



Winters Police Department

Strategic Plan

September 21, 2018

Chief John P. Miller

I. ORGANIZATIONAL ASSESSMENT

Organizational Description

The Winters Police Department provides law enforcement services to the City of Winters, California. Although a small police department with just 11 full-time sworn officers, including the Chief of Police, it is a full-service agency providing basic patrol services, criminal investigations, and community outreach and engagement.

The City of Winters was founded in 1875 and incorporated in 1898. The City is primarily a residential community and is situated between the San Francisco Bay Area and the Greater Sacramento area in a mostly agricultural area of Yolo County. The City saw significant growth (for its size) in the 1990 to early 2000's, but stagnated with the downturn in the economy in the late 2000's. The City current population is approximately 7,292 and is again on the precipice of substantial growth (for its size) with approximately 900 single family residential homes either already under construction or approved for construction, which will be an approximate 30-40% increase in population within one to two years. Additionally, two 72 room hotels are under construction as well as a health care clinic and many retail and service businesses have expressed interest in establishing themselves in Winters to serve the growing community. With more growth on the horizon, the City is beginning the process of annexing another 1,000 acres to the north of the current city limits.

The City of Winters was served by elected Town Constables and Town Marshals until the Office of Chief of Police was established by ordinance on December 24, 1937. The Winters Police Department is currently staffed by 11 full-time sworn police officers, including the Chief of Police, one Administrative Coordinator/Records Manager, and one full-time and one part-time Community Services Officers. The Community Service Officers provide support to sworn staff,

take cold reports at the front counter or via telephone, process property and evidence, and assist with data entry. Volunteer staff include two Reserve police officers, one Chaplain, one adult volunteer, and approximately six high school aged Cadets.

The Winters Police Department current organizational structure consists of the Chief of Police, three Sergeants, two Corporals (who serve as supervisor and/or Field Training Officers), four officers assigned to patrol, and one officer assigned as a Detective/School Resource Officer, a position that was established in January 2018. Ancillary assignments include a bicycle patrol unit and one officer assigned to the Yolo County Crisis Negotiations Team, both of which were established in 2017. The Department is also developing internal expertise by having officers trained and certified as instructors in defense tactics, TASER, firearms, and other technical skills.

Organization Name	Winters Police Department
Service Community (population, growth trends, significant changes in past 10 years)	<ul style="list-style-type: none"> - City of Winters (2018): 7, 292 (est.) - Winters' populations grew approximately 8.7% from 2011-2018. - Approximately 900 homes are currently under construction or approved for construction, which will be an approximate 30-40% increase in population.
Staffing (sworn, professional staff, part-time and volunteer staff, staffing ratios for service population)	<p><u>Paid Staff:</u></p> <p>11 full-time sworn police officers (ratio of 1.54 officers per 1,000 residents)</p> <p>1 Administrative Coordinator/Records Manager</p> <p>1.5 Community Services Officers</p> <p><u>Volunteer Staff</u></p> <p>2 Reserve police officers</p> <p>1 Chaplain</p> <p>1 Volunteer</p> <p>6 Cadets</p>

II. ORGANIZATIONAL MISSION

	<i>Names</i>	<i>Needs/Wants</i>
Customer set(s) – <i>individuals</i> <i>directly served</i> <i>by the enterprise</i>	Community - Residents - Businesses - Visitors	- Deter crime and disorder by visual presence and proactive law enforcement efforts - Investigate criminal acts and enforce statutes - Engage, educate, and collaborate with the different segments of the community to promote a safe community
Stakeholder set(s) – <i>those</i> <i>outside the</i> <i>enterprise who</i> <i>also benefit from</i> <i>its success</i>	- Residents - Businesses - Visitors - City Management - Elected officials - School District - Violators	- Creating and promoting a sense of safety and public order to enjoy a high quality of life and conduct profitable business - Ensure continued employment and elected status by demonstrating competent City Management in place - Ensure safety of students on city streets while in transit to and from school, assist school administration and staff with the physical safety and security, and respond to criminal acts on the school campuses to promote a positive learning environment - Ensure fair, ethical, and respectable treatment under the law and constitutional rights recognized and upheld

Mission Statement

The Mission of the Winters Police Department is to provide service to our community, uphold the Constitution, and deter crime and disorder through impartial service to the law.

