



Roseville Police Department

Mission, Vision, and Values

August 2021





Chief's Message

It is my pleasure to introduce the Roseville Police Department's 2021-2025 Strategic Plan. In early 2021, our Police Department set out on a journey to examine how we look today and how we should look into our future. This plan is the path to get to that future. When I became our Chief of Police in 2021, I set forth a vision of what of the foundation of our Department should look like. This foundation includes six areas:

- Leadership Values
- Safety and Wellness
- Community Policing and Crime Reduction
- Future Vision
- Building Community Trust
- Training and Education

Our entire Department met through a series of workshops in early February where I walked through my vision and explained that my role was to supply the vision, but it was our staff's role to come up with the plan to get there. And then I turned them loose to use their own creativity, their own experiences, backgrounds, and values to deliver what our path to that vision would look like.

Through this process, we looked at our mission, our vision, and the values we all hold important. We looked at how our Department is structured and staffed. We looked at important steps to take to keep our staff mentally and physically safe for the rigors of police work. We talked about the concept of continuous improvement in our education and training. We planned for our future through leadership development. We looked at innovative ways to do our core function of protecting lives and property, investigating crimes, and deterring crime.

Equally as important is how we interact with our community and the long history of our Department working hand in hand with our residents to keep Roseville a safe place to live. We looked at how we have been successful at building community trust, and what we need to do in the future to maintain that relationship with our community.

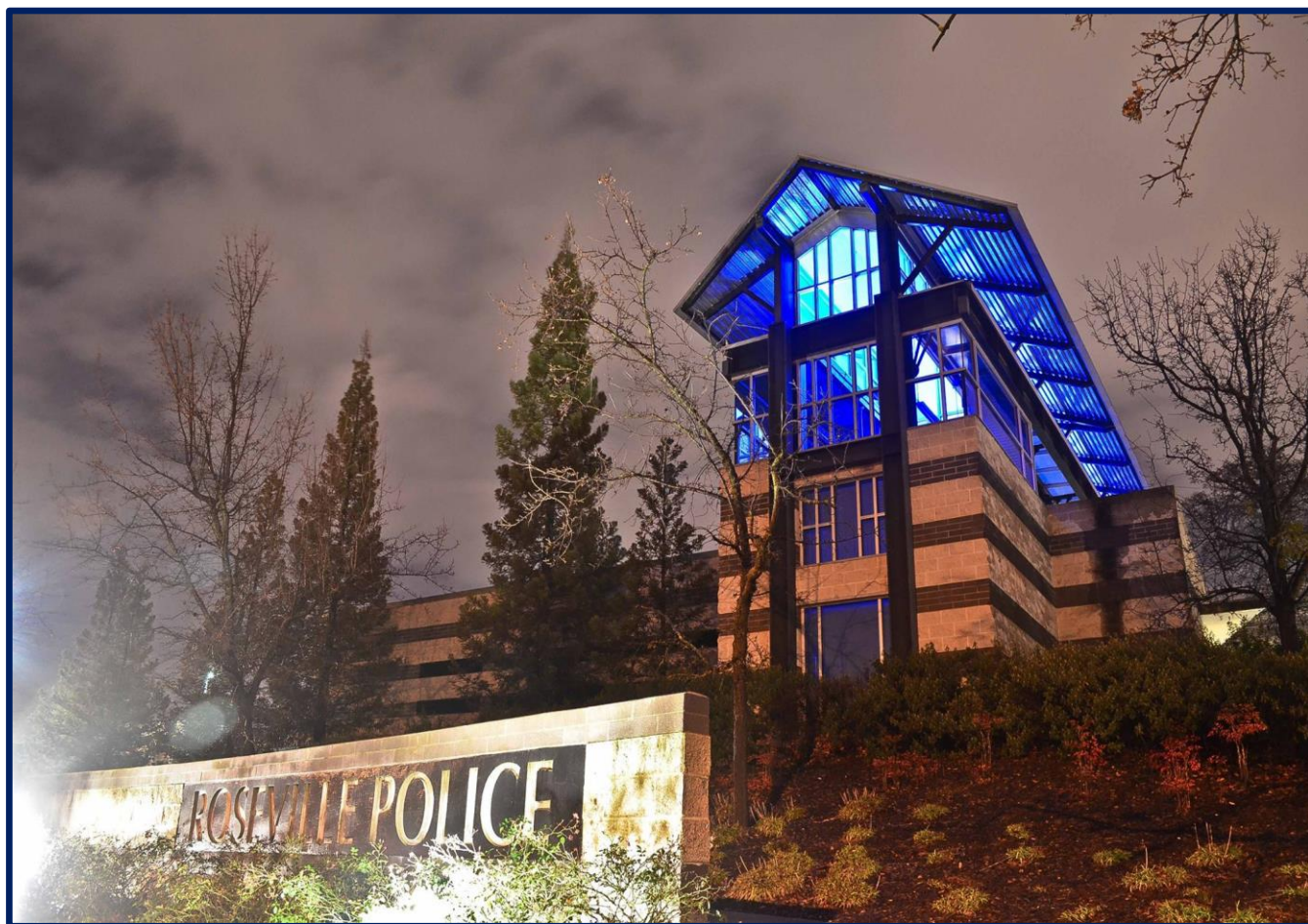
We took all of these ideas and molded together our path to the future following those foundational ideas that we hold important. This path will guide us in how we make decisions, how we effectively use our budget resources to meet the most important needs, and how we develop our current and future staff and leaders. Of course as any plan goes, things may change over time, new priorities will emerge, and we'll face new challenges. But this plan will continue to serve as our foundation to face those challenges so we can continue to be the outstanding Police Department our community needs as we keep Roseville safe together.

