



# 2024-2029 Strategic Plan

## San Luis Obispo Police Department

PREPARED BY:



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# Chief's Message

It is with much anticipation and excitement that we present the San Luis Obispo Police Department's Five-Year Strategic Plan. This project is a result of diligent work, rigorous and honest assessment, community engagement, and a passionate commitment to best serve every member of our San Luis Obispo community.

San Luis Obispo is not just a place, but a vibrant community with a rich history, diverse population, and a promise for the highest quality of life possible, the SLO Quality of Life. Our responsibility to safeguard and protect is profound. It is not simply about enforcing the law; it's about trust-building, fostering collaboration, nurturing partnerships, and ensuring that every individual feels safe, respected, and empowered.

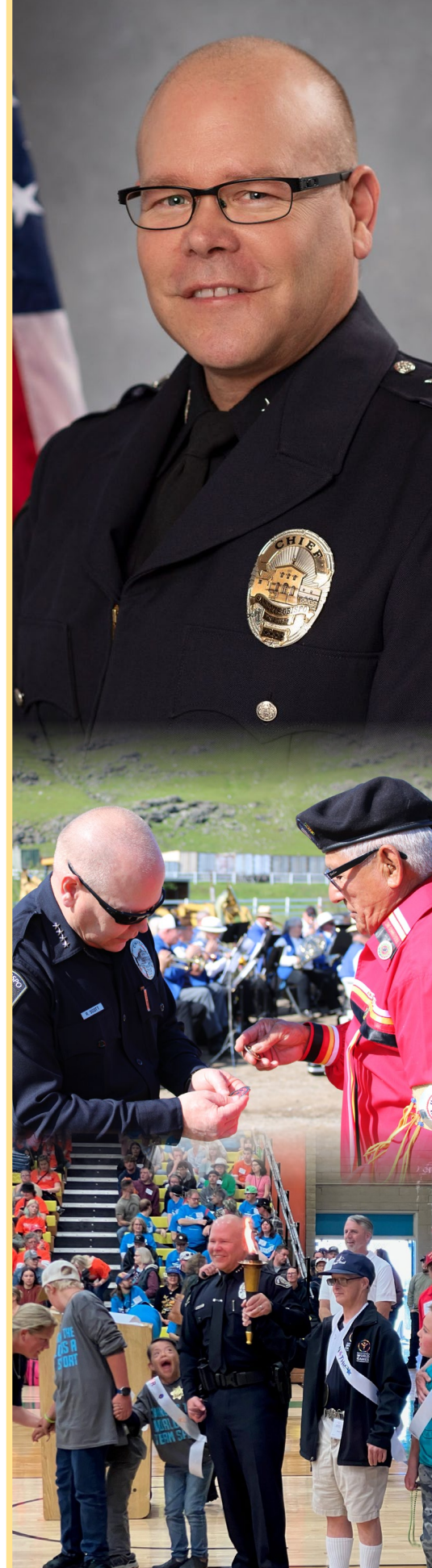
In our journey to draft this strategic plan, we listened intently, solicited direct and sometimes difficult feedback, and sought to learn from impactful events of the recent past. Calls for police reform and demands for change swept across the country after the repugnant and criminal brutality of marginalized persons at the hands of police. Nationally, there was an alarming lack of trust between the police and the communities we have sworn to serve. San Luis Obispo was not immune to these national incidents, as local protests and clashes with police, strained our community relationship here at home. As we continue to learn from these lessons and work towards healing, this strategic roadmap not only speaks to challenges of the past, improves our present, but best positions us for opportunities of the future. With ever-increasing change in policing, a successful plan must be visionary, achievable, and most importantly remain adaptable. The core pillars of the plan are founded in the principles of modern community policing and demonstrates our commitment to providing exemplary police service, while preserving the dignity, equity, and access to justice for all we serve.

I want to extend my sincerest gratitude to our entire community for your support and for partnering with your police department as we change the future of public safety. Together, we are shaping the future of San Luis Obispo and with it our sense of safety and community, promoting community-centric policing, and creating a city where everyone feels truly safe and welcomed.

As we embark on this next chapter together, I urge you to actively engage, hold us accountable, and partner with us as we translate this plan into action. It's not just our Strategic Plan; it's our blueprint for a safer, more united future for our community.

Respectfully,

Rick Scott, Chief of Police  
San Luis Obispo Police Department



# Acknowledgements

This plan would not be possible if not for the contributions of our professional staff, elected leaders, City departments and community partners. It is truly an honor to serve our community.



