

Weaknesses:

• Budget limitations continue to affect staffing levels, service levels, equipment levels, training levels and our ability to remain on the cutting edge of emerging technologies.
• Anticipated loss of significant experience at the Command level within the next seven years due to retirements.

Opportunities:

• Enhance community partnerships.
• Enhance strategic partnerships with other agencies both inside and outside of the law enforcement community.
• Enhance innovation strategies.
• Enhance public communication and education through social networking and community outreach.

Threats:

• Increasing demands on police services due to the following:
  o Increases in calls for service
  o Geographic size of the jurisdiction
  o Complexity of crime
  o Public Safety realignment (AB109)
  o Proposition 47
  o Opiate and methamphetamine epidemic
  o Lack of mental health and addiction services in Shasta County
  o Criminal Justice Rehabilitation Act of 2016 (potential)
  o Legalization of marijuana (potential)
EQUIPMENT AND TECHNOLOGY

- **Radio System**
  - **Issue:** The trunking radio system used by the City of Redding which relays the signal from vehicle and handheld radios to Shasta Area Safety Communications Agency (SHASCOM) and from radio to radio is reaching end of life. Support for the various systems at SHASCOM, South Fork Mountain (repeaters and controllers) and Hill 900, will no longer be provided by the manufacturer after 2018. This system should be upgraded or replaced with new technology by 2018.
  - **Goal:** $50,000 has been budgeted by the City of Redding to hire a consultant to assess the system to make recommendations on replacement and provide cost estimates. Initial estimates to replace the system are upwards of one million dollars, but actual costs are unknown. Recent purchases of dual-band radios, with grant funding, are compatible with the newest radio transmission equipment and will not need to be replaced with the other equipment. The department must work quickly with City Information Technology staff to complete the needs assessment and identify funding to replace the radio system or face potential problems with critical communications in the future.

- **Computer System**
  - **Issue:** The current computer system in the county which runs our Records Management, reports, criminal data and several other systems was put in place in the late 1980s. This system has remained largely unchanged since that time. It is very laborious to use, provides limited crime analysis capability and provides no real-time data. Concurrently, the Computer Aided Dispatch System (CAD) used by SHASCOM is over 16 years old and is no longer being upgraded by the company that created it. The complete county-wide system is in dire need of replacement.
  - **Goal:** Over two years ago, in partnership with the Shasta County Sheriff’s Office, Anderson Police Department and SHASCOM, we began a process to replace this aged system. A consultant was hired to conduct a needs assessment and develop a Request for Proposal (RFP) for a vendor based replacement system. This RFP has been closed and Spillman Technologies was selected in early 2016. The funding is in place to complete this project, with minimal investment from the City’s General Fund. It is projected to go live in fall of 2017.
• **Vehicle Fleet**
  o **Issue:** As identified in the *Blueprint for Public Safety*, budgetary restraints have delayed the replacement of our vehicle fleet. At the start of 2014, 13 police vehicles or nearly one third of the fleet had over 130,000 miles. Although in recent years we have made strides with the purchase and fielding of 18 new Ford Interceptor SUVs, we are still far behind the funding necessary to replace 25% of the fleet each year in order to maintain a functional, safe, and reliable stable of police vehicles.
  o **Goal:** Establish funding in future budgets to allow the rotation of police vehicles out of the fleet at the 100,000 mile mark. We estimate this cost to be $650,000 per year at current vehicle pricing. This goal is based on the rotation experience of the Ford Crown Victoria. Further analysis of the longevity of the new Ford Interceptor may change this funding goal.

