

EXHIBIT A

SERVICE PLAN PERFORMANCE OUTCOME OBJECTIVES

FISCAL YEAR 2017/2018

It is incumbent upon the Windsor Police Department to provide a safe community and a sense of security to the citizens of the Town of Windsor through the following objectives:

- A. To deter and prevent crime.**
- B. To apprehend and prosecute offenders.**
- C. To continue to strengthen community trust and relationships.**
- D. To promptly respond to incidents requiring immediate attention.**
- E. To provide law enforcement services in a cost effective manner.**

As directed by the Town Council of Windsor, the following definitive performance outcome measures for the Windsor Police Department have been established consistent with the overall mission. These measures, together with resultant statistical data, serve as a means of evaluating the performance of the Windsor Police Department. Shown below are calendar year statistics 2014, 2015 and 2016. These statistics provide a baseline for comparison purposes.

Goal A To Deter and Prevent Crime

1. Measure: Crime Rate

- A. Description: This measure is the number of reported crimes classified as Part 1 felonies as reported to the California Department of Justice. These include Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, and Motor Vehicle Theft and Grand Theft. This measure is presented below for Windsor and the average of the other incorporated cities within the County of Sonoma.

- B. Indicators:

<u>Number of Reported Crimes</u>	<u>2015</u>	<u>2016</u>
Windsor	437	371
Average of other eight cities	1084	845

	<u>Rate per 10,000 population</u>	<u>2015</u>	<u>2016</u>
	Windsor	159	134
	Average of other eight cities	232	193
C. Analysis:	Windsor experienced a 15% decrease in reported crimes in 2016. Windsor is 31% below the county's per capita average rate.		
D. Benchmark:	At or below the Sonoma County average rate.		
E. Conclusion:	Windsor is exceeding its performance measure.		

Goal B **To Apprehend and Prosecute Offenders**

1. Measure:	Arrest clearance rates for California Crime Index major crimes.		
A. Description:	Arrest clearance rate means the reported crime was cleared by arrest or prosecution. This figure includes Part 1 crimes and petty theft.		
B. Indicator:	<u>Clearance Rate</u>	<u>2015</u>	<u>2016</u>
	Windsor		
	Violent Crimes	88%	77%
	Property Crimes	42%	36%
	Average of other eight cities		
	Violent Crimes	73%	68%
	Property Crimes	21%	22%
C. Analysis:	Windsor is currently 9% above the county average in clearing reported violent crimes and 14% above average in clearing property crimes by arrest of the responsible person(s).		
D. Benchmark:	At or above the county average.		
E. Conclusion:	Windsor is achieving its performance measure.		

Goal C **To Continue to Strengthen Community Trust and Relationships.**

Measure:	Building on Trust and Legitimacy
	Continue to Embrace Social Media and Technology
	Community Policing and Crime Prevention

The Police Department also continues to network and work cooperatively with businesses, community based organizations, and other government agencies in order to preserve the overall quality of life in the Town of Windsor. The Police Department will also Encourage opportunities for officers, youth, and other community members to interact in more open and constructive dialogue through non-enforcement activities such as the following:

- Encouraging participation in community events
- Offering officers opportunities to mentor youth
- Officers serving as community coaches for youth sports
- Reading to children at town schools
- Resurrect the Police Explorer Program. The program offers young adults a personal awareness of the criminal justice system through training, practical experiences, competition and other activities. Additionally, the program promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship and patriotism.
- Maintain the Volunteers in Policing Program. Volunteers in Police Service is a locally-driven Citizen Corps program that allows community members to offer their time and talents to their local law enforcement agency.
- Community meetings to provide a forum for public discussion focusing on specific quality of life issues and to help determine Citizen Perception of the maintenance of order and resolution of conflict within the Town.
- Continue to use Social Media for community outreach to strengthen police-community relations, enhance services, and prevent and solve crimes.

The Police Department will also be participating in the “Safe Medicine Disposal Project,” which is a partnership between local agencies, pharmacies and law enforcement officers to safely dispose unwanted medications, prevent overdoses and protect the environment.

