We are pleased to introduce the Richmond Police Department’s Strategic and Succession Plan, which will guide the police department forward in times of change. This plan is a roadmap that will assist us in addressing the most critical issues facing the community while taking into account certain realities associated with our ability to deliver effective police services: increased service demands, reduced operating budgets, rising pension costs, recruitment and retention challenges, and loss of institutional knowledge.

This plan was developed to align our efforts with the city council’s public safety priorities:
- Zero Homicides
- Effective police management
- Emergency planning and preparedness
- Safe interactions with the mentally ill
- Homelessness

The 2019-2021 Strategic Plan was developed through a collaborative process with internal and external workgroups to assess the police department’s strengths, weaknesses, opportunities and threats. The purpose of the internal evaluation was to find a pathway to continue delivering professional and effective police services during times of change and uncertainty. We are confident this guide will assist us in aligning our resources and efforts to ensure Richmond is a safe place to live, work, and visit.
The City of Richmond was incorporated in 1905, covers an area of approximately 52.6 square miles, and has 32 miles of shoreline. The city has a population of 119,067 with approximately 2,246 persons per square mile. The city is located in western Contra Costa County.

Richmond is known as the City of Pride and Purpose. It is home to a diverse population and many neighborhoods are highlighted by their own unique qualities and charm.

Richmond features a council-manager form of governance, with the city manager serving as the CEO of the municipal corporation. The publicly elected city council consists of seven members, including the directly elected mayor. Each council member, including the mayor, serve a four-year term.
MESSAGE FROM THE CHIEF OF POLICE

I am very pleased to present the Richmond Police Department’s Strategic Plan. Strategic Planning helps management understand the current situation. This in turn allows management to plan for the future. In a world of rapid change, it is imperative for management to think strategically. We operate in a world of constant developments, wherein we provide a range of essential emergency, safety, and human services to the people of Richmond, so it is proper that we frequently assess our current capabilities with an aim towards present and future effectiveness.

The essence of management includes the ability to plan. Strategic planning is one of the principal responsibilities of upper-level management. This inclusive effort was led by the department’s senior management team and involved contribution from staff members representing all major functions of the police department, as well as community members. It involved setting goals, determining actions to reach the goals, and identifying the necessary resources to achieve them.

While no one can predict the future with one hundred percent certainty, we are confident the strength of our community partnerships and our shared creative efforts will help the Richmond Police Department maintain distinction as a progressive policing agency well into the future. Our diverse and talented workforce of sworn and civilian employees is proud to serve with energy and professionalism.

Through this plan and our unbending dedicated efforts to serving the community, we look forward to lasting progress and success in maintaining a strong sense of safety and security in Richmond.

Allwyn Brown,
Chief of Police

EXECUTIVE SUMMARY

Community policing is our way of doing business. Established in July 1909, the Richmond Police Department is a policing organization, dedicated to delivering constitutional and professional police services to our community. We are committed to engaging with our community and working in partnership to prevent crime, address disorder, and build trusting relationships to make Richmond a safe place to live, work, and visit.

We pledge to remain focused on delivering our best by continuous study and evaluation of the effectiveness of contemporary strategies and by leaving room for course corrections along our journey. A community policing culture will remain the broad philosophy that informs all of our modern, evidence-based, and best-practice approaches to providing police services.

Addressing crime and disorder is our number one priority. Safeguarding order in society, as well as keeping crime under controllable limits are the two fundamental reasons that police exist – every other responsibility derives from this basic mission. Nothing gets done without a workforce of professionals who dedicate and align their actions to furthering the department’s mission. The work is tremendously difficult and exceptionally complex so only a few people in society find they are built to perform the higher-calling nature of police work. Continuous investment in employee development, supporting ongoing learning and adjustment to change, and promoting officer health and wellness will ensure that we have a ready and capable workforce for today and the future.

We have adopted this plan to prepare for and achieve progress. It identifies critical issues that require priority and focused attention, goals that create and measure progress, and the strategies which we intend to adopt in order to achieve them.

President Barack Obama’s work on criminal justice reform produced the President’s Task Force on 21st Century Policing Report, which now serves as the leading framework for effective and constitutional policing. The police department’s strategic plan contemplates and aligns to the six main topics in the report: 1) Building Trust and Legitimacy, 2) Policy and Oversight, 3) Technology and Social Media, 4) Community Policing and Crime Reduction, 5) Training and Education, and 6) Officer Wellness and Safety. Recommendations from the 21st Century Policing Report hold great promise for concrete, long-term improvements to the way law enforcement agencies interact with and bring positive change to their communities. This plan was framed around these specific pillars.
RPD Now & Then

[Images of modern and historical police officers and equipment]
OUR MISSION

The mission of the Richmond Police Department is to prevent crime and maintain order by providing constitutional and professional police services that incorporate strategies grounded in community engagement and collaborative partnerships that address causes of crime and disorder, help solve neighborhood problems, and improve quality of life in Richmond. In compliance with professional standards established by the Oath of Office, Professional Code of Ethics and administrative directives; perform in a manner that promotes public trust, confidence and a sense of safety and security.