Troy Bergstrom

Chief of Police

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Our Mission



The Roseville Police Department commits itself to safeguarding our community; protecting life and property; reducing crime; and enforcing the law impartially.

We are dedicated to providing outstanding service while working in partnership with our community to keep Roseville safe.



Leadership Values

While the Department Mission Statement outlines our commitment to our community, our Leadership Values show what we believe in while leading our organization. At the Roseville Police Department, we believe that all of our Department members are leaders, no matter if they have a title or official leadership position. As such, we strive for all of our team to exemplify these leadership values.

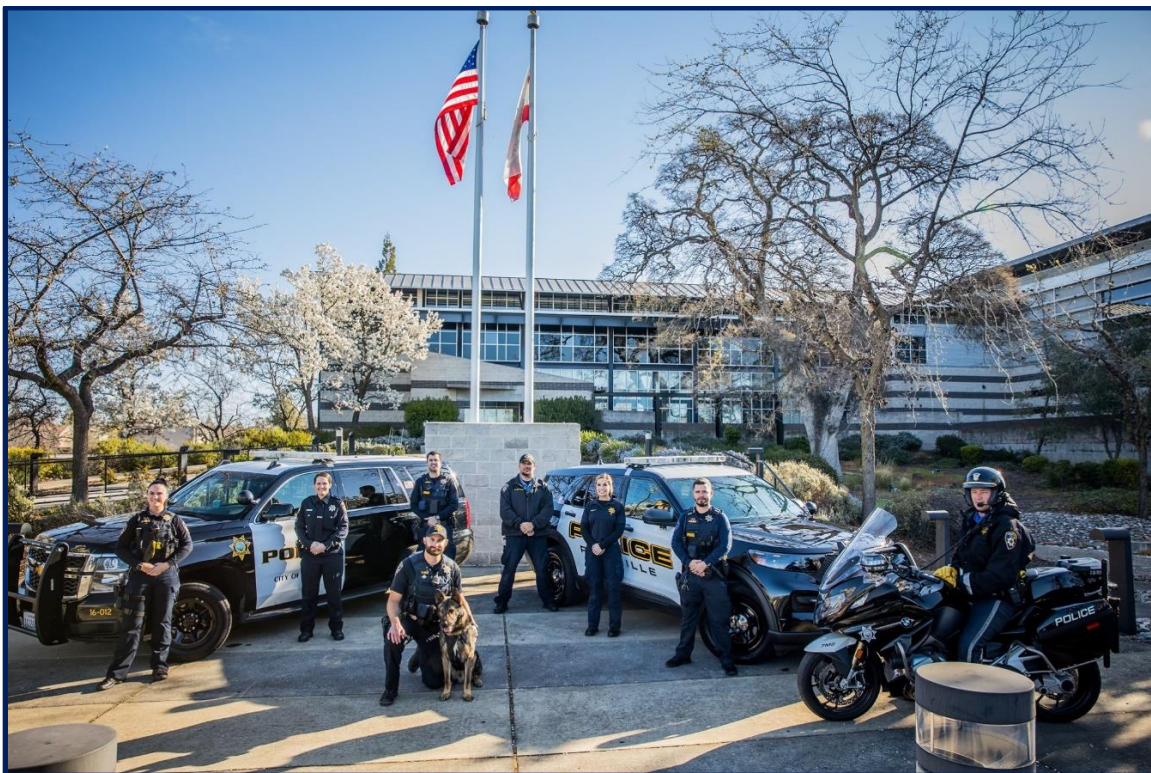
Build Trust Leaders build trust in their teams, work well together, and hold each other accountable. Trust is the foundation on which all teams must be built. Trust is the foundation our community relationship is built on.