**Erica A. Stewart**  
Mayor



**Andy Pease**  
Vice-Mayor



**Emily Francis**  
Councilmember



**Jan Marx**  
Councilmember



**Michelle Shoresman**  
Councilmember



**Derek J. Johnson**  
City Manager

## Strategic Plan Committee

**Rick Scott**  
Chief of Police

**Fred Mickel**  
Deputy Chief

**Brian Amoroso**  
Deputy Chief

**Chad Pfarr**  
Lieutenant

**Aaron Schafer**  
Lieutenant

**Robert Cudworth**  
Lieutenant

**Jason Dickel**  
Lieutenant

**Jeff Booth**  
Sergeant

**Trevor Shalhoob**  
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**Caleb Kemp**  
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Senior Business Analyst

**Alexa Wetmore**  
Crime Analyst

**Tiffan Hopkins**  
Executive Assistant to the Chief



# Community Partners

AAPI SLO County

Bend the Arc

Black Faculty Staff Association

California Polytechnic University

CAPSLO (40 Prado)

Central Coast Gymnastics

County Behavioral Health

Covelop

Cuesta College Admin

Diversity Coalition SLO County

Downtown SLO

Farmer and Ready Law Firm

FEMA

Laguna Middle School

Latino Outreach Council

Lumina Alliance

Meathead Movers

Mission College Preparatory High School

NAACP

Police Advisory Committee of SLO

Police Roundtable of SLO

Public Safety SLO

RACE Matters SLO

Residents for Quality Neighborhoods

SLO Chamber

SLO High School

Transitions Mental Health Association

Tranz Central Coast



# Executive Summary

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The San Luis Obispo Police Department presents its 2024-2029 Strategic Plan, a comprehensive and forward-looking roadmap that will shape the future of our agency and the community we serve. This plan serves as a guiding document, outlining our goals and objectives, as well as the necessary strategies to achieve success over the next five years.

At the core of this Strategic Plan are six overarching goals, supported by 17 objectives and 76 strategies. These goals encompass our commitment to trust, public engagement, quality of service, accountability, and professional growth through innovation. By implementing this plan, we aim to enhance the effectiveness of our operations and ensure the continuous improvement of our services.

Central to our strategic approach is the recognition of the importance of collaboration and inclusivity, as we actively engage our personnel and community members to develop a plan that aligns with their needs and aspirations. By fostering a collaborative relationship between the Police Department and the community, we aim to create a safer, more inclusive, and thriving environment for all, where everyone feels safe, valued, and heard.

This Strategic Plan serves as a measure of our commitment to transparency and accountability. It will guide our resource allocation and ensure that we are utilizing our capabilities and capacities efficiently and effectively. With this plan as our compass, we are confident in our ability to provide exemplary service and build a police department that meets the highest standards.

In conclusion, the San Luis Obispo Police Department 2024-2029 Strategic Plan is a comprehensive and inclusive roadmap that sets the course for the next five years. It represents our commitment to continuous growth and improvement, ensuring that we are a police department that not only meets the needs of our community but also exceeds their expectations. Together, we can shape a brighter future for San Luis Obispo.

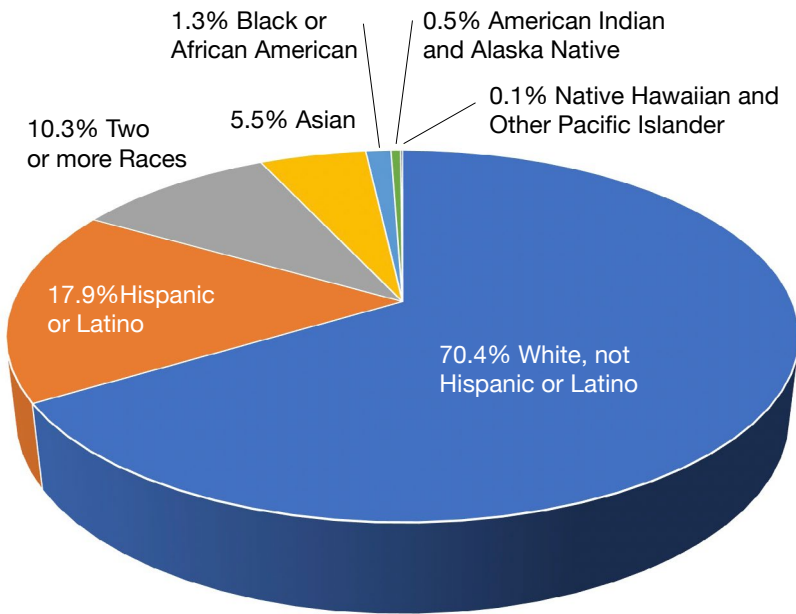


# Community Overview

The San Luis Obispo Police Department is entrusted with the safety and security of the vibrant City of San Luis Obispo, California. The City is nestled halfway between San Francisco and Los Angeles, encompassing an area of approximately 13.25 square miles. San Luis Obispo accommodates 19,254 households, with a median household income of \$65,000. The City was formally incorporated in 1856 and now boasts an estimated population of approximately 48,000 residents. During daylight hours, the City's multifaceted character becomes most evident, with the population surging to approximately 100,000. This demographic swell is influenced by the student body at California Polytechnic State University, the influx of daily professionals, and its pivotal role as the County seat, hosting the majority of the County's administrative offices and the main Courthouse. With a profound sense of community, breathtaking landscapes, and an array of amenities, San Luis Obispo ensures an unparalleled quality of life, paving the way for robust community ties and an enriched living experience.