OUR VISION

Our vision is to provide professional police services by partnering with our community to ensure Richmond is a safe place to live, work, and visit.

OUR VALUES

We hold these Core Values as fundamental beliefs that form the foundation on which we perform work and conduct ourselves. They require constant abidance in an ever-changing world. They are practices we strive to use every day in everything we do.

◊ SERVICE – All facets of police service need people who subscribe to a purpose greater than self, who are willing to work in collaboration with others engage community around safety, security and quality of life issues.

◊ LEADERSHIP – Recognize what needs to be done and summon the courage to take action by those who possess and or can learn to develop the most important leader qualities, including: empathy; accountability; honesty and integrity; commitment and passion; creativity and innovation; decision-making capabilities; communications skill; and the ability to inspire others.

◊ CHARACTER – Continually reaching to be the best You that you can be, demonstrating the two mutually supportive, essential aspects of character – core ethical values and performance values. Ethical values enable us to treat each other with fairness, respect, and care, and ensure that we pursue our performance goals in ethical rather than unethical ways. Performance values enable us to act on our ethical values and make a positive difference in the community.

◊ DEVELOPMENT – Forward looking ideas that embrace the continued growth and development of our employees, as well as the organization, are of absolute importance, in order to most effectively deliver on carrying out the Department Mission. Support for the investment in self, both personal and professional growth, as well as employee health and wellness creates steadiness that helps to keep the organization going and moving forward in positive and productive ways. Career coaching, personal growth plans, professional reading, continuous professional training, cross-trained job learning and continuing formal educational pursuits help to foster a learning environment that improves the individual, and by extension, the organization. Training plans, commitment to keep current with industry best practices and evidence-based approaches, and job shadowing help to manage succession by preparing people to take on responsibility at the next level.

◊ RESPECT – All people are to be treated the same way, with dignity and politeness, with respect for their humanity and their rights. All methods of both internal and public interactions require respect if productive engagement, cooperation, and legitimacy is to be attained. How we relate to others gets transmitted through our actions and our words, and the thoughtfulness of those behaviors matters when it comes to gaining and keeping trust.
EXECUTIVE LEADERSHIP TEAM

Allwyn Brown
Chief of Police
Department Director

Bisa French
Assistant Chief of Police
Second in Command

Louie Tirona
Captain, Administration Division
Policing Bureau

Al Walle
Captain, Northern District, Patrol Division
Criminal Investigations Division
Policing Bureau

Joey Schlemmer
Captain, Central District, Patrol Division
Traffic and Special Events Division
Policing Bureau

Tim Simmons
Captain, Southern District, Patrol Division
Special Investigations Division
Policing Bureau

SWORN & PROFESSIONAL MANAGEMENT

Stina Johanson
Lieutenant, Northern District
Patrol Division, Policing Bureau

Tracy Mollenbernd
Lieutenant, Central District
Patrol Division, Policing Bureau

Tim Gard
Lieutenant, Southern District
Patrol Division, Policing Bureau

Felix Tan
Lieutenant
Traffic and Special Events Division
Patrol Division, Policing Bureau

Eric Smith
Lieutenant
Special Investigations Section (SIS)
Investigations Division
Policing Bureau

Esteban Barragan
Lieutenant
Criminal Investigations Section (CIS)
Investigations Division
Policing Bureau

Matt Stonebraker
Lieutenant
Chief of Staff
Public Information Coordinator
Office of the Chief of Police

Tim Gray
Lieutenant
Administrative Division
Policing Bureau

Ms. Michael Schlemmer
Communications Manager
Administrative Division
Policing Bureau

Ms. Michelle Milam
Crime Prevention Manager
Administrative Division
Policing Bureau

Ms. Kay Carzoli
Police Records Supervisor
Administrative Division
Policing Bureau

Mr. Eddie Aubrey, J.D.
Manager
Office of Professional Accountability (OPA)
Office of the Chief of Police
Crime Data (2017-2018)

Arrest & Traffic Statistics (2017-2018)

<table>
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CFS & Report Statistics (2017-2018)

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American policing is based on the British model of policing first advanced in 1829 by Parliamentary Sir Robert Peel whose ‘Nine Principles of Law Enforcement’ form the foundation of modern policing. In fact, recent reform efforts and community policing philosophies are directly linked to these Peelian principles. The first principle states “the basic mission for which police exist is to prevent crime and disorder as an alternative to the repression of crime and disorder by military force and severity of legal punishment.”