Goal D To Promptly Respond to Incidents Requiring Immediate Attention

6. Measure:	Response Time		
A. Description:	Average response time to “priority one” calls. These calls are classified as serious crimes in progress.		
B. Indicator:	<u>2014</u>	<u>2015</u>	<u>2016</u>
	00:5:33	00:5:36	00:5:40
C. Analysis:	This figure includes the time it takes the call taker to accept the call and then for the dispatcher to dispatch a deputy. The actual travel time for a deputy to get on scene of an emergency is usually less than 3.5 minutes.		

- D. Benchmark: The acceptable range is 6-8 minutes based on a sampling of like cities within the League of California Cities.
- E. Conclusion: Windsor is exceeding the benchmark.

Goal E **To Provide Law Enforcement Services in a Cost Effective Manner.**

8. Measure: **Cost per citizen for law enforcement services.**

A. Description: Sonoma County Municipalities-Law Enforcement cost per citizen.

B. Indicator: **Estimated Cost per Citizen FY 16/17**

Cloverdale	\$424.00
Cotati	\$388.00
Healdsburg	\$414.00
Petaluma	\$293.00
Rohnert Park	\$366.00
Santa Rosa	\$297.00
Sebastopol	\$485.00
Sonoma	\$428.00
<u>Average</u>	\$386.00
Windsor	\$243.00

- C. Analysis: Windsor's budget for law enforcement services is 37% below the average of other Sonoma County municipalities.
- D. Benchmark: Windsor's budget for law enforcement services while under contract with the Sonoma County Sheriff's Office should remain below the average of other Sonoma County municipalities.
- E. Conclusion: Windsor is exceeding its performance measure.

SECTION 9 - SUMMARY

Windsor residents continue to pay the lowest per capita costs for law enforcement services in Sonoma County. Town residents also continue to enjoy the lowest per capita crime rate (Part I crimes) in the County. High priority requests for service continue to be answered well below the standard established by the California League of Cities.

We continue to have a strong partnership with our schools through programs such as our School Resource Officer, "Every 15 Minutes" program, and our Windsor Youth and Family Services, and our new, "Parent Project" and Juvenile Traffic Diversion programs.

EXHIBIT B

SERVICE PLAN ESTIMATED COST BREAKDOWN

FISCAL YEAR 2017/2018

This Exhibit lists the estimated costs for performance of services required under the Agreement between the Town of Windsor and the Sonoma County Sheriff's Office for law enforcement services.

Estimated Cost for Fiscal Year 2016-2017

Salaries and Benefits	\$ 5,651,737
Services and Supplies	\$ 129,482
Less Estimated POST Revenue	\$ -
Less Estimated Security Patrol Fees	\$ (35,431)
Sheriff's Office Overhead – 22.76% applied to Salaries and Benefits	\$ 1,492,059
Less 5 % Reduction to Sheriff's Office Overhead	\$ (74,603)
Total	\$ 7,163,244

EXHIBIT C

SERVICE PLAN STAFFING AND OPERATIONS

FISCAL YEAR 2017/2018

This Service Plan is intended to provide a complete description of the structure and operation of the Windsor Police Department. The Plan is comprised of the following sections that are attached hereto and made a part hereof:

- Section 1 Staffing Level*
- Section 2 Staffing Schedules*
- Section 3 Position Descriptions*
- Section 4 Program Descriptions*
- Section 5 Training Requirements*
- Section 6 Vehicle Requirements*
- Section 7 Miscellaneous Equipment Requirements*

SECTION 1 - STAFFING LEVELS

The staffing allocation for the Windsor Police Department is as follows:

<u>Position</u>	<u>Number of Full-Time Employees</u>
<i>Lieutenant/Chief</i>	<i>1</i>
<i>Sergeant</i>	<i>3</i>
<i>Deputy</i>	<i>15</i>
<i>School Resource Officer</i>	<i>1 (deputy position)</i>
<i>Traffic Officer</i>	<i>1 (deputy position)</i>
<i>Detective</i>	<i>.4 (Approximate - perform as needed)</i>
<i>Community Services Officer</i>	<i>1</i>
<i>Administrative Aide</i>	<i>1</i>
<i>Legal Processor</i>	<i>1</i>

SECTION 2 - STAFFING SCHEDULES

This section sets forth a representative schedule for the Windsor Police Department. *The schedule set forth herein is considered a guideline, depicting the approximate level of coverage per shift.* The Chief retains the authority to adjust schedules, as necessary, to ensure efficient use of allocated personnel and optimum coverage for the Town of Windsor.