## Race



Reference: US Census Bureau  
<https://www.census.gov/quickfacts/sanluisobispocitycalifornia>

## Income & Poverty

**\$65,000** Median Household Income (2022)      **31.5%** Persons in poverty

**\$41,749** Per capita income in past 12 months (2022)

## Age & Sex



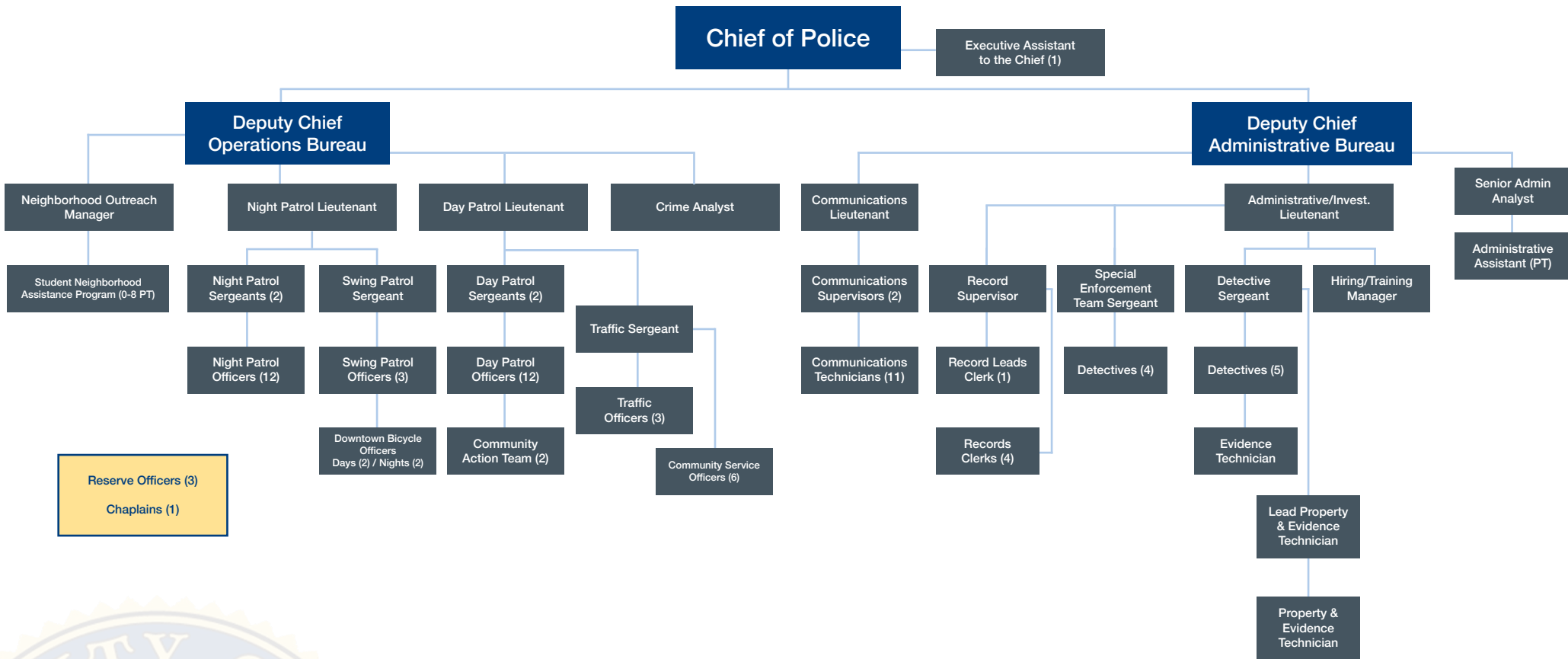
**2.9%** Persons under 5 years      **13.5%** Persons 65 years and over

**10.6%** Persons under 18 years      **49.3%** Female persons



# San Luis Obispo Police Department

## Organization Chart



**Total Employees: 95 FTEs**  
**Sworn Positions: 61**  
**Civilian Positions: 34**





# Our Vision

A community partnership built on trust, focused on safety, and shared values to ensure the *SLO* quality of life.



## Our Purpose

*To safeguard our community from harm by reducing crime and ensuring dignity, equity, and justice for all we serve.*



# Our Values



## Life

We believe in the sanctity of life. Our policies, decisions, and actions are guided by least harm approaches to first protect life and reduce the fear of crime.

## Integrity

We are accountable to our community and ourselves through our professional oath and most importantly, our actions. We embrace transparency to build trust and promote credibility in our community.

## Service

We take pride in providing the highest quality of service to our community, ensuring we treat each person with dignity and equity in the pursuit of justice.

## Teamwork

We work best when we work together. We support each other through an organizational culture based on humility, respect, and shared responsibility.

## Nurture

We are dedicated to personal and organizational growth by providing a learning culture, equipped to persevere in adversity. We safeguard our future by supporting one another through optimism, strength, and resilience.



**We *L.I.S.T.N.* and give voice to our community through living these shared values which guide every decision and action in service to our community and to one another.**



# Strategic Planning Methodology

The development of the Strategic Plan was guided by a comprehensive process designed to leverage robust community engagement, City Council input, insights from Police Department staff and broad perspective from other City Departments. Input was gathered utilizing best practices for internal and external engagement including face-to-face interviews and anonymous surveys open to all residents. The input was synthesized in a Strengths, Weakness, Threats, and Opportunities (SWOT) analysis to ensure the Strategic Plan anticipates future trends and challenges. Police Department Leadership staff convened for a two-day retreat to thoroughly consider input and generate goals, objectives and strategies reflecting the needs and desires of the Department and Community.