Preventing and reducing crime and maintaining public order is the basic mission of the police – the foundational principle of the RPD Mission Statement. Addressing crime and disorder will remain our top priority, and for that reason, we will pursue the following goals.

GOAL 1: Reduce the number of homicides to zero

A city council priority for FY 2019/20 is attaining the goal of zero homicides in Richmond. Richmond suffers a higher than average number of criminal homicides year after year, impacting the entire community by harming general perceptions about safety. Improving the city’s image is a critical step in ensuring Richmond is a safe place to live, work, and visit.

For decades, Richmond has experienced a disproportionately high murder rate – ranging from a high of 61 homicides in 1991, to a low of 11 in 2014. There were 18 homicides in 2018, compared to 15 in 2017. Motivations for the killings vary, but the mechanism of death has most often been through the use of a firearm.

Significant homicide trends for 2018 included four cases linked to homelessness, four cases involving an instrument of death other than a firearm, and fewer cases associated with ongoing gang feuds that generally spark escalating and retaliatory shootings.
STRATEGIES

Strategy 1.1: Continue fostering community relationships based on mutual trust and respect to better enable police intervention at the first signs of trouble.

Strategy 1.2: Detectives at the Family Justice Center will continue to break the cycle of domestic, sexual and interpersonal violence.

Strategy 1.3: Patrol officers will continue using the Lethality Assessment Protocol (LAP) when investigating alleged incidents of domestic violence as a prevention/intervention measure for domestic violence homicides.

Strategy 1.4: Utilize ShotSpotter data to identify gunfire patterns and clusters that may be indicative of emerging retaliatory shootings between rival gangs.

Strategy 1.5: Continue support of and collaboration with Ceasefire partnership and other focused deterrence strategies to break serious young offenders out of the cycle of group involved violence based on inner-city rivalries.

Strategy 1.6: Recognize the contributive efforts of Richmond’s Office of Neighborhood Safety (ONS) and its Operation Peacemaker fellowship program, and refer young people identified by Ceasefire as potential program clients to avoid re-offending.

Strategy 1.7: Utilize best practices on all murder investigations to improve clearance rates and provide assistance to family members to achieve closure and reduce the desire for personal retribution.

Strategy 1.8: Mobilize resources immediately following all group-involved gunfire events in order to prevent retaliatory shootings.

Strategy 1.9: Partner with others on prevention strategies to address the root causes of violent behavior that is an outgrowth of domestic abuse, domestic violence, sexual assault, and human trafficking.

Strategy 1.10: Embrace alternative and community-based reentry programs to reduce recidivism.

GOAL 2: Reduce firearm violence (which holds the threat of lethal harm to people) and property crimes (which occur in greater frequency and directly affect more people) by 5% each calendar year

STRATEGIES

Strategy 2.1: Use ShotSpotter data and crime statistics to pinpoint emerging and repeat gunfire hot spots and direct preventative intervention efforts at those locations.

Strategy 2.2: Gather and act on fresh criminal intelligence that identifies current gun offenders and develop interventions to disarm and apprehend them before a shooting occurs.

Strategy 2.3: Collaborate with the FBI Safe Streets Task Force as well as other regional law enforcement agencies to target repeat gun offenders who are active in Richmond.

Strategy 2.4: Utilize the National Integrated Ballistic Information Network to link regional, disparate gun incidents and develop criminal cases against gun offenders.

Strategy 2.5: Share criminal intelligence regionally, recognizing that serious violent offenders often operate in multiple cities and commit a variety of crimes.

Strategy 2.6: Use focused, intelligence-led efforts to target repeat offenders in order to reduce crime and improve a sense of public security.

Strategy 2.7: Beat sergeants will be responsible for identifying crime trends and will coordinate with beat officers to develop action plans to address them – with oversight provided by district lieutenants for efficacy and to ensure cross-department resources are being utilized for maximum impact.

Strategy 2.8: Beat officers will conduct Crime Prevention through Environmental Design (CPTED) assessments when taking burglary reports to provide victims with recommendations to avoid re-victimization.

Strategy 2.9: Educate the community on strategies to prevent street robberies to include situational awareness, avoiding distractions when in public spaces, and being on alert for suspicious and or predatory behavior.
GOAL 3: Enhance police response to a broadening range of social issues (including homelessness and community members experiencing episodes of mental crisis)

STRATEGIES:

Strategy 3.1: Ensure that all first responders have received crisis intervention training that teaches techniques to address people in a crisis state, helping police officers de-escalate a crisis and resolve conflict safely.