Be the Example How you act, how you look, and everything you do reflects on the professionalism of our Department. Are you setting the right example?

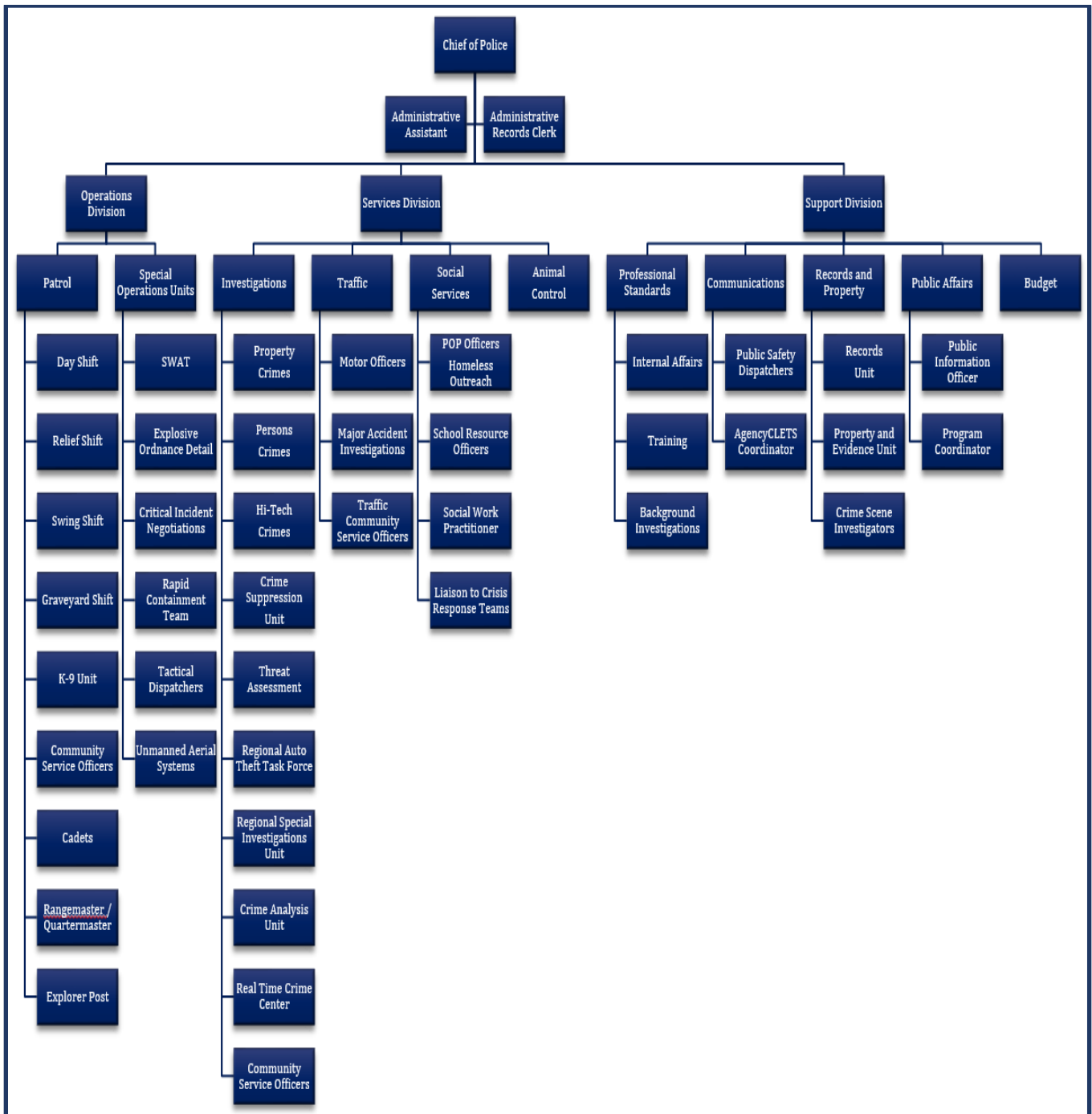
Treat People Right A basic rule for how we treat each other. Simply said, but carries a powerful outcome.