It is important to note that this Strategic Plan serves as a snapshot in time and is designed to be adaptable to changing circumstances. As such, it demands continuous attention, refinement and further engagement with stakeholders to best serve the interests of public safety and the overall well-being of our Community.

## METHODOLOGY HIGHLIGHTS

### ANONYMOUS SURVEYS



Police Department Staff  
**31** Responses



Community Partners  
**26** Responses



Business Community  
**28** Responses

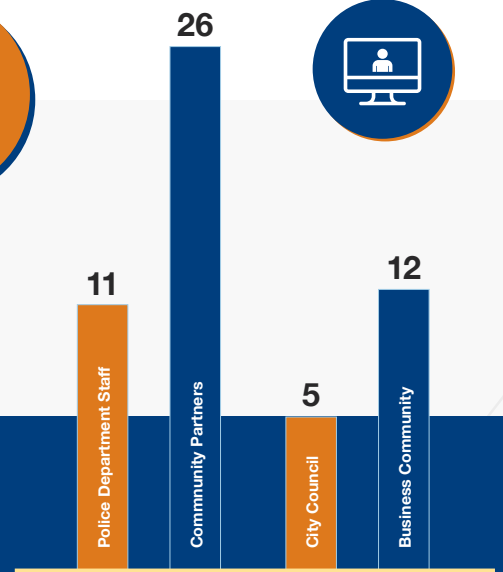


Open City Hall  
**445** Responses

139 Surveys Sent

151 Surveys Sent

Open for All residents & College community



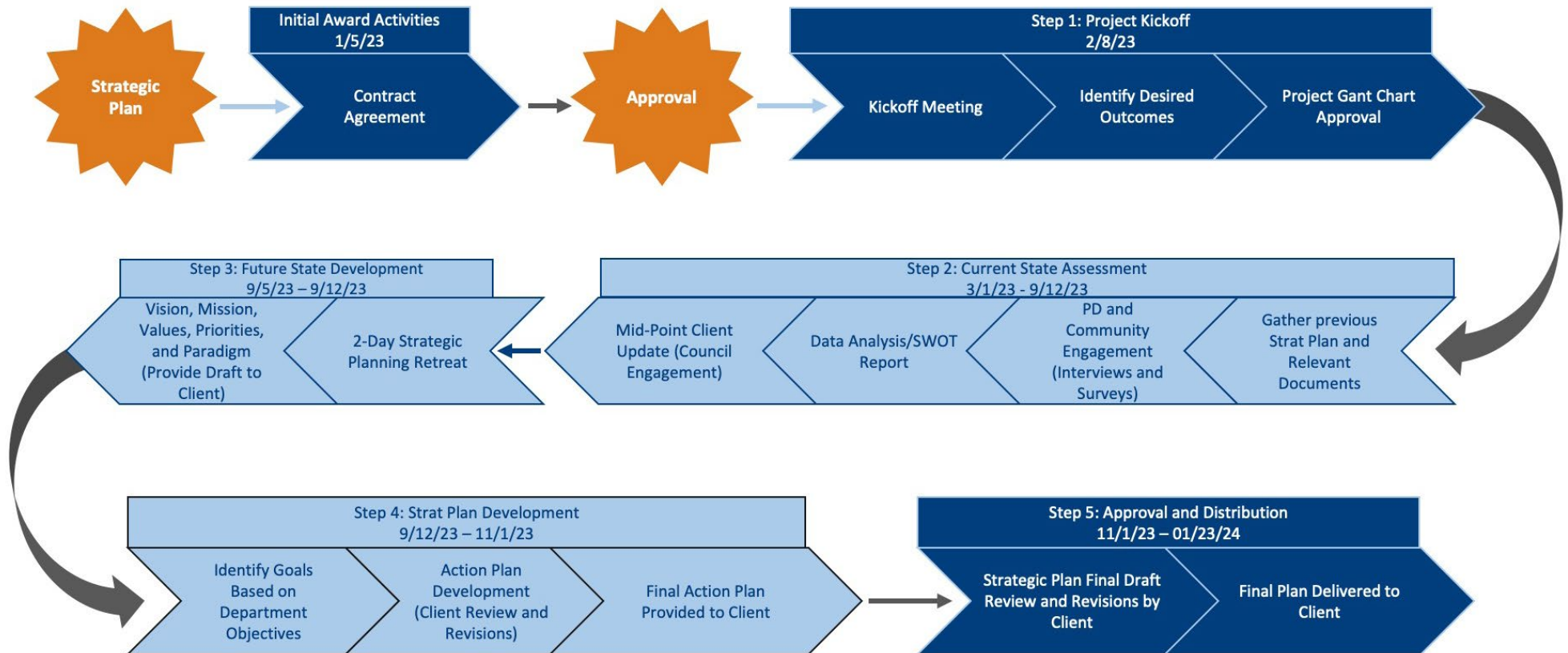
### INTERVIEWS

Conducted In-Person & Virtual



# San Luis Obispo Police Department Strategic Plan

## *Project Life Cycle*



# Ongoing Strategic Plan Management



# San Luis Obispo Police Department Strategic Plan

## Influences

- The process to create our strategic plan was informed by several external influences contemplating and challenging the concepts of modern policing.
- In response to very notable issues in policing, communities demanded change, reform, and a voice in the police-community relationship. San Luis obispo has listened to these calls for action and incorporated specific goals and action items, including those outlined in the SLOPD [After Action Report](#) from the local protests in June 2020. This strategic plan is responsive to the recommendations made in that report, as well as lowering historic barriers to police services, and creating better alignment with the pillars of [21st Century Policing](#).
- Our goal is to provide progressive and community centric policing, by learning from the past to ensure a future which prioritizes the sanctity of life and equity for all.
- This plan remains flexible and adaptable based on future State and Federal Police Reform efforts. As improved policies and broader reforms are developed, our plan will reflect these coordinated efforts to enhance public trust, accountability, and transparency in law enforcement.