Strategy 3.2: Expand the Mental Health Evaluation Team (MHET) partnership with Contra Costa County Behavioral Health Services.

Strategy 3.3: Continue providing outreach services to members of the unsheltered community through a multi-disciplinary approach while recognizing that a significant percentage of this population is afflicted by substance abuse addiction and mental illness.

Strategy 3.4: Recognize homeless encampments as micro-neighborhoods, within the construct of our approach to neighborhood policing so that regular and purposeful contact is ongoing.

Strategy 3.5: Continue partnership with the Contra Costa County CORE Team to coordinate outreach services to unsheltered community members.

OVERVIEW

The police department has faced ongoing staffing challenges in sworn and civilian positions due to a high workforce turnover rate. The problem has been compounded by the reality that policing is currently a less attractive field for job seekers. During FY 2018 the police department hired seven police officers, but eleven police officers retired and there were four separations for other reasons. Difficulties in recruiting qualified candidates for the City Jail and Communications Center also add to the staffing instability.

Staffing shortages in the department resulted in compelling officers to work mandatory overtime in order to meet minimum staffing levels. In 2018, the senior management team convened a work group with the Richmond Police Officer’s Association to study the current patrol schedule and several alternatives. The RPOA Board met with their members and recommended a new staffing model referred to as the ‘11/80 schedule’. RPOA members agreed upon the new schedule and it was incorporated into the existing Memorandum of Understanding through a side letter of agreement. The new work schedule provides better overlap coverage during peak service demand hours, provides four days off every other week, lessens employee fatigue due to mandatory overtime, and improves employee morale.

Establishing a professional culture and high employee morale is important to us. All sworn employees and professional staff are valued team members. We acknowledge that morale is owned by the individual, and is affected by many variables – but management controls many of the policies, decisions, and working conditions that can affect morale. We are extremely fortunate to have a very talented and dedicated collection of police officers and professional staff who answer the call of duty and deliver their best 24/7. We want to continually do our part to support the good, professional work that we expect from our people.

We support opportunities for growth and development. Activities such as job shadowing, cross-training, and special assignments facilitate growth and learning, while preparing our employees to take on greater levels of responsibility.
A profession demands constant study and evaluation. Keeping current on emerging trends and events, and committing to continued personal and professional growth are just a few ways to sustain improvement toward high levels of professionalism.

These important components help individuals prepare for advancement in their careers and reach success at the next level. Preparation for a promotional process is something that occurs with the deliberate accumulation of knowledge, skills, and abilities every day over time instead of cramming study materials in advance of a promotional exam.

We value our officers maintaining a healthy work-life balance. Police work is complex, demanding, and highly stressful. Constant exposure to stress and trauma places officers at greater risk for health-related injuries and illnesses. Research has shown that police officers are more susceptible to obesity, heart attacks, alcoholism, substance abuse, accidental injuries, and even suicide. These issues pose a serious risk to an officer’s health and well-being, and can affect their ability to do their job effectively.

GOAL 1: Reduce the number of on-duty injuries by 25% every year

STRATEGIES:

Strategy 1.1: Promote a culture of physical fitness and healthy living.

Strategy 1.2: Develop a Wellness Committee to study causal factors and make recommendations aimed at improving wellness and reducing injuries.

Strategy 1.3: Provide continued communication and education regarding safety in the workplace.

Strategy 1.4: Transition to modern fitness equipment that is less likely to contribute to physical injuries, offer training on techniques in the proper use of fitness equipment, and teach appropriate physical fitness regimens.

Strategy 1.5: Explore the interest in physical fitness training such as cross-fit, yoga and circuit training.

Strategy 1.6: Regular defensive tactics training to maintain skills set and proper technique.

Strategy 1.7: Develop an optional, annual physical fitness test for special recognition, awards or incentive pay.

GOAL 2: Improve mental well-being

STRATEGIES

Strategy 2.1: Increase the number of trained employees that are part of the Peer Support Team.

Strategy 2.2: Increase and expand the number of critical incident group debriefings for all involved staff.

Strategy 2.3: Continue to educate and promote mental health resources currently available to all employees.

Strategy 2.4: Develop an assistance network or support system for employees and their immediate family.

Strategy 2.5: Identify optional, voluntary programs that promote mental wellness for employees and their immediate family.

Strategy 2.6: Develop an employee mentor program.

Strategy 2.7: Increase recognition of employees at formal, annual awards ceremonies.