	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>
Chief *		D	D	D	D		
Sergeant 1 *	D	D	D	D			
Sergeant 2 *				D	D	D	D
Sergeant 3		D	D	D	D		
Deputy 1	D	D	D	D			
Deputy 2	D	D	D	D			
Deputy 3				D	D	D	D
Deputy 4				D	D	D	D
Deputy 5				C	C	C	C
Deputy 6	C	C	C	C			
Deputy 7	S	S	S	S			
Deputy 8	S	S	S	S			

	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>
Deputy 9				S	S	S	S
Deputy 10				S	S	S	S
Deputy 11				S	S	S	S
Deputy 12	G	G	G	G			
Deputy 13	G	G	G	G			
Deputy 14				G	G	G	G
Deputy 15				G	G	G	G
School Resource Officer*			D	D	D	D	
Traffic Officer*		D	D	D	D		
Community Services Officer *		D	D	D	D		
Admin Aide		D	D	D	D		
Legal Processor			D	D	D	D	

D = Day Shift (Normally scheduled from 6AM to 4PM for patrol; 7:30AM to 5:30PM for office staff)

C = Cover Shift (Normally scheduled from 12PM to 10PM)

S = Swing Shift (Normally scheduled from 4PM to 2AM)

G = Grave Shift (Normally scheduled from 8PM to 6AM)

* A flexible work schedule will be allowed, as necessary, in order to accommodate evening or weekend activities within the normal 40-hour workweek.

SECTION 3 - POSITION DESCRIPTIONS

Lieutenant:

The Lieutenant, acting as the Chief of the Windsor Police Department, will be responsible for the management, direction, and control of all operational and administrative aspects of the law enforcement and community crime prevention services within the Town of Windsor. As the primary representative of the Windsor Police Department, the Chief will perform the following:

- Participate as a member of the Sonoma County Law Enforcement Chief's Association
- Attend Town Council, community, and other meetings as required by Town Manager
- Provide support to Town policy advisory commissions and committees
- Act as member of the Town of Windsor executive management staff
- Respond to the Town Manager and Town Council
- Act as liaison to:
 - Town Agencies and Staff,
 - Windsor Schools,
 - District Attorney,
 - State and Federal Law Enforcement Agencies, and the Media
- Function as the Law Enforcement:
 - O.E.S. Coordinator,
 - Mutual-Aid Coordinator, and
 - HAZ/MAT Coordinator

Daily operation and management of the Windsor Police Department will involve functions such as the following:

- Plan and coordinate security for special events
- Develop long and short-term department goals
- Perform operational audits aimed at increasing effectiveness and reducing liability
- Prepare and manage the department's budget
- Develop new crime prevention programs and manage existing programs
- Develop and/or review policies and procedures
- Respond to law enforcement calls as necessary
- Develop and/or review town ordinances
- Develop traffic-management plans
- Work with the Investigations Lieutenant to assign and monitor critical investigations
- Prepare written status reports
- Develop enhanced law-enforcement programs such as reserves, volunteers, and explorers
- Develop community-oriented-policing strategies
- Investigate and resolve citizens' complaints
- Supervise juvenile programs
- Meet with citizen groups
- Perform personnel management functions such as: Personnel selection, Staff development, and Performance evaluations.