Core Principles and Values

- *Courage*
- *Professionalism*
- *Respect*
- *Accountability*
- *Community- Centered*
- *Collaborative*

III. DEMOGRAPHIC DATA

Table 1 – Staffing Data

	Two Years Ago	Last Year	Present Year	Next Year	Two Year's Hence	Three Years Hence
Sworn Staff	11	11	11	12	13	13
FT Non-sworn Staff	2	2.5	2.5	2.5	3	3

Planning considerations:

Much like the City of Winters' population, the Winters Police Department staffing has remained stagnant since approximately 2005 with 11 full-time sworn officers and two full-time support staff positions. A twelfth full-time police officer position was approved for FY 2016/17 but frozen through FY 2017/18 due to unrecognized revenue predications. A part-time Community Service Officer was approved for FY 2017/18 and filled through grant funding. During budget development for FY's 2018/19-2019/20 (two year budget cycle), the twelfth full-time police officer position was again approved for FY 2019/20 and budgeted for a Lieutenant position.

In budget development for FY 2020/21-2021/22, we may seek to move the part-time Community Service Officer to a full-time position to meet growing demands, most notably a

demand for parking enforcement function in the downtown area. We are also exploring a partnership with the Winters Joint Unified School District to partially fund a full-time School Resource Officer, a function our Detective currently carries out in an ancillary capacity.

Table 2 – Budgetary and Fiscal Data

	2 Years Ago FY 2016/17	Last Year FY 2017/18	Present FY 2018/19	Next FY 2019/20	FY +2 FY 2020/21	FY +3 FY 2021/22
Approved Budget	\$2,556,724	\$2,845,349	\$3,196,857	\$3,292,563	\$3,300,420	\$3,572,968
Actual Expenses	\$2,694,625	N/A	N/A	N/A	N/A	N/A
Percent from grants, etc.	4.9%	4.5%	4.7%	5.8%	±5%	±5%
Percent of Total Org Budget	29.9%	43.7%	42.5%	43.7%	+45%	+45%

Planning considerations:

First, it needs to be explained that FY 2016/17 was a “fluke.” The City of Winters received approximately \$2.1 million in “impact fees” from a very large single development, which are one time monies. This drove down the Police Department’s overall percentage of the organizational budget to approximately 29.9%. Historically, the Police Department has accounted for approximately 40% of the overall City budget and it is anticipated the percentage will increase to +45% due to the pension and health benefits costs. In fact, these costs for the Police Department personnel alone are anticipated to increase by approximately \$500,000 between FY 2015/16 to FY 2019/20.

The City is expecting increased revenues from sales taxes generated from the anticipated growth in business and from transient occupancy taxes collected from the two new hotels. The current residential to business/industry ratio places the City in a systemic deficit due to the increasing costs of personnel and the “flat” revenue from property taxes under California’s Proposition 13. It is believed by city management that in order to be “self-sustaining,” the City must achieve a total population of approximately 20,000, which would prompt additional businesses to establish themselves in Winters to serve the population. For example, currently there is only one relatively small grocery market in Winters, forcing residents to travel 15-20 minutes away to the cities of Vacaville or Woodland for their shopping needs. Several large grocery outlets have expressed an interest in Winters once certain population marks have been met.

Like most of California, public safety is one of the most expensive services provided by any city. The Winters Fire Department only has three full-time professional firefighters and their costs are further offset because the Department also serves as the Winters Fire District.

Therefore, the Police Department is the lion's share of the General Fund and a healthy portion of the City's overall operating budget. Regrettably, the Winters Police Department is also one of the lowest paid in the region, making recruitment and retention difficult.

Due to close management and constant oversight of the Police Department's operating budget, as well as earmarking special funds to pay for certain projects, the Department is managing quite well in terms of training and equipment. Over the last three years, the Department has aligned itself to an approximate six to eight year vehicle and TASER replacement schedule, as well as acquiring additional less lethal weapons, Automated External Defibrillator's (AED's), Naloxone HCl applicators ("Narcan"), P25 complaint portable radios (with 100% deployment), Axon body worn cameras, and smartphones. We are also collaborating with the Yolo County Sheriff's Department to "piggyback" with them on a records management system (RMS) that will interface with our regional dispatch center's computer aided dispatch (CAD) system. This project alone would have costed approximately \$70,000 but due to the "shared services" model, it will cost less than \$20,000.

Outside of the annual allotment from the federal Community Oriented Policing (COPS) Grants, due to the fierce competition for dwindling grant monies, our small population and low crime rate, we have not qualified for other grants, even ABC/OTS "mini-grants."