GOAL 3: Support employee development and leadership

STRATEGIES

Strategy 3.1: Update and improve the department training plan to track employee training and career development. Utilize a clear set of prerequisites for desired specialty assignments and promotions.

Strategy 3.2: Evaluate anticipated employee attrition in years 2019 to 2021.
**EMPLOYEE DEVELOPMENT AND WELL-BEING**

**Strategy 3.3:** Explore the implementation of an Employee Retirement Option Program (EROP) to reduce the immediate loss of experience and institutional knowledge.

**Strategy 3.4:** Implement an employee career or life coach program to prepare for future leadership and specialty assignment opportunities.

**Strategy 3.5:** Develop and organize promotional seminars and training.

**Strategy 3.6:** Develop a training and education matrix for supervisors and managers.

**Strategy 3.7:** Organize quarterly meetings with sergeants, lieutenants and captains.

**Strategy 3.8:** Support attendance in training courses and leadership conferences.

**Strategy 3.9:** Encourage participation and membership in professional associations and community service organizations.

**Strategy 3.10:** Explore an educational reimbursement program linked to a time commitment to the Department.

**Strategy 3.11:** Conduct standardized exit interviews with all employees to track and identify potential patterns or issues.

**Strategy 3.12:** Provide professional feedback to employees who are not chosen for assignment opportunities or promotions.

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**COMMUNITY ENGAGEMENT & CRIME PREVENTION**

**OVERVIEW**

In January 2019, new police transparency laws took effect which we regard as opportunities to engage, educate, and empower our community to help keep Richmond safe. Although police have an important leadership role as subject matter experts, community safety is everyone’s responsibility. Police have become a first-resort entity for taking on a widening range of societal disruptions. Safeguarding public order and keeping crime under controllable limits are the two main purposes for which the police exist—every other obligation derives from this basic mission.

Regarding transparency, here are some approaches that we have taken over recent years to be more open, engaged, and connected to our community.

- **Cops are connected to community** – management-level geographic accountability, an ownership approach to crime and disorder, neighborhood policing keeping cops on the same beat, regular attendance at neighborhood meetings, and collaboration on solving problems.
- **Cops are not anonymous** – each police officer has a published voicemail, email account, and mobile phone number to help exchange information.
- **Internet community exchange** – active RPD website, interactive social media presence on multiple platforms.
- **Open Data Portal** – In November 2015, RPD was among the first US police agencies to commit to the Obama White House Police Data Initiative by launching an open data portal.
- **Uniformed officers are outfitted with body-worn cameras** (AVR – audio visual recorders) starting January 2015.
- **Office of Professional Accountability** – Established in 2016 with civilian oversight, the OPA investigates service and personnel complaints and is housed at the Civic Center in order to be more welcoming to the public.
- **Pound the Beat** – is a continuous program requiring beat officers to be out of their cars creating non-enforcement opportunities by walking neighborhoods and connecting with community to engage in safety and prevention information-sharing.
COMMUNITY ENGAGEMENT & CRIME PREVENTION

◊ Community Safety Academy – a police taught community program to engage and educate residents about the inner workings of the RPD, crime prevention, personal safety, reducing the chances of being victimized, and to improve safety.

Our goal is to be as transparent as possible as a means of increasing public participation in community safety and policing in Richmond. Openness also helps us remain accountable to our purpose.

GOAL 1: Increase culturally competent community engagement to under-represented communities

STRATEGIES:

Strategy 1.1: Assign liaisons to conduct educational workshops with the Latina Center as requested.
Strategy 1.2: Establish educational and mentoring partnerships between officers and elementary schools through a liaison program.
Strategy 1.3: Identify opportunities for connections between non-profit agencies that serve underrepresented communities and the Community Safety Ambassador (CSA) program.
Strategy 1.4: Develop culturally competent strategies to remove reporting barriers for communities that traditionally have not engaged positively with police.
Strategy 1.5: Support regular listening sessions with youth serving agencies such as RYSE to establish ongoing dialogue with youth.
Strategy 1.6: Provide department-wide implicit bias training.
Strategy 1.7: Develop and implement a CSA academy in Spanish.
Strategy 1.8: Continue community dialogs such as Coffee With a Cop, Barbershop Forums, Know Your Rights; increase outreach efforts towards youth, immigrants, communities of color, LGBTQ community, the homeless, and those affected with mental illness.

GOAL 2: Expand trauma-informed and mental health training

STRATEGIES

Strategy 2.1: Ensure all officers have received crisis intervention training.
Strategy 2.2: Provide trauma informed training for new and existing personnel.
Strategy 2.3: Create training opportunities with mental health organizations, such as NAMI.