Sergeant:

The Sergeants will assist the Chief in the management, direction, and control of the law-enforcement and community crime-prevention services within the Town of Windsor. Typical duties and responsibilities include:

- Perform the role of Acting Chief during any absence of the Chief.
- Perform duties delegated by the Chief, or assigned by the Sheriff in the Chief's absence
- Prepare employee schedules and evaluations
- Develop and implement training programs
- Supervise traffic enforcement
- Supervise evidence collection
- Review and approve reports
- Provide back-up support to officers and respond to calls for service as necessary
- Manage and control crime scenes
- Testify in court as required
- Assist in the development and management of the Department's budget
- Conduct internal affairs investigations
- Plan, assign, and supervise work of Department staff
- Assign and manage all law enforcement equipment
- Assist with the development of Town ordinances
- Coordinate with the Town Planning Department
- Coordinate any multi-agency responses
- Act as HAZ/MAT incident coordinator
- Identify community problems and concerns
- Supervise explorer and reserve programs
- Supervise initial investigation of crimes
- Implement directed-patrol strategies
- Implement community-oriented-policing philosophy
- Handle citizens' complaints

Deputy:

The Deputies perform a variety of law-enforcement and crime-prevention work. They strive to maximize positive interaction with citizens through a Community-Oriented-Policing approach to performing functions. Typical duties and responsibilities include:

- Patrol assigned areas
- Testify in court as required
- Prepare reports regarding crimes, accidents, or similar circumstances
- Report potentially unsafe conditions relative to traffic and other law-enforcement matters
- Serve warrants and make arrests
- Arrest and interrogate suspects
- Enlist community support to resolve specific community problems
- Enforce laws, including traffic laws and Town ordinances
- Transport prisoners to County jail
- Gather evidence and interview victims and witnesses

- Investigate complaints and criminal violations
- Attend community meetings and support activities of the Community Services Officer
- Serve legal papers, such as subpoena
- Perform stakeouts and operate surveillance equipment
- Receive and handle evidence and property
- Investigate traffic accidents, and administer basic first aid

School Resource Officer:

The School Resource Officer is devoted full time to the various campuses of the Windsor Unified School District. This officer is devoted to accomplishing the following:

- Develop necessary programs, such as School Attendance Review Board (SARB), School Attendance Review Teams (SART), and monitor truancy issues
- Work with the Windsor Youth and Family Services Counselor to be pro-active in reducing juvenile crime
- Attend extracurricular activities
- Deter crime on or around school campuses by his presence and relationship with school staff and students
- Help schools develop and train staff in the implementation of emergency-response plans
- Be a resource to provide referrals to support services to parents, students, and staff
- Provide faculty, parent, and student training on current issues
- Provide consistent service to all school administrators, staff, and students

Traffic Officer:

The Traffic Officer is assigned full time to address traffic issues that the Town Council, Town Manager, Police Chief, sergeants and other officers, and citizens have identified. Their mission is to identify traffic problems, and work collaboratively to resolve or mitigate them to improve traffic safety in the Town of Windsor. To achieve this goal the officer is assigned a traffic-enforcement car, a police motorcycle, and provided with equipment and training specific to this discipline. They will:

- Work with Town staff on traffic flow and design issues to mitigate traffic problems
- Conduct educational programs on traffic-related issues with high-risk groups, such as juvenile drivers
- Develop and maintain a relationship with the School Resource Officer and the Windsor School District to solve traffic issues related to schools and inexperienced drivers
- Supervise the placement of the Town's radar trailers by the CSO
- Promote bicycle, skateboard and scooter safety in Town by giving educational presentations, and conducting rodeos and other events
- Attend neighborhood meetings to work with local residents to find solutions to traffic problems
- Report to the traffic sergeant and the police Chief on traffic issues, providing potential solutions
- Review all traffic reports for consistency and accuracy, and to monitor trends

- Be responsible for the collection of traffic statistics to assist the sergeant, Chief and Town in planning future solutions to problems and to minimize legal liability

Community Services Officer:

The Community Services Officer (CSO) assists the public, the officers, and other personnel by performing a variety of public-relation, technical, clerical and other support activities related to crime-prevention and law-enforcement functions. Typical duties of the CSO include:

- Making presentations to town staff, the public, and other government agencies regarding crime prevention activities
- Enforce parking violations & complaints
- Administration of the Abandoned Vehicle Abatement Program
- Assisting in the management of law-enforcement material, equipment, and supplies
- Assisting the public by providing general information, as required
- Placing the Town's radar trailers at the direction of the traffic sergeant and the traffic officer
- Taking crime reports, which have no suspect information, at the front desk
- Testifying in court, as required
- Handle and transport all evidence and safekeeping items
- Performing crime-prevention activities, including:
 - Researching community problems, and work with the appropriate resources to resolve them,
 - Making presentations to community organizations, schools, or similar audiences,
 - Conducting neighborhood watch and business watch meetings,
 - Disseminating specific crime-prevention information,
 - Conducting public, and crime-prevention surveys, and performing child safety car seat installations

Administrative Aide:

The administrative aide will perform general office management and support functions for the Windsor Police Department. Typical duties and responsibilities include:

- Providing administrative support for the Chief and other department staff as needed
- Assisting the public by answering inquiries regarding services, programs, and records
- Gathering data for use in the preparation of the annual report and budget
- Preparing quarterly reports on the Town's Abandoned Vehicle Program
- Assist in developing, preparing, and monitoring various programs, including grants, budget items, staff reports, and items for the Town Council
- Receiving and forwarding complaints to the appropriate staff for resolution
- Administer grants received directly to the Town
- Facilitate contract security agreements
- Work with Sheriff's Office Department Analyst to facilitate the Equitable Sharing Agreement
- Function as the Communications Dispatcher at the Town's Emergency Operations Center

Detective:

The Town contracts for .4 detective's position. Although no individual detective is assigned to the Town, Sheriff's detectives and Gang Enforcement deputies will be responsible for the thorough investigation of certain complaints and criminal violations. Duties and responsibilities of the detective include the following:

- Making arrests as necessary
- Preparing detailed reports documenting the investigation for prosecution by the District Attorney's office
- Receiving and directing phone calls, visitors, and mail
- Supporting patrol deputies in the investigation of crimes
- Interviewing victims and witnesses.
- Conducting in-depth investigations of criminal activity
- Reviewing and analyzing certain criminal complaints
- Interrogating suspects
- Obtaining evidence in support of investigations
- Planning and coordinating stakeouts and operating surveillance equipment
- Testifying in court as required
- Participating in the preparation and service of search warrants
- Monitoring gang members and enforce gang related crimes

Legal Processor:

This position performs general office duties and support functions for the Windsor Police Department under the direction of the administrative aide and Chief. Typical duties and responsibilities are similar to the administrative aide's and include:

- Assigned to the front desk answering telephones and assisting lobby visitors
- Receiving specific permit applications, and coordinating background investigation with the Sheriff's Office
- Providing clerical support for the administrative aide, Chief and department staff
- Assisting the public by answering inquiries regarding services, programs, and records
- Receiving, processing, and routing mail
- Compiling relevant information for use by staff in replying to complaints or inquiries
- Performing clerical duties for the department
- Assisting the administrative aide in maintaining files
- Releasing crime reports to the public

The Chief of Police retains the authority to modify any or all of the above-listed job duties as needed to provide the best possible law enforcement service to the Town of Windsor and its citizens, so long as such modifications are consistent with employee job specifications and Civil Service requirements. The Chief shall notify the Sheriff if any intended modifications may affect the workload of the Sheriff's Department, and obtain the Sheriff's consent to such modifications prior to implementation.

SECTION 4 - PROGRAM DESCRIPTIONS

Police Administration and Support Services:

Police Administration provides for the management, coordination, and administration of all law enforcement activities for the Town of Windsor. Administrative and support services will be performed by individuals who are charged directly to the Town under this Agreement, as well as by numerous individuals at the Sheriff's main office in Santa Rosa whose effort is included within indirect expenses. Support from the main office will be provided primarily out of Administrative Management, Personnel, Payroll, Accounting, Purchasing, Central Information Bureau, Property/Evidence, Crime Analysis, and Dispatch.