Table 3 – Economic Data

<p>Calculate City/County Population Growth Rate past three years (2015-2017) in comparison to California’s growth rates (CA Dept of Finance)</p>	<table border="1"> <thead> <tr> <th><u>City</u></th> <th><u>State</u></th> </tr> </thead> <tbody> <tr> <td>2015- 6,902 (+0.06%)</td> <td>38,912,464 (+0.89%)</td> </tr> <tr> <td>2016- 6,927 (+0.36%)</td> <td>39,179,627 (+0.69%)</td> </tr> <tr> <td>2017- 7,130 (+2.93%)</td> <td>39,500,973 (+0.82%)</td> </tr> </tbody> </table>	<u>City</u>	<u>State</u>	2015- 6,902 (+0.06%)	38,912,464 (+0.89%)	2016- 6,927 (+0.36%)	39,179,627 (+0.69%)	2017- 7,130 (+2.93%)	39,500,973 (+0.82%)				
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<p>Current Median Household Income for community (US Census Bureau)</p>	<p>\$67,229</p>												
<p>Percent of Households Earning Less Than \$10,000 Annually (US Census Bureau)</p>	<p>8.2%</p>												
<p>Biggest Industry in the Community; (US Census Bureau)</p>	<p>Educational services, and health care and social assistance</p> <p>705 of the civilian employed population 16 years and over (21.1% +/-5.5%)</p>												

Planning Considerations:

In the immediate future, and through this budget cycle consisting of FY's 2018/19-2019/20, the City of Winters and the Winters Police Department must operate frugally. These budgets were established with the anticipated revenues from the two hotels, with both being completed and open by January 2019; however, both hotels are lagging and will not open until at least mid-calendar year and, therefore, the revenues will not be recognized. If both hotels open, the Police Department's twelfth full-time sworn position should be approved by mid-fiscal year.

The current housing that is under construction or has been approved for future construction are single family residences targeting younger families in middle income bracket. This has already caused a shift in the demographics and, inevitably, the city will see the median income rise. Coupled with more local businesses to serve the growing community and this economic sector, such as the possibly the introduction of a Nugget chain grocery store, the city will more than likely see an increase in sales tax revenues.

Of considerable long-term future concern is the growing unfunded pension liability. Due to a change in accounting practices at the California Public Employee Retirement System (CalPERS), participating agencies will see a considerable increase in their contribution rates in FY 2024/25. The City of Winters is taken a proactive approach towards this by paying down its unfunded liability with new revenues in order to smooth costs and avoid a detrimental hit to future budgets. The City prides itself in being fiscally responsible and that no employees were laid off and no significant pay cuts were imposed upon employees throughout the "Great Recession."

IV. EXTERNAL ASSESSMENT

1. What changes in or by the enterprise's customers could change its future?

With the anticipated growth of the City of Winters presently and in the future, the demands on the Winters Police Department will change significantly. Although not proportionate, it is a fact that with more population will come more crime in sheer quantity. Additionally, the demographics of the city are changing from a mostly Hispanic agricultural work force to a more diverse middle class commuting work force. Finally, the next “crime wave” rests in our current 6th-graders, a residual demographic bubble of the “baby boomers,” and we will start seeing their impact within the next 3-6 years (and beyond).

2. Who are this enterprise's competitors, if any?

Due to the remote location of the City of Winters, the Winters Police Department only “competitor” would be the Yolo County Sheriff’s Office (YCSO). There were rumors of talks many years ago about contracting the law enforcement services to the YCSO; however, this is highly unlikely for many reasons.

First and foremost, the City of Winters is growing and is becoming self-sustaining economically for the long-term. Second, there is a desire to maintain “local control” of the Police Department and other contracts, such as Animal Control services, which is a unit of the YCSO, have seen seemingly senseless increases passed to the contracting agencies (62% increase to Winters Police Department in FY 2018/19) while costs to the YCSO have remained stagnant or gone down. These increase have precipitated in the City of Winters joining other agencies in a regional animal control model.

Finally, the Winters Police Department provides a high level of service and responsiveness to the Winters community. YCSO has no experience in contracting municipal law enforcement and it is doubtful that they could provide the same level of service.

3. What changes in or by the enterprise's competitors could change its future, particularly the appearance of new competitors?

It is highly unlikely that any new competitors will emerge given the current state and nationwide law enforcement model. However, during the “Great Recession,” my previous agency explored the opportunity to regionalize law enforcement in the Monterey Bay Area. Once the economy had stabilized, the incentive for regionalization, sharing, and cost savings was lost.