GOAL 3: Educate the public on the roles and function of the police

STRATEGIES

Strategy 3.1: Build and expand connections between school resource officers and the WCCUSD Law and Government academies.
Strategy 3.2: Expand the utilization of CSA ambassadors in crime prevention efforts, beat projects, and volunteerism.
Strategy 3.3: Develop a social services referral guide that officers can disseminate in the field.
Strategy 3.4: Increase partnerships with the Family Justice Center, Mental Health Evaluation Team and the Coordinated Outreach, Referral and Engagement Team to assist with a multifaceted approach in addressing the broader societal issues within the policing mission.
Strategy 3.5: Increase visibility of crime prevention training resources and programs on social media, and provide information for greater access to these services.
Strategy 3.6: Utilize social media to educate the public on police functions and limitations, and departmental accomplishments.
Strategy 3.7: Continue to offer procedural justice training – and reinforce its main principles: voice, neutrality, respect and trust.

GOAL 4: Improve communication, customer service, and relationships with the public

STRATEGIES

Strategy 4.1: Regularly provide crime information to the public in an accessible format through crime mapping software.
Strategy 4.2: Frequently update the RPD smartphone app to maintain current contact information for department personnel.
Strategy 4.3: Equip supervisors with the necessary training to evaluate and provide coaching to their subordinates on the quality of their interpersonal communications with the public.
COMMUNITY ENGAGEMENT & CRIME PREVENTION

Strategy 4.4: Recognize sworn and professional staff for positive community interactions or self-initiated community engagement efforts.

Strategy 4.5: Encourage employees to partner with local businesses to volunteer in Richmond.

Strategy 4.6: Ensure continuity of community partnerships by informing the public of personnel changes and conducting timely, in-person introductions.

GOAL 5: Strengthening community engagement relationships

STRATEGIES

Strategy 5.1: Implement a periodic open house or annual event to bring together various community partners, share department updates, and receive feedback.

Strategy 5.2: Convene periodic meetings with community stakeholders to reassess the strategic plan and gather feedback.

Strategy 5.3: Use technology to receive frequent community feedback.

Strategy 5.4: Host an annual community volunteer celebration for community safety ambassadors, crime prevention members, chaplains, police explorers, and other volunteer partners.

OVERVIEW:

The police department was established in 1909 and is currently budgeted for 256 employees, including 180 sworn police officers. Since 2016, the police department has experienced an accelerated pace of workforce turnover and frequent upward and lateral movement within the organization. Promotions included one assistant police chief, four captains, nine lieutenants, seventeen sergeants, and two civilian managers. During the same time period, thirty-two police officers and seventeen civilian staff members were hired while concurrently sixty-eight employees separated service due to retirements and to pursue other opportunities. Over the next three years we project that more than forty police officers will be eligible for retirement.

Current realities highlight the need for visionary individuals to lead the organization forward—who excel at collaboration and partnering, grasp the big picture, are able to handle vast ambiguities, can deal with a range of issues, and can produce rapid results. Above all, we want leaders and people developers – not just good managers.

Minimum standards for all senior management competencies have been raised because the positions have changed with the times and become more challenging. The people who fill them must be more organizationally agile than ever before, and comfortable and confident enough to handle the unfamiliar. In the 21st century, executives need a broader range of job experiences in order to be successful.

The need for higher performing managers is in front of us. Our approach to this challenge is to grow our own leaders. The grow-your-own-leaders approach is the best way forward for these reasons:

- An identified leadership bench helps meet both long-term and emergency leadership needs at all levels and ensures continuity of management.
- Growing your own leaders sends a positive message throughout the workforce because promoting people is good for morale—and essential to a positive company culture.
- Promoting from within is an empowerment philosophy that encourages people to take on responsibility, assume risk, create outcomes, and grow achievements.
- Growing your own leaders makes it easier to maintain diversity goals.
GOAL 1: Recruit and hire quality personnel

STRATEGIES
- Strategy 1.1: Design and maintain a recruiting website.
- Strategy 1.2: Add a hiring link on the department site that links to the human resources application page.
- Strategy 1.3: Rebrand the police department to attract the right candidates.
- Strategy 1.4: Implement an employee referral system.
- Strategy 1.5: Explore the possibility of recruiting new officers through the police officer reserve program.