Appreciate our Differences Our Department is made up of all kinds of different people; different backgrounds, different cultures, people from small towns and big cities. We each bring our strengths together to make our Department successful.

Fairness and Respect A foundational value of how we treat our community must also be a foundational leadership value for how we treat each other in the Department.



Department Organization



Major Unit Overview

Patrol

Patrol is the “front line” of the Police Department and the largest division in the Department. Uniformed Patrol Officers, Community Service Officers, and Cadets respond to the scene of both emergency and non-



emergency crimes, traffic collisions, and other requests for Police services seven days a week, 24 hours a day. Patrol Officers are responsible for patrolling one of seven Patrol beats across the city. When not actively handling a call for service, Patrol Officers work to identify crime trends in their neighborhoods and work to find solutions to problems. Community Service Officers and Cadets handle many calls for service including crime reports, traffic collisions, missing person reports, and many other service requests that do not require a Police Officer

to respond so the Officers are freed up for priority calls for service.

K-9 Unit

The K-9 Unit is part of Patrol and assist in responding to calls for service where there is a need for K-9 assistance to include building searches, tracking suspects, apprehending suspects, officer protection, and drug detection. The K-9 Unit is staffed with six K-9 teams who receive twelve weeks of dedicated training and then pass mandatory certification testing before they are certified for field use. The K-9 Unit trains twice monthly and one K-9 team is assigned specifically to work with the SWAT team.



Investigations Unit

The Investigations Unit investigates crimes that are too complex or time-consuming for the originally assigned officer to complete. Detectives assigned to Property Crimes, Persons Crimes, or Hi-Tech Crimes handle cases that require specialized training, equipment, or resources to investigate. Community Service Officers assigned to the unit handle missing person reports, permit processes, and investigative follow-up. The Investigations Unit also includes Detectives assigned to the Regional Auto Theft Task Force and the regional Special Investigations Unit tasked with major drug investigations.

Special Operations Unit

The Special Operations Unit is a highly trained group of Officers and Dispatchers tasked with responding to critical incidents such as barricaded suspects, active shooter incidents, explosive ordinance incidents, and other critical incidents requiring specialized response.



All Department staff assigned to these teams have full time assignments in other units within the Department with these specialized roles being collateral assignments. The Special Operations Unit includes the Special Weapons and Tactics Team, the Explosive Ordinance Disposal Unit, the Rapid Containment Team used to contain perimeters around an incident and other specialized assistance for SWAT, the Critical Incident Negotiations Team, Tactical Dispatchers, and the Unmanned

Aerial Systems Team. The UAS team uses a series of UAS or drones to assist with observations and situational awareness during critical incidents. SWAT, EOD, and CINT are regional units where the Department has partnered with the Rocklin Police Department for shared resources and response within our neighboring jurisdictions.

Traffic Unit

The Traffic Unit is tasked with traffic enforcement of areas in the City with high frequency of traffic collisions. Through enforcement, education, and working with the City Traffic Engineering Department, the Traffic Unit works to reduce the number of collisions. The Traffic Unit investigates all major collisions, including fatal collisions, through the unit's Major Accident Investigation Team (MAIT).



Crime Analysis Unit

The Crime Analysis Unit reviews crime trends and provide informational support for other units in developing plans for addressing problem areas. Crime Analysis evaluates and communicates information that helps prevent crime, apprehend suspects, and improve safety in the city through information sharing in support of the Department's goal of crime reduction and community safety. The Crime Analysis Unit is also home to the Real Time Crime Center where information is researched in real time to assist Patrol Officers in response to current emergency calls for service. The RTCC's goal is to enhance this response by providing the responding officers with all available information as they formulate their response plan. The RTCC also researches all crimes where video evidence may help identify offenders.