One lesson learned during the process of regionalization was that law enforcement agencies, even small and geographically contiguous, are reluctant to give up their culture, administrators are reluctant to give up their position and authority, and local governments are unwilling to give up local control of law enforcement. Nevertheless, another drastic economic upheaval could provide the impetus to explore regionalization models again.

4. What technologies does the enterprise depend on, if any?

It is undeniable that society and law enforcement are becoming more dependent on technologies. We are absolutely reliant on computers for dispatching, records management, and day-to-day operations of the Police Department. We depend on radio communications and cellular service devices for receiving and responding to calls for service. Our mobile data

computers (MDC's), which operate on cellular service, also receive and transmit data and information.

Winters Police Department just purchased new body worn cameras, which is becoming a staple in law enforcement. These new systems contain more features, such global positioning system (GPS), a redundant activation system via Bluetooth systems, and cloud-based storage.

With the growing demand in society to take more measures in order to avoid using deadly force, the Winters Police Department deploys TASER "Smart Weapons" and recently obtained less lethal extended range impact weapons (beanbag launchers) for all patrol vehicles.

Technology is becoming more powerful, smaller, and many functions can now be accommodated on smartphones. To this end, the Winters Police Department just issued smartphones to all officers primarily to support the body worn cameras. Officers are able to review and "tag" their body cam videos in the field, take and upload digital photographs, audio, or video for evidence, and also log onto CAD, not to mention "ancient" features like staying informed via Department email system.

5. How could changes in those technologies radically change its future, particularly the appearance of new technologies?

Technology is changing in almost every vestige of society and law enforcement. In regards to communications, we are seeing cellular service technologies improve and merge to supplement radio communications to better serve us, especially in the push for "interoperability."

As mentioned previously, in the very near future our MDC's will also host a records management system (RMS) integrated with our computer aided dispatch (CAD) to facilitate our reporting system, making our vehicles our mobile offices (Winters is behind the curve on this!).

The body worn cameras we are now using will undoubtedly become smaller as battery technology advances. Additional features will include integrated real-time facial and optical character recognition. Supplemented by drone technology, officers will very likely be monitored "live" from remote locations as well as having access to other video feeds, which will add to overall situational awareness.

In all likelihood, "less lethal" technologies will continue to develop, evolve, and be adopted by law enforcement. It is anyone's guess what this will entail.

With the improvement and expansion of cellular services and performance of electronics, smartphones will fully take the place of the MDC's and will be integrated into the CAD and RMS systems.

However, with the advancements in technology comes cost. The technology itself might be less expensive, but many departments will struggle to stay abreast in a more rapidly evolving technology environment especially in light of increased personnel costs.

6. Who are its regulators—authorities within the larger enterprise, government or professional groups?

American law enforcement is regulated by many entities and California, in particular, has the highest training and compliance standards in the nation.

Historically, society has been skeptical of authority and reluctant to voluntarily compromise their inalienable rights, especially since, as noted by John Emerich Edward Dalberg Acton, first Baron Acton, "Absolute power corrupts absolutely."

We see this skepticism in the works of Latin author Juvenal, who early 2nd century AD wrote, "*Quis custodiet ipsos custodes?*" (translated: "Who will guard the guards themselves?") as well as in the works of Plato warning of the power of the "auxiliaries," who are warriors responsible for defending the city from invaders and for keeping the peace at home, that "Every care must be taken that our auxiliaries, being stronger than our citizens, may not grow too much for them and become savage beasts."

Regulators of law enforcement include our elected officials, in the case of the Winters Police Department, the City Council. Law enforcement is also regulated by the California State Legislature, which includes the State Senate and State Assembly. In California, all of our initial and ongoing training is regulated by the California Commission on Peace Officer Standards and Training (POST) whose authority derives from legislative action.

Law enforcement is also regulated by bureaucrats, professional administrators of governmental functions. At the local level, the Chief of Police acts as a first line regulator by enacting policies and procedures and ensuring compliance or discipline for violations of those policies and procedures; however these bureaucrat regulators also include the Winters City Manager, the Yolo County District Attorney's Office, the California Attorney General, the Governor of the State of California, and the federal Department of Justice.

Finally, we are regulated by the community itself who hold us accountable for our actions through their elected officials, the bureaucrats, and even the media, including emerging social media platforms.