GOAL 2: Develop leadership potential throughout the department

STRATEGIES
- Strategy 2.1: Increase opportunities for officers to work as acting sergeants.
- Strategy 2.2: Create a probationary supervisor review board.
- Strategy 2.3: Create an annual professional reading list for all ranks and maintain in a digital library.
- Strategy 2.4: Increase the number of supervisors who attend the POST Supervisory Leadership Institute.
- Strategy 2.5: Develop an orientation guide for newly promoted lieutenants.
- Strategy 2.6: Increase number of managers who attend POST Command College, Senior Management Institute for Police, and the FBI National Academy.
- Strategy 2.7: Develop and implement an in-house leadership training program.
- Strategy 2.8: Create a job-shadowing program for police training officers.
- Strategy 2.9: Create a lead officer program.
- Strategy 2.10: Create a formalized investigations division line-up training program.
- Strategy 2.11: Study the utility of 360 degree evaluations department-wide.
- Strategy 2.12: Develop and implement a training program on problem-solving techniques for officers.

GOAL 3: Leverage a challenging work environment with problem-solving opportunities

STRATEGIES
- Strategy 3.1: Identify special training and research projects for Master Officer Assignment Plans.
- Strategy 3.2: Develop subject matter experts by creating an in-house instructor program.
- Strategy 3.3: Form committees to work on internal and external projects.
- Strategy 3.4: Allow officers to job shadow in specialty assignments when placed on an eligibility list for a particular unit.
- Strategy 3.5: Develop an investigations training program.

GOAL 4: Instill mentoring relationships into the department culture

STRATEGIES
- Strategy 4.1: Create a structured workplace mentoring program.
- Strategy 4.2: Teach mentoring skills to all employees.
- Strategy 4.3: Pair new hires with mentors.
- Strategy 4.4: Hold regular promotional seminars for all employees.
- Strategy 4.5: Develop a formal career assessment and counseling program.

GOAL 5: Create a strong team environment

STRATEGIES
- Strategy 5.1: Encourage off-duty recreational outings for employees and their families.
- Strategy 5.2: Encourage a department CrossFit team, or similar good health-centered, team oriented physical fitness activity.
- Strategy 5.3: Create an employee of the month award.
- Strategy 5.4: Create team/district incentives for meeting crime reduction goals.
- Strategy 5.5: Partner with unions to conduct periodic assessments to measure department morale and job satisfaction.
- Strategy 5.6: Improve service and retirement recognition.
- Strategy 5.7: Explore the extension of specialty assignments for an additional year.
- Strategy 5.8: Develop discipline matrix that provides alternatives to discipline.
GOAL 6: Achieve operational excellence and efficiency

STRATEGIES

Strategy 6.1: Expand civilian crime scene technician program.
Strategy 6.2: Civilianize the personnel and training unit functions.
Strategy 6.3: Civilianize CCTV operator program and use cost-savings to upgrade CCTV network.
Strategy 6.4: Conduct staffing analysis to optimize patrol deployments.
Strategy 6.5: Streamline jail booking process.
Strategy 6.6: Civilianize jail transport officer position.
Strategy 6.7: Expand mental health assessment team.
Strategy 6.8: Improve criminal intelligence sharing between divisions and operational units.
Strategy 6.9: Update and implement an annual training plan.
Strategy 6.10: Solicit and reward employee innovations.
Strategy 6.12: Obtain CALEA accreditation.
Strategy 6.13: Develop a comprehensive equipment replacement program.

I would like to extend my thanks and appreciation to City Manager Carlos Martinez, Mayor Tom Butt, and city council members for their guidance and support to ensure the Richmond Police Department remains a model policing agency now and into the future. Despite facing unique and complicated challenges, the support of our elected leaders has allowed us to remain an organization that has demonstrated the value of forward-thinking and adaptive change while making progress towards improving community safety.

Richmond’s strength is its diverse population and neighborhoods. Community safety is everyone’s responsibility and the pace in which community participation has grown is very promising. Many thanks to the residents and merchants of Richmond who engage with our officers to make the city a great place to live, work, and visit.

The Richmond Police Department’s most valuable and enduring asset is the talented people who comprise the workforce. They are dedicated to the police service – ordinary people who answer the call to provide extraordinary service to the public. They face a broader than average range of service demands, taking on problems ranging from simple to complex, difficult or easy, and readily address the unknown to establish order out of confusion. They are the best of the best, and genuinely deserving of our respect and gratitude.

Thank you for all that you do RPD personnel.

In closing, I offer these final thoughts in the hope that it helps to keep us focused on moving forward.
These are overlapping and connected beliefs that I think are important because they promote individual and collective job performance, professional conduct, and regular/predictable work attendance.

1. **Personal Investment in Career/Self** – Striving for expertise at your craft means a commitment to continuous learning, a willingness to give your best effort always, and performance that meets or exceeds expectations. Research indicates a minimum of ten thousand hours of deliberate practice are required to gain expert level performance.