• **Dictation Software**
  o **Issue:** The process of using dictation to complete field reporting by the Redding Police Department has become very slow due to current Records staffing. This impedes the progress of reports flowing through the system and makes the time for the report to get to investigators extend past what is reasonable. This is offset by the increased ergonomic advantage to field reporting provided by dictation and prevents officers from having to be in the office to complete a report. A solution must be found which allows for timely report completion while taking into account ergonomic efficacy in the police vehicle.
  o **Goal:** Previously, the Redding Police Department researched dictation software, a solution also recommended in *The Blueprint for Public Safety*. At the time, the vendor did not offer a centralized license solution and was cost prohibitive. Recently staff has been in contact with a dictation software vendor and determined there is a new solution that could assist our Records Division with the transcription of crime reports. Based on initial evaluations, the software appears to be compatible with existing systems and would save hours of staff time in typing reports. This product is reported to be compatible with the new Records Management System. Upon implementation, this may allow officers to dictate reports directly to their Mobile Data Computer (MDC) in the field. Further testing is needed to verify compatibility. The dictation/transcription software requires each officer to have an individual license with an initial total cost of approximately $55,000 with an annual maintenance fee of $10,000.
• **Body Cameras**
  
  o **Issue:** Body cameras for police officers are quickly becoming an industry standard. They are intended to collect critical evidence, increase prosecution rates, and increase transparency. There are several issues with respect to work flow, Public Records Act Requests, video storage costs and processing of videos for prosecution that will require significant expenditure and man-hours to implement a system of this type. The City Council has authorized a pilot program which is ready for implementation.
  
  o **Goal:** After significant research, the Department, in cooperation with the Redding Peace Officers Association and the Redding Police Managers Association, has completed the policy relative to the Body Camera Program. The funding is designated to purchase the cameras and software solution, however, continued funding for personnel to manage the data and the significant storage costs are not allocated. The department is ready to initiate a pilot program as soon as an agreement with the respective associations can be reached. Once the pilot is complete, the City Council will have to determine if the cost is affordable with the current General Fund limitations.
PERSONNEL AND PROFESSIONAL DEVELOPMENT

- **Hiring and Recruiting**
  - **Issue:** Hiring of qualified applicants to law enforcement has become a nation-wide challenge. It is no different in our community. With changes to the retirement system, experienced applicants from other agencies, who previously comprised the bulk of the officers hired, are not applying at the rate they have in the past.
  - **Goal:** A change in the way the department recruits is necessary to maintain the current high standard of employee in the organization. We must expand our recruiting strategy to look for the best applicants and sponsor them through the academy process while still attracting the best lateral applicants. RPD recently opened recruit level applications and hopes to attract the best from our own community. This process will slow the time from hire to solo officer, as the academy is almost six months long, coupled with a sixteen-week Field Training Officer program. Despite this delay, we believe this is a necessary process in today’s hiring/recruiting environment.

- **Staffing**
  - **Issue:** The Redding Police Department’s overall staffing remains insufficient. This has resulted in increased response times for all call types and a lower level of service to the community. In recent years, AB109, Proposition 47 and other changes in the criminal justice system and society have increased demand on the department (85,000 Calls for Service in 2008 to 95,000 in 2015). This increased demand has lengthened Priority 1 response times from 8 minutes and 17 seconds in 2008 to 14 minutes and 53 seconds in 2015. Priority 2 response times had a similar increase from 12 minutes 7 seconds to 20 minutes 3 seconds.
  - **Goal:** Response times are directly related to the number of officers and CSOs available to answer the call. Increasing the staffing of the department is a priority to protect the safety of this community. We expect a Tier 2 staffing increase to reduce emergency call response times by 25 percent. Increasing CSO levels will have a similar effect on non-emergency responses where a suspect is not in the area and free officers to handle emergency calls. Policing is a people-based business and despite improvements in technology, we must have trained
professionals answering the call to improve the level of service our citizens deserve. Increasing staffing levels will also increase the deterrent effect of having officers patrolling neighborhoods in a proactive capacity. Although it is difficult to measure, it is a valuable element of policing.

- **Training**
  - **Issue:** Our department has a tradition of employing educated, well-trained officers and we endeavor to continue this tradition of excellence. The current economic climate has made this more challenging as California Peace Officer Standards and Training has increased the required training and decreased the funding for reimbursement of training costs.
  - **Goal:** Relevant and challenging training is a must for this organization. The new demands of police work and the changing environment of our culture require educated and well-rounded officers. Funding must be available to ensure that we can send our officers to the latest training on issues such as technology, emerging crime trends, mental health-related issues and homelessness. These costs are significant, but the dollars must be allocated to ensure the high standards are maintained.