7. What changes in or by the enterprise's regulators could change its future, particularly new or altered laws or regulations?

Law enforcement suffers from the pendulum effect of politics. The current postmodernism trend driving the present “Progressive Movement” has seen many restrictions and heightened expectations on law enforcement. Search and seizure case law is more restrictive, increased legislation “decriminalizing” behavior and aimed at reducing incarcerated population been passed at unprecedented rates, and training mandates have increased substantially.

Of particular concern to California law enforcement by this “Progressive Movement” political agenda was the recent so-called “Police Accountability and Community Protection Act” (Assembly Bill 931) pertaining to the use of force. This bill would have established a “necessary” standard for using deadly force far above the federal “reasonableness” standard. The proposed wording in the bill would have exposed law enforcement officers to being charged with homicide based on a “woulda’, coulda’ shoulda’” standard. This, in turn, would have had an absolute chilling effect on law enforcement efforts. Thankfully, the bill was suspended but is assured to be reintroduced next legislative year.

Ultimately, the primary driving force in any change will ultimately come down to cost and the ability to bear those costs. Once the cost of crime becomes intolerable by the residents and businesses of California, there will inevitably be a push for change in the

course of the political pendulum, which will have an impact on the direction of the elected officials and, subsequently, the bureaucrats.

Costs also effect training requirements. Training costs in not only tuition, travel and subsistence, but more impact in man-hours and the need to backfill, usually incurring overtime. POST, whose primary funding comes from the State Penalty Fund, which receives money from penalty assessments on criminal and traffic fines, is unable to compensate law enforcement agencies even for mandated training because POST is now grossly underfunded due to the ongoing political “overhaul” of the California criminal justice system. POST is trying to differ many of those costs through innovative training initiatives such as computer-based training. However, due to the technical nature of law enforcement and the legal requirements to provide relevant and documented training, realistic opportunities to take advantage of these innovations are relatively limited.

8. Where does the enterprise’s revenue come from?

The Winters Police Department is funded by the following sources:

<u>Source</u>	<u>Proportion (%)</u>
City of Winters General Fund	90%
Capital	5%
DOJ COPS Grant	4%
Other grants	1%

9. How could the enterprise's revenue change in the future and the effect that would have?

As mentioned previously, the City of Winters has substantial growth underway in the form of residential housing and two hotels. A conservative estimate on the increase in the Transient Occupancy Tax (TOT) is expected to be approximately \$600,000 but, more than likely, much higher.

More important than the residential housing itself, and the property taxes that will be recognized due to land improvements, the businesses that will establish themselves in the City of Winters to serve the increased population will add significant sales taxes to the City's General Fund.

V. ENVIRONMENTAL ASSESSMENT

A. STEEP – Summary of scanning hits in organization's operational environment

1. Social – Demographic & Cultural

Winters finds itself at a crossroads with new residents and businesses moving in. Somewhere in the middle, most Winters residents embrace the two, as evidenced by the upcoming Porchfest, catering to new residents, and the Festival De La Comunidad, a celebration of the Hispanic culture and its contribution to the City of Winters.

2. Technological

Despite its size and budgetary constraints, the Winters Police Department is able to implement many new technologies including body cameras, AED's, and Naloxone (Narcan).

3. Economic

The City of Winters has been redefining itself as a “foodie” destination spot with a concentration on the “farm to fork” philosophy.

The city’s economic future appears to be on sound footing with additional housing developments and two hotels under construction to support its growing “foodie” and agro-tourism destination reputation.

4. Environmental

Some longtime Winters residents still desperately cling to the past and try to stand in the way of progress. The “Friends of Putah Creek” recently filed a lawsuit in Solano Superior Court to halt a restoration project in the Putah Creek.

However, the city management team and City Council recognize growth is necessary and inevitable and recently voted to update the city’s 26-year-old General Plan.

5. Political

Winters is generally politically stable with very little movement on the City Council in recent years. Regardless, some local issues do ruffle feathers such as the recent Measure G, which realigned city functions to a more contemporary model of city governance.

Overall, the city management, City Council, and residents are very supportive of law enforcement efforts.

VI. THE FUTURE

1. What trends could affect this enterprise in the next 5-10 years?

The future of the City of Winters and the Winters Police Department is overall positive albeit with challenges. With the increase in population and shift in demographics come new challenges. Some will cling to an older way of life while other, newer residents, will demand change. With the growth will come the need for the Winters Police Department to expand and accept additional duties and responsibilities.