2. **Giving Ones Best Effort Consistently, Predictably** – Be present in all that you do. Invest yourself in outcomes by doing your best to analyze, and solve problems. Let your talent shine. Be the example that others would want to follow.

3. **Teamwork Mindset** – No one person completely owns a work area or process — and those who are assigned to specific work processes and positions must remain open and receptive to ideas and input from others, and maintain teamwork even when things are going wrong and there is temptation to engage in team unfriendly behavior.

4. **Personal and Professional Ethics** – Demonstrate character by consistently doing the right thing, at the right time, for the right reasons in both private life, as well as in professional interactions.

5. **Attitude of Service and "Big Picture" Thinking** – Behave in a manner that shows an awareness of connection to the higher calling nature of policing, and willingness to place the needs of the department ahead of personal gain. Make decisions that reflect consideration of, and an accounting for potential ripple effects.

6. **Imagination** – Thinking creatively and using the minds ability to form new images in approaching ones job, work assignments and problem solving activities.

7. **Orientation of "Inclusion"** – Foster an “inclusive” culture that values and uses the talents of all would-be members, in part by supporting diversity policies and practices that seek to include non-traditional members.

8. **Presence in Current Realities and Showing Up** – Engage yourself fully in the activities that you become involved in so that others can reliably depend on your valuable contribution.

9. **Organizational Purpose Before Self** – Willingness to place the needs of the department ahead of personal gain.

10. **High Quality Work and Contribution to Great Outcomes and Multi-Stakeholders Wins** – Commitment to giving one’s best effort and working with others to foster a harmonious working environment.

11. **Problem Solving** – Ability to find solutions to problems large and small, simple and complex, easy or difficult. A fundamental part of every manager’s role is finding ways to solve problems.

12. **Technology and Social Media Savvy** – Knowledge of, and comfort with the various technology enablers that helps work to get done smarter and more efficiently. This includes social media awareness, use, and proper application that enhance communication strategies.

13. **Leadership** – Recognizing what needs to be done and taking action. It embraces the will and ability to inspire and mobilize others to make things happen. It also includes the capacity to convert values into actions, visions into realities, obstacles into innovations, separateness into unity, and risks into rewards.

14. **Reinvent Yourself** – Every success creates new and different challenges in the unending demand for effective, professional, and constitutional police services. Self-knowledge helps your readiness to face present-day and future challenges.
APPENDIX & ACKNOWLEDGEMENTS

- Richmond General Plan 2030
- Richmond 5 Year Strategic Plan 2017-2021
- MBD Innovations Report
- Diagnostic Analysis of the Richmond Police Department – US Department of Justice, Office of Justice Programs, Diagnostic Center, August 2017
- Contra Costa Alliance to End Abuse – Blueprint to Prevent Violence

- Community members—
  ➞ Participants:
  Daud Abdullah
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  Pete Allen
  Melissa Amescua
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  James Becker
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  Tamisha Walker
  Beth Williams
  Diane Williams
  Miriam Wong
  Cesar Zepeda
APPENDIX & ACKNOWLEDGEMENTS

- Interview/focus groups
  - Internal surveys
  - Staff:
    - Capt. T. Simmons
    - Lt. F. Tan
    - Lt. M. Stonebraker
    - Sgt. J. Clark
    - Sgt. P. Cooper
    - Sgt. J. Lopez
    - Sgt. E. Loucas
    - Sgt. K. Tong
    - Det. C. Decious
    - Det. J. Villalobos
    - Off. B. Theriault, President, RPOA
    - Off. K. Nguyen
    - Off. J. Platzner
    - Off. J. Wentz
    - Kay Carzoli, Records Supervisor
    - Kim Greer, COR Risk Manager
    - Kim Hernandez, Police Records Specialist
    - Michael Schlemmer, Communications Manager
    - Tracie Thomas, Senior Accountant
    - Victor Wang, Crime Analyst

- Community organizations
  - 23rd Street Merchants Association
  - Building Blocks For Kids
  - Community Emergency Response Team (CERT)
  - Community Police Review Commission (CPRC)
  - Community Safety Ambassadors
  - Crime Prevention Program
  - The Latina Center
  - National Alliance on Mental Illness, Contra Costa County (NAMI)
  - Office of Neighborhood Safety (ONS)
  - Project Ceasefire
  - Rich Minds Network
  - The Richmond Neighborhood Coordinating Council (RNCC)
  - Richmond Police Activities League (RPAL)
  - Richmond Police Chaplains
  - Richmond Police Officer’s Association (RPOA)
  - The RYSE Center
  - Safe Return Project
  - West Contra Costa Unified School District (WCCUSD)