Reference:

a. After Action Report

(<https://publiclogs.slocity.org/WebLink/DocView.aspx?id=479339&dbid=0&repo=slopd&cr=1>)

b. 21st Century Policing

(<https://publiclogs.slocity.org/WebLink/DocView.aspx?id=479340&dbid=0&repo=slopd>)



# San Luis Obispo Police Department Strategic Plan

## Outreach

- **Focused on Inclusivity**
- **Conducted 54 Interviews**
  - In person & Zoom
- **Distributed 4 Surveys**
  - Identified 290 Business & Community Partners
  - All Police Department Staff
  - All San Luis Obispo Residents



# Strengths, Weaknesses, Opportunities & Threats Analysis

## OBJECTIVE

### Objective

This Strengths, Weaknesses, Opportunities and Threats analysis is an integral segment of our comprehensive Five-Year Strategic Plan. It aims to provide the San Luis Obispo Police Department with an in-depth understanding of the internal and external factors that could influence the Department's strategic direction over the next half-decade.

## INTRODUCTION

### Introduction

The San Luis Obispo Police Department has a longstanding commitment to ensuring safety and upholding public order in the community. To navigate the evolving challenges of modern policing and community expectations, a thorough analysis of the Department's current strengths, weaknesses, opportunities, and threats are essential. This section provides analysis, derived from in-depth external and internal interviews.





# Resources



## Population/Calls for Service/Officer Staffing/Non-Sworn Staffing

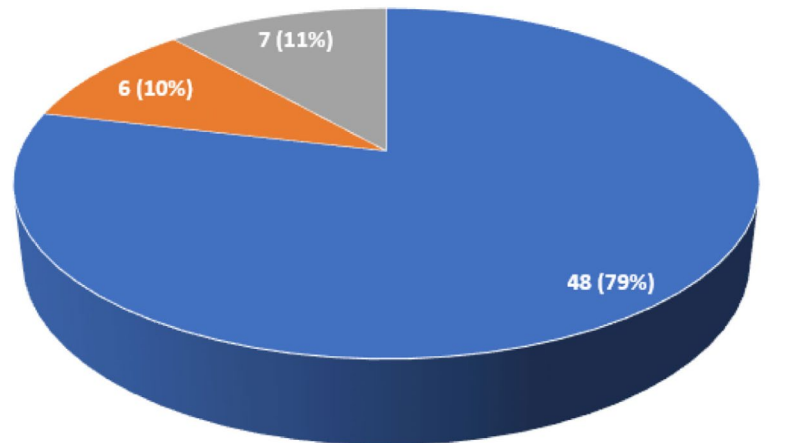


Reference (Population Data): State of California Department of Finance Historical Population and Housing Estimates Report (<https://dof.ca.gov/forecasting/demographics/estimates/>)

- Since 2009:
  - Population in San Luis Obispo has increased by 6.3%
  - Calls for service have increased by 29.4%
  - Officer staffing has decreased by 4.7%
  - Non-Sworn staffing has increased by 21.4%

## Sworn Officer Status 2023

- In 2023, SLOPD averaged:
  - 48 out of 61 Officers working
  - 6 Officer vacancies
  - 7 Officers on leave/otherwise not working a shift



Officers    Vacancy    Sick/IOD/Vacation



# Strength, Weakness, Opportunity, and Threat (SWOT) Analysis

## Strengths

- Strong Community Partnerships: Collaborative efforts with various city entities provide opportunities for holistic solutions to community issues.
- Service to the Community: Officers are committed to delivering top-tier community service.
- Collaborative Ethos: Strong inter-departmental collaborations foster a unified city agency approach.
- Police Department Staff and Leadership Team Credibility and Reputation: Department employees and leadership can be an invaluable asset in building trust with community.

## Weaknesses

- Staffing Challenges: The police profession is challenged with the lack of workforce and SLO is not immune to these larger meta forces, hence this is a weakness that will continue to need attention locally as well as industry wide.
- Antiquated/Inadequate Facility: The need for expanded and modern facilities remains, with the current building having its limitations.
- Service Expectations Misalignment: A disconnect between what the community expects and what the police provide can hinder effective policing; particularly with the homelessness issue.
- Lack of Transparency with Crime Statistics: This can lead to mistrust between the public and the police.
- Limited Staffing Resources: Community expectations for policing and community engagement have grown consistently while staffing resources have remained flat, creating a need for extensive overtime, which impacts team morale.