Technology in the law enforcement sector will undeniably continue to develop and the Winters Police Department will continue to adapt and attempt to stay abreast of necessary updates. Costs of the technology will certainly play a major role in the Department's ability to adopt certain technologies, so it will be a priority for this and future administrations to evaluate needs and identify funding sources.

Thankfully, the City of Winters is developing economically and city management has an attainable vision for a sustainable local economy based around "foodie" and agro-

tourism destination as well as attracting middle class families to support the local economy that will eventually be established once they are economically viable.

The increase in population will also come with challenges to the environment. As part of the General Plan, a multi-million dollar upgrade to the city's wastewater treatment plant will be necessary to handle the increased load. Other nature areas, such as the Putah Creek area, will also undergo changes. So far, this area has benefited from the increased attention and massive restoration projects have been undertaken to repair the damage caused by years of misguided and environmentally damaging projects.

The political future of Winters is difficult to predict. The City of Davis, a bastion of "liberalism" and the Progressive Movement," is a mere 15 miles away. Due to its size and activism, many county policies and state representatives appease this constituency. Locally, many U.C. Davis employees and faculty are moving to Winters to escape the congestion and take advantage of the quiet and safe quality of life Winters offers and with this comes new and more radical local political views and agendas.

2. What plans have influential stakeholders (including customers, suppliers, etc.) announced that could affect this enterprise over the next 5-10 years?

The City Manager recognized the City of Winters suffered from a long-term systemic deficit due to its residential to business/industry ratio. He embarked upon a long-term strategy to change the political environment to accept this reality and recognize the need to develop an economically sustainable local economy.

A key part to his plan was attracting local "anchors," which included a large Pacific Gas and Electric (PG&E) training facility. Subsequently, two hotel developments were

enticed to build in Winters to support the PG&E employees as well as a growing tourism industry. Additionally, he courted residential home developers to the area and arranging land transactions to accommodate the proposed developments recognizing that once a larger population was established, businesses would follow in order to serve the growth.

Once all this was underway and the proverbial “ball was rolling,” the City Manager embarked on updating the city’s General Plan to adequately address and plan for the growing community. This step was recognized as perhaps the most controversial as many long-time residents still tenaciously hold onto the desire that the City of Winters should not grow and point to this document as the basis for no further growth.

3. What is most uncertain in the future that could substantially affect this enterprise over the next 5-10 years? What would you like to know about the future?

Without any doubt, the national economy is the most uncertain aspect in the future of the City of Winters and the Winters Police Department. Although Winters weathered the “Great Recession,” this has been followed by the one of the longest economic recoveries in United States history with a robust bull market since February 2016. Given that the city’s current economic development is in nearly full swing and with a large stake in residential development as a cornerstone to that development, a downturn in the economy usually affects the residential housing market early and hard. This could essentially halt the projects the city is relying on to achieve long term sustainability.

VII. EXTERNAL SUMMARY

1. As a result of the trends, plans and uncertainties, what opportunities exist in the immediate and global environments for this enterprise that would make the fulfillment of the mission and/or the achievement of the goals easier or more likely?

Time and time again, it comes primarily down to “MONEY.” If the economic development continues as planned, and then continues as hoped, the City of Winters will recognize new and ongoing revenues into the General Fund. With the growing needs of the community, the Winters Police Department will need to expand in size and capabilities, which include acquiring new technologies. However, this may be offset by the increased cost of personnel especially in healthcare costs and pension obligations.

2. As a result, what threats exist in these environments that would make the fulfillment of the mission and/or the achievement of the goals harder or less likely?

The most disconcerting potential development is the continued “postmodernism” and “Progressive Movement” political landscape and its inevitable “cooling” effects on law enforcement and predictable aftermath. As Pete Bowen outlined in his presentation at POST Command College, Class 64, Session 5, political and societal upheaval is almost always an outcome of these political trends that will cause a response back towards the middle, or as referred to earlier in this paper, the “pendulum” effect.

As mentioned previously, there can be little doubt that the long-term negative ramifications of implementing such policies have already had, and will continue to have, detrimental effects on the norms of our society and crime. Once the costs reach the “tipping point,” political change will be called for and implemented. Just how far and how bad this

will be for our society during the aftermath of this “third round” (as described by Mr. Bowen) is anyone’s guess.