The Chief and the administrative aide, with the assistance of the legal processor, will perform the primary administrative functions within the Windsor Police Department. The Chief is assigned overall management responsibility for the department. The Chief's efforts will focus on providing optimum services to the Town of Windsor through efficient and effective use of available personnel, facilities, and equipment. The administrative aide will provide general office management and clerical support for the Windsor Police Department. The administrative aide will also perform certain reception and records-management services at the department police station in Windsor, as set forth below:

General Assistance and Information

Department staff (primarily the administrative aide and legal processor) will receive and direct phone calls, mail, and visitors coming into the police station. Reasonable efforts will be made to answer public inquiries related to department services, programs, and records.

Permits and Licensing

The Agreement between the County of Sonoma and the Town of Windsor provides for the processing of applications for certain licensing ordinances of the Town. Such applications will be received at the Windsor Police Station and forwarded to the Sheriff's main office for processing by the Central Information and Investigation Bureaus, as set forth in the Agreement. All persons applying for concealed weapons permits will be directed to the Sheriff's main office.

Registrants (Sex, Narcotics, Gang and Arson)

Individuals will be directed to register at the Sheriff's main office.

Record Maintenance

Staff at the Windsor Police Department will forward all incident reports and arrest records to the Sheriff's main office. Said reports will be entered into the automated Records Management System and will be maintained at the Sheriff's main office.

All incident reports, arrest records and other records maintained in connection with this Agreement, whether retained at the Sheriff's department or the Town of Windsor Police Department will be subject to retention schedules established by the Sheriff, the County of Sonoma, and the Town of Windsor.

Copies of Records

Copies of certain records are processed at the Police Department. Fees for copies are collected by the Police Department.

Requests for Information Under the Freedom of Information Act

All requests for information under this circumstance will be referred to the Sheriff's Department.

Police Patrol and Traffic Enforcement:

The patrol program includes a variety of law enforcement activities performed by sworn peace officers. Officers will perform directed patrolling based upon patterns of criminal activity occurring, or anticipated to occur, within specific areas. Officers will respond to calls for service and initiate activity, as required. Other law enforcement activities delineated within the position descriptions for deputies (such as investigating complaints and criminal violations, arresting and interrogating suspects, preparing reports, etc.) will be performed as required.

The full-time traffic enforcement officer, and to the extent possible, the other patrol officers will enforce the Vehicle Code and traffic/vehicle related ordinances adopted by the Town of Windsor. The traffic enforcement program will provide for the investigation and documentation of traffic collisions, as well as for apprehension and arrest of persons driving under the influence. The traffic program will not provide for routine parking enforcement, unless specific enforcement situations are agreed upon by Memorandum of Understanding pursuant to provision 7 of the Agreement between the County of Sonoma and Town of Windsor. The Town of Windsor will be responsible, separate and apart from this Agreement, for any routine enforcement of ordinances/code relating to parking. Nothing in this paragraph shall, however, be deemed to preclude officers from issuing parking violations as they may deem appropriate.

The police patrol program will provide for initial response to calls for service related to dangerous animal situations, or noise disturbances caused by animals; however, the Town of Windsor will be responsible, separate and apart from this Agreement, for general animal control and enforcement of ordinances/code relating to animals.

Consistent with the Department's community-oriented-policing philosophy, continual effort will be made through the patrol program to maximize positive interaction with citizens in an effort to achieve greater community trust, respect, and support. The patrol officers will strive to build productive relationships with individuals, businesses, schools, and community organizations through participation in a variety of special programs such as those listed below:

Problem-Oriented Policing

When officers or members of the community identify specific problems, the department will formulate and implement solutions with direct and active input from the community.

Drug Abatement

Officers will enlist the support of landlords to eradicate known drug dealers from rental properties.

Vehicle Abatement

Patrol officers will continue an abandoned vehicle-abatement program, wherein abandoned vehicles will be towed at no expense to the reporting party or Town, thereby beautifying the neighborhoods.

Bicycle Patrol

Officers may patrol throughout neighborhoods on bicycles in an effort to positively interact with community members at a different level.