- **Succession**
  - **Issue:** The department is anticipated to lose a significant amount of senior level experience between 2020 and 2023. Since the department has only two Captains and four Lieutenants, there is limited rotation and opportunity for promotion. This factor, coupled with the similar age of the department’s administrators, creates this problem.
  - **Goal:** The department has reallocated resources to create a Professional Standards Sergeant in the Chief’s office. This Sergeant works directly with the Chief and gains experience that is not available in any other position in the department. In the future it would be beneficial to transition this position to the rank of Lieutenant to provide more rotational assignments in that rank. The department will continue to send supervisors to the best possible training available to expand their experience, leveraging classes such as Role of the Police Chief (presented by California Police Chiefs Association), Federal Bureau of Investigations National Academy, and the Peace Officers Standards and Training Supervisor, Management and Command Courses.
• **Professional Organizations**
  o **Issue:** Professional organizations connect our officers with the latest in technology, intelligence, knowledge and tactics of our profession. The Redding Police Department has long supported involvement in such organizations.
  o **Goal:** It is the goal of this department to continue this long tradition of participation in some of the most important statewide organizations within our profession to include, California Police Chiefs Association, International Association of Chiefs of Police, California Peace Officers Association, California Narcotics Officers Association, California Association of Tactical Officers, as well as other important organizations.

• **Crime Statistician (Analyst)**
  o **Issue:** The part-time Crime Statistician is currently unable to provide citizens and staff with requested statistics in a timely manner and is consistently late in submitting data to the Department of Justice. This delay can result in providing stale crime trend statistics to officers and citizens looking for information on their neighborhood. Several factors have contributed to an increase in workload including:
    ▪ A rise in total Part I crimes which increases the amount of cases requiring review
    ▪ Additional reporting requirements mandated by the State of California beginning in 2016
    ▪ An updated and proactive Neighborhood Watch program which encourages participants to request crime statistics with greater frequency
    ▪ Implementing suggestions from the *Blueprint for Public Safety*, including adding content to The Redding Police website and increasing posts/creating new content for social media
  o **Goal:** Return the Crime Statistician position to full-time. An increase in available work hours would allow the Statistician to significantly reduce the time individuals, organizations, and agencies wait to receive data requests. This currently has a negative impact on customer service. More available work hours, coupled with the new RMS system, will provide a proactive approach to generating real-time data for Officers and Investigators relating to recent crimes, emerging trends and in progress investigations.
Policing

- Community Oriented Policing (COP)
  - **Issue:** COP is not a new strategy to RPD. It was implemented in the early 1990s and has been very successful in our city. The Neighborhood Policing Unit (NPU), which incorporates Problem Oriented Policing with the COP philosophy, has been instrumental in solving large-scale problems within our jurisdiction. Unfortunately, the NPU and COP were almost abandoned in recent years when the department suffered the loss of a significant amount of its staffing. This resulted in the department becoming almost entirely reactive to calls for service, rather than proactive and problem solving.
  - **Goal:** The goal of this department for the last several years has been to return to the COP philosophy. Since 2010, patrol officers have initiated and completed over 200 projects, mostly smaller in scale, due to the increases in demand on the department from calls for service. The NPU was re-formed in 2016 with additional two-year funding from the City Council. It is our goal to retain the four positions funded to create this unit and continue the success we have seen. This, coupled with our increased staffing goals, will allow for a dedicated community policing team as well as increase the amount of proactive time for patrol officers to work projects to improve the quality of life for our citizens.