## Opportunities

- Infrastructure Development: Remodel recently acquired building adjacent to current police department to meet immediate and larger public safety needs while solidifying plans for a permanent facility.
- Leveraging Industry Focus on Recruitment/Retention Best Practices: Adopting innovative approaches from broader industry.
- Engagement with Historically Marginalized Communities: Building bridges with these communities can address historical grievances and improve connection.
- Public Engagement and Noticing Manual: This presents opportunities for continued police outreach and building a standardized communication strategy.
- Leverage City's New Homelessness Response Strategic Plan: Aligning with city initiatives can lead to comprehensive solutions for social issues.

## Threats

- Mandatory OT/Burn-out: Overworked officers might face burnout, which can impact performance and health.
- Funding Prioritization Ambiguity: Need to balance competing needs for a new facility, training and equipment with scarce resources.
- Recruitment Barriers: Persistent challenges in attracting and retaining the best officers.
- Community Challenges: The evolving societal dynamics, with concerns about issues such as homelessness poses operational challenges and resource strains.
- Some local, federal and international events cause civic unrest, protests and other forms of political demonstration create unexpected demands for services to ensure protection of free speech and public safety.



# SWOT Recommendations

## Leverage Strengths:

- **Community Engagement:** Organize periodic town hall meetings, open forums, and community outreach events to foster dialogue between the Police Department and the community.
- **Collaboration:** Continue to foster partnerships with other city entities to jointly address community issues and share resources where possible.
- **Momentum in Community Credibility & Reputation:** Leverage new leadership, positive reputation, and credibility of the police department to further make connections with the community.

## Address Weaknesses:

- **Staffing:** Consider offering incentives that are in line with labor relations objectives and both market and financial conditions to attract and retain officers.
- **Facilities:** Explore and secure funding opportunities, either through the City's budget, grants, or public-private partnerships, to update and enhance police facilities.
- **Service Expectations:** Conduct public surveys to better understand community expectations and align the Department's services accordingly.
- **Transparency:** Develop a transparent system for reporting and communicating crime statistics to the public, ensuring accuracy and clarity.

## Capitalize on Opportunities:

- **Community Events:** Actively participate in post-pandemic community events to showcase the Department's commitment to the community.
- **Engagement with Marginalized Communities:** Design outreach programs to engage with and understand the needs of historically marginalized groups.
- **Public Engagement Manual:** Examine opportunities to incorporate the City's new Public Engagement Manual to better standardize community engagement practices, ensuring consistency and effectiveness.
- **Recruitment and Retention:** Research and adopt best practices from other successful police departments to address staffing challenges.

## Mitigate Threats:

- **Officer Burn-out:** Expand existing wellness programs for officers, ensure manageable work hours, and offer mental health resources.
- **Facilities:** Prioritize updates to the most critical facilities and explore temporary solutions or partnerships to address immediate needs.
- **Community Challenges:** Continue community policing initiatives, encouraging police officers to build relationships with residents.

## Concluding Note

This SWOT analysis provides the Police Department with a clear view of the current challenges and opportunities facing the San Luis Obispo Police Department. Using this information, the Department can make data-driven decisions to meet the needs of the San Luis Obispo community effectively and efficiently.



# Goals

P O L I C E  
S A N L U I S O B I S P O

## GOAL 1 Service to the Community

### Objective 1A: Conduct Staffing Analysis

1. Contract an organizational assessment to examine staffing needs, recent growth, and the future build out of the city based on best practices and any adjustments to operations to achieve peak service performance
2. Review the scheduling model, evaluate against best practices
3. Explore viability of SWAT/Patrol Medic Program with San Luis Obispo Fire Department
4. Consider opportunities for alternative policing models
5. Explore the viability of a Computer Forensic Specialist and a Physical Forensic Specialist instead of the combined position
6. Explore viability of implementing a K-9 program
7. Explore viability of a Crime Scene Investigation Callout Team

### Objective 1B: Implement Enhanced SMART Policing and alternative policing models

1. Evaluate and reimagine Crime Analyst role
2. Roll out/train innovative data driven policing tools to reduce crime
3. Develop new resources to enhance unhoused and mental health roll out / train
4. Evaluate beat or zone style policing models
5. Explore the viability of a real-time crime center to track crime trends, monitor video assets, and support field teams with information

### Objective 1C: Empower the Community for Enhanced Safety

1. Enhance visibility of crime data, including evaluation of assigning case numbers to all Officer activity
2. Develop additional opportunities to increase amount of Crisis Intervention Training (CIT)
3. Host Crime Prevention Through Environmental Design (CPTED) seminars to promote safety through environment design
4. Evaluate expanded reservist program
5. Develop County partnerships for diversionary/restorative justice programs for “least harm” approaches and outcomes (i.e. Care Court)
6. Explore Officer staffing at high call-for-service locations such as hospitals/shelters etc.
7. Enhance neighborhood watch programs
8. Assess the effectiveness of implemented measures, gather feedback from stakeholders, and make operational adjustments as needed to continually enhance service
9. Continuous Evaluation and Improvement: Establish a system for ongoing evaluation and improvement of internal investigation transparency



## GOAL 2

### Community Engagement



#### **Objective 2A: Enhance Community Communications**

1. Review and refine standard communication guidelines and protocols which are consistent with the City's Public Engagement Manual
2. Explore modern technologies and cadence for one-way and two-way communication (i.e. scheduled newsletter)
3. Create program for directed stakeholder communications
4. Implement resources for sharing information, objective progress tracking, and providing accessible updates to stakeholders and leadership