Drug-Free Zones

Patrol officers and the Community Services Officer will work with schools and community members in an attempt to establish specific geographical areas as “drug-free zones” and to ensure enforcement within such areas. Within drug-free zones, frequently schools or parks, enhanced sentences may be placed upon criminals who expose children and other community members to drugs.

Adopt-A-Cop

Schools may bring officers onto the school grounds to positively interact with children. The aim of the program is to allow children to experience law enforcement in a positive environment, in an effort to build trust and support.

Landlord/Tenant Resolution Program

Officers will attempt to help landlords and tenants resolve disputes through discussions in an effort to avoid more serious conflicts and potential criminal actions.

Knock & Talk

Where drug activity is suspected in residential areas, but insufficient evidence exists to obtain a search warrant, officers may utilize the “knock and talk” approach. Officers make an unannounced visit to the residence where they request the occupant’s permission to enter the premises to discuss the suspected illegal activity. Arrests sometimes result directly from this type of authorized entry. Often only a discussion takes place; however, further drug activity is frequently curtailed as a result of the individual’s awareness that a high level of law enforcement presence will continue.

Neighborhood Watch

This program focuses on reducing crime through active participation of citizens. Although neighborhood watch meetings are primarily organized and conducted by the CSO, sworn officers will participate when considered appropriate. Reasons why a sworn officer may be required include: bilingual communication is anticipated; specialized topics (such as gang awareness), or the use of specialized equipment will be discussed; the anticipated atmosphere of a particular meeting warrants an increased law-enforcement presence; a CSO, or the community, has specifically requested the presence of an officer for some other reason, consistent with a community-oriented-policing approach.

Business Watch

This program focuses on reducing crime through active participation of business owners. As with Neighborhood Watch, the CSO takes the lead in coordinating business watch meetings and sworn officers will participate when considered appropriate.

Vacation House Checks

Patrol officers will attempt to provide extra patrol for vacationing residents.

Business Checks

Patrol officers will attempt to provide extra security for businesses when closed.

Gang Suppression

Through participation in educational programs, contact with gang members, and strict enforcement of laws, officers and Sheriff's Deputies from the MAGNET team will endeavor to suppress criminal gang activity.

Police K-9 Program

The Police Department started a Police K-9 program in early 2007. The current K-9, purchased in 2013 is trained to track and apprehend fleeing/hiding suspects. He will be cross-trained in the near future for drug detection and article search capabilities.

Police Investigations:

Patrol officers perform most investigative services required in connection with misdemeanor and traffic offenses, and may commence investigations in connection with more serious offenses. The investigations program provides for in-depth investigation of suspected or actual criminal activity by trained detectives, thus relieving patrol officers to perform other required patrol services. Investigators will be assigned to cases based upon case screening procedures utilized by the Sheriff's Department, or at the discretion of the Chief. Investigative services will include the analysis of complaints, thorough investigation of crimes and crime scenes, interrogation of accused persons, collection and handling of evidence, and detailed reporting of all findings. The assigned detective will monitor the case through the criminal justice system until its conclusion.

Community Services:

Various community outreach and crime prevention activities are provided through this program. This program is be staffed by the Community Services Officer (CSO). The CSO's activities will focus on educating the citizenry in techniques to reduce crime in their neighborhoods and businesses. A primary objective of the program is to provide for positive communication between the Department and community members, thus increasing the level of trust and support. Communication may occur during meetings and presentations conducted primarily for businesses, neighborhood organizations, community groups, and schools, as well as in written correspondence and newsletters to be prepared by the CSO. Special activities such as the following may be coordinated by the CSO:

Neighborhood Watch

As noted above, this program focuses on reducing crime through active participation of Windsor residents. Meetings and presentations will be coordinated by the CSO in areas that have on-going programs and neighborhoods that have not been active in crime prevention will be targeted for new programs. A significant amount of the CSO's effort will be expended in connection with neighborhood watch.

Business Watch

This program is similar to the neighborhood watch program, however it concentrates on business areas and business owners.

Senior Program

Senior citizens may be enlisted to assist in pro-active law enforcement activities.

