

# HUNTINGTON WOODS DEPARTMENT OF PUBLIC SAFETY

## GOALS AND OBJECTIVES – PROGRAM DETAIL

The following presents a detailed outline of goals and objectives of this Department organized by Department function. It is intended to provide a guideline for use in assessing progress in attaining the stated goals.

### PATROL DIVISION

**Goal #1** - To prevent and effectively respond to criminal incidents.

Objective: Maintain or reduce current low crime rate.

Action Steps:

1. Use available time to effectively patrol city. Effective patrol includes investigation of suspicious circumstances, investigations of suspicious persons and proactive traffic enforcement.
2. Respond to and thoroughly investigate and report all criminal complaints.
3. Create, wherever possible, community dialogue concerning citizens' public safety concerns.

Measurement Resources/Process

1. Daily review of CLEAR reporting by command staff and Director.
2. Daily review of officers' activity logs by command staff and Director.
3. At a minimum, quarterly review of in-car video and/or body worn camera footage.
4. Annual review of crime statistics by command staff and Director using CLEMIS reports.
5. Review of Department involvement in community outreach/contacts (block parties, summer camps, open house, senior programs, Department tours, etc.).

**Goal #2** - To prevent traffic crashes and promote the safe flow of traffic through the community.

Objectives:

1. Consistent speed and hazardous violation enforcement.
2. Raise awareness of traffic safety issues.
3. Collaborate with residents to maintain vehicle/pedestrian safety.

Action Steps:

1. Proactive traffic enforcement.
2. Use of speed radar display trailer and/or decoy vehicle.
3. Selective enforcement in identified problem areas.
4. Use of social media and other public information platforms as an information medium and to raise awareness.

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## Measurement Resources/Process

1. Daily review of CLEAR reports.
2. Daily review of officers' activity logs.
3. Review of CLEMIS reports regarding crashes/traffic violations.
4. Review of data gathered from speed radar display trailer.
5. Periodic reporting and review of data from Traffic Improvement Association of Michigan.

## DETECTIVE BUREAU

**Goal #1** - To prevent, effectively investigate and prosecute criminal incidents.

### Objectives:

1. Maintain or reduce current low crime rate.
2. Maintain or improve community confidence in our Department's ability to effectively address public safety concerns.
3. Maintain or improve criminal intelligence relationships with other law enforcement agencies.

### Action Steps:

1. Thoroughly investigate all violent crimes while maintaining contact with victims.
2. Thoroughly investigate all other crimes where investigative leads are present.
3. Thoroughly investigate any incident having overall community impact.
4. Coordinate with surrounding law enforcement agencies to address crime patterns crossing community boundaries.
5. Aggressively prosecute arrestees.
6. Attend and participate in area criminal intelligence meetings. Disseminate and review criminal intelligence information to appropriate personnel and/or agencies.

## Measurement Resources/Process

1. Daily review of CLEAR reports.
2. Monthly and annual review of CLEMIS statistical reports.
3. Periodic meetings between Director/Detective regarding status of case investigations and prosecutions.

**Goal #2:** - Guided by Department policy and state law, to provide safe-keeping and effective control of all property and evidence held by this Department.

### Objectives:

1. Maintain neat, organized property room and property holding areas.
2. Maintain thorough property records.

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### Action Steps:

1. Promptly store, process, and record all evidence and acquired property.
2. Maintain systematic approach to property disposal.
3. Administer evidence chain-of-custody process.
4. Maintain complete and accurate records of all property/evidence transactions.

### Measurement Resources/Processes:

1. Conduct annual inventory.
2. Conduct periodic inspections/unannounced random audits by command staff not assigned to the property function.
3. Rectify all problems discovered by audits and inspections.

## **RECORDS BUREAU**

**Goal #1** - Maintenance of the central repository of police reports and related records.

Objective: To collect, process, maintain, secure and distribute Department records in accordance with Department procedures and legal mandates.

### Action Steps:

1. Promptly and accurately process all incoming reports and documents.
2. Maintain Department records in a manner that facilitates straightforward retrieval.
3. Maintain physical security of records and computer systems.
4. Distribute records in accordance with Department policy and legal mandates.

### Measurement Resources/Processes:

1. Daily inspection/review by office supervisor (Detective).
2. Review of monthly and annual CLEMIS reports.
3. Review of periodic LEIN audits.

**Goal #2** - To provide a high level of customer service at the front counter and on the telephone.

### Objectives:

1. Courteous transactions with all persons, both at front desk and on the telephone.
2. Prompt handling of requests for service, whether in person, on the telephone or in writing.

### Action Steps:

1. Prompt, courteous greeting to all persons, both in person and on the telephone.
2. Prompt, thorough processing of all requests for service.