<p><u>Strengths</u></p> <p>Long-term vision</p> <p>Initial “anchor” projects underway or completed</p> <p>Strong housing market in desirable location</p> <p>Support of city management, city council, and community</p>	<p><u>Weaknesses</u></p> <p>Projects currently in progress and not completed</p> <p>Current infrastructure not capable of handling growth</p> <p>Current General Plan very limiting</p>
<p><u>Opportunities</u></p> <p>Annexing more land into city limits</p> <p>Businesses interested in establishing in Winters</p> <p>Re-drafting General Plan</p>	<p><u>Threats</u></p> <p>National economy downturn</p> <p>Pension obligation and healthcare costs continue to rise</p> <p>State level politics continue on current trajectory</p> <p>Opposition to updating General Plan</p>

IX. APPRECIATIVE INQUIRY

1. Think of a time or an incident in which the group (unit, organization) was successful, reached a goal, did something well.

The Winters Police Department is working towards standardization in areas other agencies take for granted. Because this is different in the “way we’ve always done it” and would face fierce resistance from a select few, we formed committees to give input to the final outcomes, solicit buy-in, and give a sense of ownership of the outcomes. This included a committee approach to redrafting the Department’s Mission, Vision, Principles, and Motto; a Uniform Committee; and, most recently, a Report Writing Committee.

After a one year deadline, the new uniform standards went into full effect July 1, 2018. The Department personnel look more professional and we have received positive feedback from the community, city management, and our elected, commenting the Police Department has become “more professional.” Although there was a little consternation about new uniform standard, most employees welcomed the new standards.

2. Treating this list as a set of scientific data, identify the underlying factors that led to the success. Cast these factors into “provocative propositions,” such as “I/we was/were successful when...”
 - a. ... a clear goal and desired outcomes were identified at the beginning of the process.
 - b. ... we worked as a team.
 - c. ...individual input was welcomed and encouraged.

3. What could the group achieve if you uniformly acted according to these propositions? What do you/they want to do with this energy?

Change is still on the horizon for the Winters Police Department as we explore and adopt new technologies and processes and strive to become a recognized professional police department among our neighboring agencies.

Even before being aware of John Kotter's Model of Change, it was evident a "coalition for change" was necessary to overcome deep seeded resistance to change by some long-term employees. These employees resisted any change, even change to enforcement and application of codified and case law!

A key to the success the future success of the Winters Police Department is being able to recognize and adapt to change as well as engage the personnel as stakeholders in the agency, not just "employees."

X. VISION STATEMENT

Vision Statement

The Winters Police Department will continue to be a highly responsive agency that will grow and adapt to meet the needs of our community. We will proactively engage in partnerships to identify opportunities and address challenges by developing innovative and creative solutions.

XI. PLANS

A. Goals

Identify three to five long-term goals the organization could feasibly achieve in the next three to five years.

Goals	Measure/s (SMART)*
1. Adopt new technologies and processes	<p>Introduce a Records Management System (RMS) integrated with Computer Aided Dispatch (CAD) within 2 years.</p> <p>Monitor and implement effective and evidence-based law enforcement practices and processes that would benefit the community over the next 5 years.</p>
2. Establish Succession Planning	<p>Hire and ensure professional development to ensure viable succession of key personnel over the next 5 years, including:</p> <ul style="list-style-type: none"> - Records Manager/Administrative Coordinator - Sergeant(s) - Lieutenant - Chief of Police
3. Participate in regional efforts	<p>Assignment of personnel to regional efforts within 5 years, including:</p> <ul style="list-style-type: none"> - Crisis Negotiation Team (CNT) - Special Weapon and Tactics (SWAT) - Yolo Narcotics Enforcement Team (YONET)
4. Increase staffing	<p>Ensure minimum staffing coverage 24/7 within 3 years.</p> <p>Working in partnership with the School District, support a full-time School Resource Officer (SRO) within 3 years.</p> <p>Assignment of personnel to regional efforts over next 5 years, including:</p> <ul style="list-style-type: none"> - Crisis Negotiation Team (CNT) - Special Weapon and Tactics (SWAT) - Yolo Narcotics Enforcement Team (YONET)

B. Strategies

1. Strategy name:

Records Management System (RMS)

Goal(s) supported (*by number*):1

Strategy description: Within two years, seek partnership with Yolo County Sheriff's Office (YCSO) and Yolo Emergency Communications Agency (YECA) to participate in integrated CAD/RMS system. Identify and secure funding to participate.