Bicycle Safety

In coordination with the schools, programs may be developed to educate children in bicycle safety.

Personal Safety

Target groups (primarily youth, women, and seniors) are provided safety information that relates to their particular needs and concerns.

Drug Prevention Education

Programs are established through the schools in order to educate children relative to the hazards of drugs.

Gang Suppression

Programs are developed to educate youth and adults regarding the problems associated with gangs.

Crime Prevention Volunteer Program

An effort will be made to enlist community members to implement crime prevention projects.

Crime Free Multi-Housing Program

A program designed to reduce crime, drugs, and gangs on multi-housing properties.

COPE (Citizens Organized to Prepare for Emergencies)

The Police Department continues to focus on emergency preparedness. The CSO will be incorporating COPE into his/her regular neighborhood watch programs.

SECTION 5 - TRAINING REQUIREMENTS

Training such as the following is anticipated during the period from July 1, 2017 to June 30, 2018:

Continuous Proficiency Training: This is a required course designed to maintain proficiency of sworn personnel in regards to new laws, new procedures, and department operational changes.

Internal Affairs Investigation: Sergeants assigned to Windsor Police Department will be required to complete this 24-hour course. This will allow them to properly conduct investigations into alleged misconduct by officers when the allegation does not meet the policy requirements for an investigation by the Internal Affairs Bureau.

Basic Traffic Investigation: This 40-hour course for all sworn officers provides instruction relative to investigation and documentation of traffic accidents.

Intermediate Traffic Investigation: This is a 40-hour course for sworn officers that addresses intermediate accident investigation techniques, such as skid mark analysis, and prepares officers to testify as expert witnesses.

Advanced Traffic Investigation: This 80-hour course for sworn officers, addresses advanced techniques of accident investigation, and allows them to competently investigate highly technical aspects of traffic accident. It also prepares them to investigate serious-injury and fatal accidents.

Traffic Radar Enforcement: This 24-hour course for all sworn officers, addresses techniques and applicable laws associated with the use of radar for speed enforcement.

Hazardous Materials Incident Commander: This 40-hour course instructs officers in the standardized statewide techniques utilized to manage hazardous materials incidents. The job descriptions for the Lieutenant and two Sergeants require them to be the on-scene Incident Commanders for these incidents.

CIT (Crisis Intervention Training): This training teaches officers how to handle people who are in a "crisis" type situation due to mental health issues and/or drug influence. This is a 40 hour course and the plan is to have all staff trained over the next three years. So far, 52% of the Windsor officers have completed this training.

Other Miscellaneous Training: Periodically, there may be other training opportunities that would benefit the staff at the Windsor Police Department, such as those addressing community oriented policing, gang suppression, crime prevention, or other special topics of interest to Town. Staff members may be authorized to attend such training as deemed appropriate by the Chief or as required by law.

SECTION 6 - VEHICLE REQUIREMENTS

The following vehicles (with associated equipment) have been furnished and will be maintained by the Town of Windsor pursuant to the provisions of the Agreement for Law Enforcement Services between the County of Sonoma and the Town of Windsor:

- 1 Unmarked vehicle (assigned on a full-time basis to the Lieutenant/Chief)
- 1 Unmarked vehicle used primarily by the administrative sergeant as well as utilized by plain clothes officers for undercover operations)
- 11 Patrol vehicles (utilized by the Sergeants and Deputies during assigned shifts)
- 1 Crime Prevention Vehicle (utilized by the CSO on assigned shifts)
- 1 BMW motorcycle

SECTION 7 - EQUIPMENT REQUIREMENTS

The parties acknowledge that various items of equipment may be required to support the operational needs of the Department throughout the period covered by this Service Plan. The following are representative of the type of items anticipated to be necessary: cellular phone; camera; flashlights; bicycle and accessories; portable radios; duty weapon; latent fingerprint kit; body worn cameras, etc. The Chief will authorize actual purchases as specific needs are further defined throughout the year. Any major variation in the type of items required or in the estimated costs of such items (as included in the estimated cost for FY 17/18) will be coordinated with the Town Manager.