- Traffic Enforcement
  - **Issue:** Traffic enforcement is an intrinsic responsibility of the department. The safety of our driving and pedestrian population depends on education and the enforcement of the rules of the road. There is a direct correlation between an increase in traffic enforcement and a decrease in traffic related accidents, injuries and deaths. This capability has been reduced in the department with the loss of the CSOs and the decrease in Traffic Section staffing to support patrol.
  - **Goal:** CSOs in patrol have a dual effect of freeing Patrol Officer availability to be proactive in traffic enforcement, while also making Traffic Officers available to increase traffic enforcement as they no longer respond to minor traffic collisions. CSO increases, coupled with an increase to one Traffic Officer per policing beat (total of 7) and a dedicated DUI officer should significantly decrease our traffic related collisions, injuries and deaths.
• **Vice Operations**
  o **Issue:** Prostitution and the human trafficking that often accompanies it is an emerging problem within the City of Redding. Websites actively advertise illegal activities such as sex for hire and illicit massage. We do not currently possess an investigative capability which is trained and equipped to address this growing community concern.
  o **Goal:** In cooperation with our state, federal, and local law enforcement partners, the department will train a group of officers to identify, investigate and conduct undercover operations into these illegal activities. Our intent is to add two Investigators to our Gang Unit to create an Organized Crime Unit. This group of officers will also take on the responsibility of inspecting massage businesses and conducting traditional vice operations. We will continue to work with non-governmental organizations, the City Attorney and City Council to enact an ordinance to govern massage parlors to prevent the exploitation of young women.

• **Narcotics Operations**
  o **Issue:** RPD has long been a member of the Shasta Interagency Narcotics Task Force. Over the past several years, several agencies were forced to reduce or eliminate participation in SINTF, thereby reducing its effectiveness. Changes in state law, Proposition 47, making possession of all drug types misdemeanors, coupled with an increased acceptance of marijuana use, have reduced sentencing for drug-related crimes. Methamphetamine and heroin remain the greatest threats to the health of our citizens and the addiction that results is the cause of most of our property and violent crimes.
  o **Goal:** SINTF is an essential need for a community such as ours that struggles with addiction/crime related issues. SINTF’s staffing level has increased with the renewed participation by allied agencies. They have experienced success and arrested several prolific methamphetamine and heroin dealers in our community. This effort to refocus SINTF toward methamphetamine and heroin should be continued and enhanced.
• **Homeless Outreach and Support**
  o **Issue:** The issues related to homeless individuals are at the forefront of discussions in our community. Providing housing and the treatment of drug addiction or mental illness needs to be balanced with enforcing laws and ordinances meant to provide a clean and safe community. RPD is committed to finding this balance by being intrinsically involved in community conversation and outreach with other organizations and agencies in order to fully meet the needs of this community.
  o **Goal:** The goal is to add one Officer to be the liaison between the department and the Continuum of Care Council. Additionally, this officer can continue the outreach partnership created in 2015 with the Good News Rescue Mission, Shasta County Mental Health and Shasta County Social Services. This dedicated officer would allow this group to more frequently engage this population and connect them with in-place and new services designed to solve the condition of homelessness.

• **Crime Analysis**
  o **Issue:** Our current RMS system has very little crime analysis capability. This results in delayed trend analysis and insufficient intelligence on emerging crime trends for our staff. This complicates the SARA model (Scan, Analyze, Respond, Assess) utilized in COP and diminishes our effectiveness in solving problems in the community.
  o **Goal:** The new RMS system includes a robust crime analysis capability. This capability paired with the previous goal of increasing the available hours of the crime statistician will enhance our capability to utilize crime data in investigations, resource management, identification of emerging crime trends and problem solving. The new RMS system will be online in fall of 2017.
Community Outreach and Social Media

- **Crime Prevention/Neighborhood Watch CSO**
  - **Issue:** Neighborhood Watch (NW) and community education are vital components to the crime prevention efforts of any police organization. Volunteer efforts over the last two years have increased the number of NW groups and their coordination with this department.
  - **Goal:** Our goal is to increase our CSO level to create a Crime Prevention/Public Information CSO within the department. This will increase the engagement with our NW groups, restore public education on crime prevention and aid our ability to maximize the use of social media and other public information campaigns.

- **Engaging New Partnerships**
  - **Issue:** RPD has had a long tradition of community engagement and partnerships. We enjoy cooperative relationships with One Safe Place, the Youth Violence Prevention Council, the Good News Rescue Mission, Shasta County Citizens Advocating Respect, Martin Luther King Jr. Center Board, local school districts, Shasta College, Simpson University, both hospitals and many other important organizations. Although we have advanced in this area, there is always room for improvement.
  - **Goal:** It is the goal of the department to continue with our current partnerships and develop more. This will result from our increased engagement in COP and proactive time for our staff. This would allow us to assign liaisons to each group, further bolstering our relationships. Throughout 2015 the department has received accolades for our Community Force Options Outreach. Programs like this allow citizens to gain perspective of how police operate and enhance community/police relations.