2. Strategy name:

Staffing and succession planning

Goal(s) supported (*by number*): 2, 3, 4

Strategy description: Over next five years, work to educate and solicit support of city electeds, City Manager, and city's Financial Director to earmark future revenues to increase staffing levels. Hire key personnel, including a Lieutenant and replacement Records Manager/Administrative Coordinator and provide for professional development of those personnel for succession planning.

3. Strategy name:

School Resource Officer

Goal(s) supported (*by number*): 4

Strategy description: Within two years, work with School District Superintendent and School Board to earmark approved bond funding to support full-time School Resource Officer (SRO), even if at 50/50 cost sharing. Work with city electeds, City Manager, and city's Financial Director to identify and support funding for 50/50 cost sharing.

C. Initiatives

Initiative #1: Records Management System

Objective: Work with YCSO and YECA to identify and implement a CAD/RMS system.

Overall deadline: June 2019

Team leader: Mashan Wolfe (YCSO IT)

Team members:

Winters Police Department:

Karla Fergusson (Records Manager/Administrative Coordinator)

Gail Jimenez (Community Services Officer II)

Sgt. Kelly McCoy

Lowell Switzer (IT)

YECA:

Dena Humphrey (Executive Director)

Molly Scott (Dispatch Supervisor)

<i>Tasks</i>	<i>Responsible member</i>	<i>Others involved (not necessarily all team members)</i>	<i>Deadlines</i>
1. Identify vendors and arrange for product demonstration	Mashan Wolfe	Dena Humphrey	December 2018
2. Participate in product demonstration and evaluation	All	All	June 2019
3. Receive bid for chosen product	Mashan Wolfe	N/A	January 2019
4. Get funding approved	Mashan Wolfe (YCSO) Dena Humphrey (YECA) Karla Fergusson (WPD)	Sheriff Tom Lopez (YCSO) Chief John P. Miller (WPD)	March 2019
5. Implement RMS	Mashan Wolfe (YCSO) Dena Humphrey (YECA) Karla Fergusson (WPD)	Lowell Switzer (WPD IT)	July 2019

6. Train Staff	Mashan Wolfe (YCSO) Molly Scott (YECA) Sgt. Kelly McCoy (WPD)		July 2019
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Appendix A – STEEP Scan Worksheet

Table – STEEP Scanning Hits

<p>Social – Demographic & Cultural</p>	<p>Porchfest Winters is coming https://www.wintersexpress.com/local-news/porchfest-winters-is-coming/</p> <p>Festival de la Comunidad, cultivating kindness and community (con carnitas) https://www.wintersexpress.com/local-news/city/festival-de-la-comunidad-cultivating-kindness-and-community-con-carnitas/</p>
<p>Technological</p>	<p>Police get new armor in body cameras https://www.wintersexpress.com/uncategorized/police-get-new-armor-in-body-cameras/</p> <p>Winters Police Department to Deploy AED's http://www.winterspolice.org/winters-police-department-to-deploy-aeds/</p> <p>Winters Police Department Patrol Units to Carry Naloxone https://www.wintersexpress.com/community/winters-police-</p>

	department-patrol-units-to-carry-naloxone/
Economic	<p>The small town of Winters, a hidden culinary gem in the already delicious California culinary landscape, is home to several travel-worthy restaurants, including Buckhorn Steakhouse, Putah Creek Cafe, Ficelle’s Tapas Bar, Preserve Public House and Turkovich Family Wines (USA Today)</p> <p>https://www.10best.com/awards/travel/best-small-town-food-scene-2018/</p> <p>Winters under construction</p> <p>https://www.wintersexpress.com/local-news/business/winters-under-construction/</p>
Environmental	<p>Solano judge denies effort to stop Putah Creek restoration work</p> <p>https://www.dailyrepublic.com/all-dr-news/solano-news/fairfield/solano-judge-denies-effort-to-stop-putah-creek-restoration-work/</p> <p>City is going to need a bigger plan</p> <p>https://www.wintersexpress.com/local-news/city-is-going-to-need-a-bigger-plan/</p>

Political	<p>Winters & Yolo County Election Results: June 2018</p> <p>https://www.wintersexpress.com/local-news/june-2018-election-results/</p> <p>Former city treasurer criticizes staff after losing position in primary election</p> <p>https://www.wintersexpress.com/local-news/mike-sebastian-john-donlevy-treasurer-winters/</p> <p>Early prisoner release impact on police department debated</p> <p>https://www.wintersexpress.com/local-news/early-prisoner-release-impact-on-police-department-debated/</p>