#### **Objective 2B: Expand Community Partnerships and Programs**

1. Expand participation in business and civic organization activities
2. Increase opportunities for community member volunteerism
3. Research the viability of a Citizens Academy to provide immersive opportunities which further complements the City's Community Academy
4. Research the viability of an Explorer Program

#### **Objective 2C: Broaden and Diversify Community Presence**

1. Expand presence in community programs
2. Expand presence at community events
3. Expand partnerships with organizations representing marginalized communities
4. Create program for periodic Town Hall or other Listening Sessions for community input





## GOAL 3

### Diversity, Equity & Inclusion

#### Objective 3A: Integrate DE&I Throughout the Department

1. Enhance Diversity, Equity, and Inclusion (DE&I) efforts to create an environment where all staff feel valued and included (Health & Wellness)
2. Develop practical DE&I training for police employees (Service to the Community)
3. Incorporate DE&I values to improve recruiting and attract historically marginalized/under-represented persons to the department (Recruiting & Retention)
4. Incorporate DE&I values to increase retention of historically marginalized/under-represented persons within the department (Recruiting & Retention)
5. Promote DE&I values for opportunities to build trust in the community based on personal safety (Community Engagement)

## GOAL 4

### Recruitment & Retention

#### Objective 4A: Create Recruitment Program

1. Maximize Exposure for Job Opportunities: Increase the visibility of hiring opportunities by strategically advertising on high-profile assets, including patrol vehicles; this ensures that the department's recruitment efforts are showcased prominently, reaching a broader audience
2. Establish an Engaging Recruitment Webpage: Develop a dynamic and informative webpage dedicated to promoting the department to potential recruits; this online platform serves as a comprehensive resource, offering insights into the department's culture, values, and career opportunities, thereby attracting qualified candidates
3. Institute a Comprehensive Mentorship Program: Formalize an innovative mentorship initiative by leveraging internal and external partnerships; this program aims to provide invaluable guidance and support to new recruits, fostering their professional growth within the department through a structured and supportive mentor-mentee relationship
4. Pioneer a Student Intern Program: Explore the creation of an enriching student intern program, offering hands-on experience and exposure to the workings of law enforcement; this initiative not only provides valuable insights to students but also serves as a pipeline for potential future recruits
5. Craft a Compelling Recruitment Video: Produce a modern video showcasing the diverse array of law enforcement careers available within the department; this visual representation serves as an engaging tool to communicate the excitement, challenges, and rewards associated with a career in law enforcement, attracting prospective candidates
6. Broaden Outreach at Educational Venues: Expand the department's presence at key job-seeking venues, including institutions such as Cal Poly, Cuesta College, trade schools, and career fairs; actively participate in these events to interact with potential candidates, share information about career opportunities, and strengthen connections with the local academic and vocational communities





### **Objective 4B: Enhance Training Program**

1. Develop Standard Career Tracks for: Police, Dispatch, Records and Support Positions
2. Conduct a department-wide training resource analysis

### **Objective 4C: Create Retention Program**

1. Create a committee to vet and recommend program components:
  - a. Formalize a succession plan encouraging viable candidates and promotion pathways
  - b. Support monetary and non-monetary retention incentives
  - c. Continue to work with the City on employee housing initiatives
  - d. Continue to work with the City on childcare initiatives
  - e. Evaluate seniority-based rules when on specialty assignments

## **GOAL 5**

### **Health & Wellness**

### **Objective 5A: Create Comprehensive Health and Fitness Program**

1. Seek opportunities to improve the department's existing physical fitness facility
2. Explore practices to encourage exercise / fitness incentive program
3. Seek partnerships with wellness practitioners to promote practices in nutrition and exercise
4. Develop method to track effectiveness of fitness program
5. Provide assistance to create personalized fitness / nutritional programs

### **Objective 5B: Enhance Mental and Emotional Support**

1. Continue partnership with Human Resources for expanded and ongoing mental health access
2. Enhance and standardize protocols for support after major incidents
3. Leverage new partnerships with practitioners to promote mental / emotional fitness
4. Explore mandatory or incentivized annual mental health check-ins
5. Evaluate expanded use of comprehensive retreat-based support programs

### **Objective 5C: Create a Comprehensive Employee and Family Support Program**

1. Create a central resource guide with tips for wellness and practitioner contact information
2. Create and promote a clearinghouse of support information for easy access
3. Enhance employee entrance program as part of onboarding
4. Create trainings for employees and family members teaching coping and support skills



## GOAL 6

### Improve Infrastructure, Equipment & Technology



#### **Objective 6A: Refine Capital Improvement Plans for Police Department Facility.**

1. Explore internal and external options for an evidence protocol audit and identify best practices
2. Develop and implement interim plan to move portions of the police department to 1106 Walnut
3. Develop and implement interim plan to reallocate workspace at 1042 Walnut
4. Create a drone-as-a-first-responder program
5. Remodel areas of 1042 Walnut to update and improve critical workspace
6. Develop and implement long-range working plan for new public safety center which connects and makes operationally efficient both existing facilities or a future new single facility
7. Evaluate the need for a state-of-the-art forensic processing laboratory to process evidence while protecting the health of staff
8. Evaluate and provide ongoing input to impact fees related to new development in the city