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### Measurement Resources/Processing:

Daily observation by Records Bureau Supervisor (Deputy Director) and command staff.

### VOLUNTEER FIRE COMPANY

**Goal** - To maximize the use of the Volunteer Fire Company in supplementing regular Department response.

#### Objectives

1. Maintain adequate staffing for response to fires and other emergency situations.
2. Maintain levels of member and organizational preparation that ensures effective performance by the Fire Company.

#### Action Steps

1. Ongoing recruitment of new members.
2. Provide a comprehensive training program to maintain and improve knowledge and skills.
3. Provide state of the art personal protection equipment, tools and apparatus.
4. Maintain effective alert communication system to assure effective response when required.
5. Involve Fire Company in community events wherever possible.

#### Measurement Resources/Process

1. Periodic meetings between Director and Officer-in-Charge of Fire Administration/Operations to discuss status of company performance, activities and needs.
2. Maintain current monthly training program.
3. Encourage member feedback at monthly meetings.
4. Continued command staff observation of performance at fires and other emergency scenes.
5. Continued contacts with community organizations and regional fire academies for purpose of recruiting new members.

### SCHOOL CROSSING GUARDS

**Goal** - To implement and maintain a system which allows for the safe crossing of school children at designated crossing points.

#### Objectives

1. Maintain adequate staffing levels for the school crossing guard function.
2. Maintain levels of member and organizational preparation that ensures effective performance by members of the school crossing guard function.

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### Action Steps

1. Ongoing recruitment of new members.
2. Maintain a training program that is consistent with the authority and responsibilities of school crossing guards as outlined by state law.
3. Provide the necessary equipment to safely and effectively perform the duties.
4. Project a positive public image and serve as a positive role model for children.

### Measurement Resources/Process

1. Periodic meetings between the Director of Public Safety and the Officer-in-Charge of program to discuss the status of school crossing guard performance, activities and needs.
2. Periodic meetings between the Officer-in-Charge of the program and members of the school to discuss existing or anticipated needs.
3. Frequent contacts with members of the school crossing guard function for the purpose of discussing incidents and/or conditions that present a potential hazard to the school children's or crossing guard's safety.

## ADMINISTRATION

**Goal #1** - Provide a safe, professional working environment for all employees.

### Objectives

1. Conduct professional policing operation in accordance with CALEA standards.
2. Maintain consistent employee competence in job performance.
3. Maintain safe work environment for all employees.
4. Keep all employees informed in all areas of expected work performance.
5. Keep all employees informed regarding Department program status.
6. Keep all employees informed regarding proposed changes in working conditions.

### Action Steps

1. All employees shall complete core training program.
2. Provide additional training including legal updates as required.
3. Communicate ongoing Department business/changes at daily briefings.
4. Maintain line of open communications with union leaders regarding operation changes and changes in working conditions.

### Assessment Resources/Process

1. Complete and assess annual performance evaluations.
2. Annual review of Department training program by Director and members of command staff.

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3. Annual review of accident and injury occurrence by Director and members of command staff.

**Goal #2** - Maintain CALEA accreditation.

### Objectives

1. Department policies and procedures are current and in conformance with CALEA requirements at all times.
2. CALEA documents and virtual file system (PowerDMS) current and in conformance at all times.

### Action Steps

1. Review and update all policies and procedures as required.
2. Virtual file system (PowerDMS) is kept current by CALEA administrator.
3. Continue membership with and utilize MI-PAC (Michigan Police Accreditation Coalition), and MLEAC (Michigan Law Enforcement Accreditation Coalition), and coordinate with other law enforcement agencies who support the concept of accreditation to enhance the quality of law enforcement services.

### Measurement Resources/Process

1. CALEA administrator meets periodically with the Director to discuss current status of the process.
2. Successful reaccreditation at four year intervals.

**Goal #3** - Provide value to the community through sound, effective financial management.

### Objectives

1. Operate within the constraints of the city budget, reducing costs wherever possible.
2. Whenever possible, collaborate with other jurisdiction to save money and improve services.
3. Use grant funding whenever available to purchase or supplement cost of equipment and projects.

### Action Steps

1. Review all Department expenditures for conformance to Department budget and financial plans.
2. Pursue competitive pricing where required or otherwise advantageous.
3. Continue to work collaboratively to obtain grant funding for equipment and project costs.
4. Approval by Director of Public Safety of all expenditure outside those required for routine, operational purposes.

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## Measurement Resources/Process

1. Monthly and annual review of budget/expenditure status using online city finance reports.
2. Periodic review of proposed capital expenditures and projects with City Manager and Finance Director.