- **Embracing New Outreach Methods**
  - **Issue:** Policing is changing in the information age. Community outreach no longer is centralized around the traditional media sources. The Chief conducts town hall meetings and has participated in multiple online live chats. We have revamped our website with the assistance of generous volunteers and we have launched a Facebook page. These allow us to engage the community with what
has happened, elicit assistance with information to solve crimes and inform the public of emerging crime trends to prevent further victimization.

- **Goal:** Although the department has made strides within the current staffing confines, we will continue to embrace new outreach methods not currently being utilized. Twitter, Nextdoor and other outreach capabilities are still not being used. With the addition of the Community Outreach CSO, the return to full-time status of our Crime Statistician, and our new RMS system which includes a public portal, we believe we can make great strides in this area.
Staffing Model

Current Staffing (98 sworn with 4 temporary positions, 4 CSOs, 15 records staff)

Tier 1: Recommendations with approximately 2.5 million in additional funding
(106 sworn, 14 CSOs, 16 records staff)

#1: The recruiting/background/hiring of 10 FTE CSOs (1.1 million)
- 1 CSO for crime prevention, neighborhood watch, and public education (Blueprint Recommendation)
- 1 Code Enforcement CSO to work with Homeless Outreach Officer and NPU
- 8 CSOs to patrol (Blueprint Recommendation)

#2: The recruiting/background/hiring of 8 additional sworn officers, with equipment (1.4 million).
- 3 Investigators added to augment our ability to conduct follow-up on property crimes
- 1 Officer dedicated to our Homeless Outreach/Coordination with COC (Blueprint Recommendation)
- 4 Officers dedicated to the Neighborhood Policing Unit (these are current reserve funded positions through 2017)

#3: Revert Crime Statistician back to full-time (50,000) (Blueprint Recommendation)

#4: The recruiting/background/hiring of 1 Police Records Technician (85,000)

Tier 2: Recommendations with approximately 5 million in additional funding
(118 sworn, 17 CSOs, 17 records staff)

This scenario would incorporate the above action as well as the actions below.

#1: The recruiting/background/hiring of 3 additional FTE CSOs with equipment (330,000):
- 2 additional CSOs patrol
- 1 additional CSO to work in Professional Standards to manage body camera data

#2: The recruiting/background/hiring of 12 additional sworn officers, with equipment (2.1 million).
- 2 Officers added to the Traffic Section
- 2 Investigators added to Sex Crimes
- 2 Investigators added to Investigations to create a Organized Crime Unit (Gangs/Vice) (Blueprint Recommendation)
- 6 Officers added to patrol

#3: The recruiting/background/hiring of 1 Police Records Technician (85,000)
Tier 3: Recommendations with 7.5 million in additional funding
(130 sworn, 19 CSOs, 19 records staff)

This scenario would incorporate the above action as well as the actions below.

#1: The recruiting/background/hiring of 2 additional FTE to the Records Section (200,000):

- 1 additional Police Records Technician
- 1 additional Police Records Supervisor

#2: The recruiting/background/hiring of 12 additional sworn officers, with equipment (2.1 million).

- 10 additional Officers assigned to Patrol
- 1 additional Officer assigned to Traffic
- 1 additional Officer to Traffic for dedicated DUI enforcement

#3: The recruiting/background/hiring of 2 additional FTE CSOs with equipment (200,000)

- 2 CSOs to Patrol

Tier 4: Recommendations with 10 million in additional funding
(142 sworn, 19 CSOs, 19 records staff)

#1: Convert CPL positions to SGT positions to provide 2 full-time supervisors per shift (250,000)

#2: Add two SGTs back to Patrol to account for NPU supervision taken from Patrol (472,000)

#3: The recruiting/background/hiring of 10 additional Officers, with equipment (1.75 million).

- 6 additional Officers to Patrol
- 4 additional officers to create second NPU team for 7 day a week coverage
  - Each team would consist of 1 SGT and 4 Officers

#4: Convert Professional Standards Sergeant to a Professional Standards Lieutenant (45,000)