#### **Objective 6B: Improve Departmental Equipment**

1. Evaluate existing Dispatch equipment replacement schedules and amend as necessary
2. Continue to evaluate Fleet needs and replacement schedules; pursuing hybrid and electric solutions
3. Explore the creation of a committee to evaluate Officer Equipment needs on an ongoing basis
  - a. Evaluate existing officer equipment replacement schedules for price and term
4. Explore opportunity to partner with the Fire Department's Fleet Support Team for broader public safety support

#### **Objective 6C: Evaluate Body Worn Camera and in-Car Camera solutions**

1. Evaluate new body worn and in-car camera technologies on the market for improved function and cost
2. Pursue opportunities to enhance equipment integration and functionality with new and existing technologies

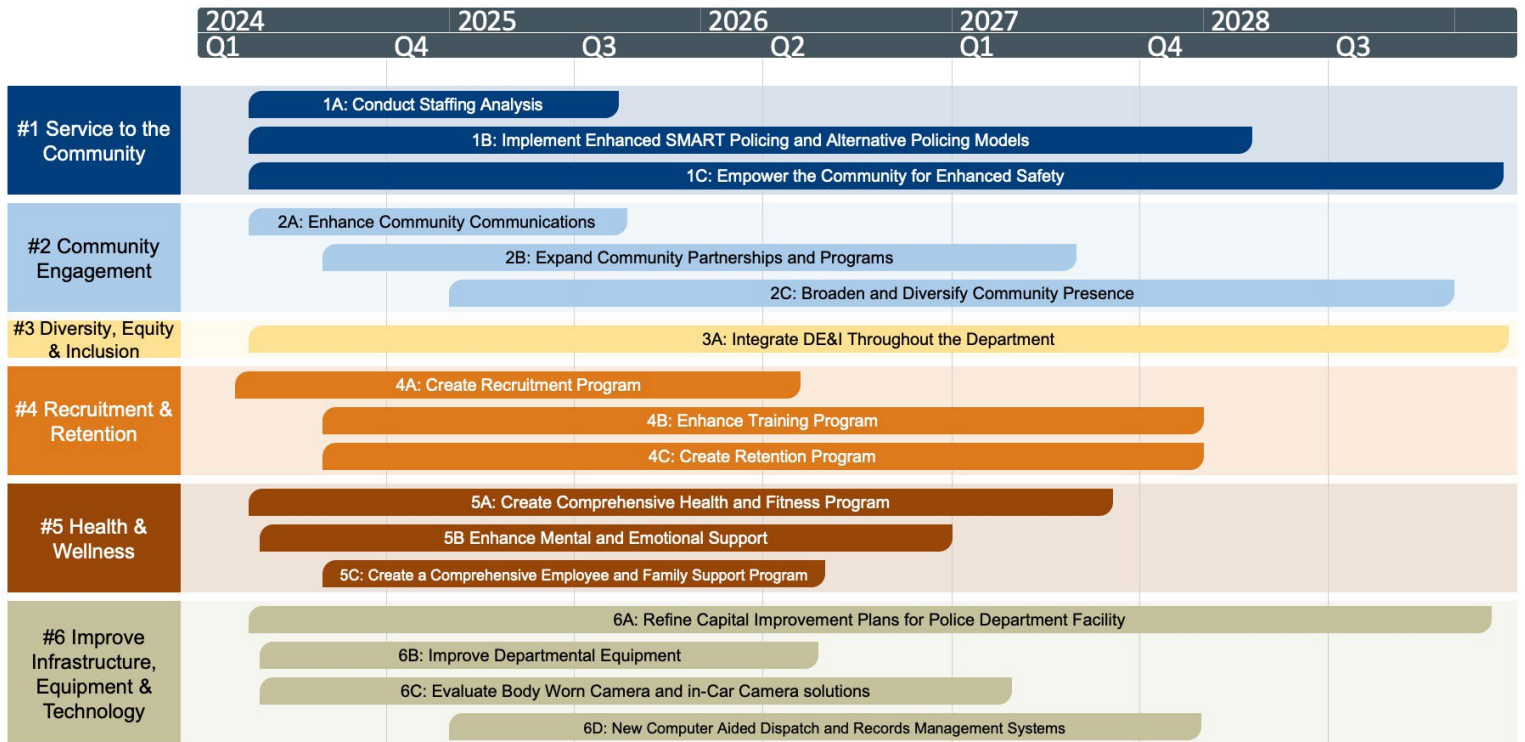
#### **Objective 6D: New Computer Aided Dispatch and Records Management Systems (CAD/RMS)**

1. Study needs and create a Request for Proposal for a new CAD/RMS system
2. Review and recommend replacement CAD/RMS system
3. Along with IT staff, implement and transition from current system
4. Conduct end-user training





# Strategic Plan Timeline



*This timeline is a visual representation of all goals and objectives over the course of the five-year planning horizon. However, this plan is designed to be flexible and to evolve over time as the department responds to changing circumstances and considers new priorities. All timelines are estimates and dependent on available resources.*





## **2024-2029 Strategic Plan**

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