Crime Suppression Unit

The Crime Suppression Unit is tasked with identifying crime trends and problem areas in the city and to find solutions to those issues. CSU specializes in combatting crimes committed by criminal street gangs, investigating the sale of illegal drugs, human trafficking, and locating subjects with arrest warrants. CSU's

philosophy is that crime can be deterred through highly proactive policing and problem oriented policing strategies.

Social Services Unit



The Social Services Unit consists of a partnership between Police Officers and a Department social worker teamed with Homeless Outreach Workers and Crisis Response workers provided by Placer Health and Human Services. SSU works to provide services to homeless individuals in our city, abate issues associated with homeless camps, and work with those suffering from mental health issues. SSU provides a holistic approach to

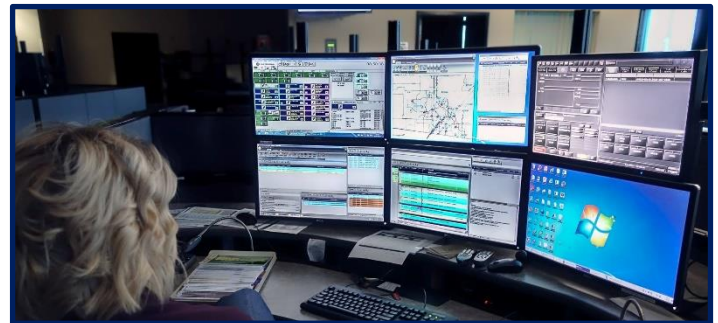
a complex set of issues like these while improving the quality of life in our city and reducing repeat calls for service in problem areas.

School Resource Officers

The School Resource Officer program is a contract partnership with the Roseville Joint Unified High School District for staffing resource officers in all five Roseville High Schools. A sixth SRO works in our middle schools as part of a grant from the State of California for youth tobacco education.

Communications Unit

The Police Communications Unit is the 9-1-1 answering point for all Police, Fire, and medical emergencies and calls for service within Roseville. The team answers approximately 150,000 phone calls annually as well as provides for all radio communication with the Police and Fire Departments. All Dispatchers are trained in Emergency Medical Dispatch protocols and can



give life-saving medical instructions prior to the arrival of first responders. Dispatchers also staff the Tactical Dispatch team for the Special Operations Unit.

Animal Control Unit

The Animal Control Unit is tasked with keeping the public safe, protecting animals, and educating the community to be responsible pet owners. Animal Control responds to animal related nuisance calls like barking or aggressive dogs, animal bite incidents, loose pets, removal of dead animals from roadways, licensing, and animal related enforcement issues.



Records Unit

The Records Unit is responsible for maintaining all of the records associated with the business of the Police Department. This includes processing nearly 12,000 police reports annually, reporting crime statistics to the Department of Justice, processing of Public Records Act requests, and staffing the front counter where residents come to conduct business with the Department like obtaining copies of reports, vehicle impound releases, and many other processes in support of the other units in the Department.

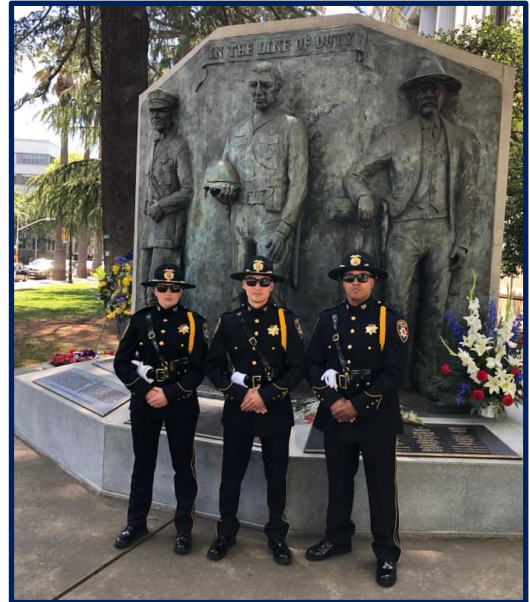
Property / Evidence Unit / Crime Scene Investigators

The Property Unit is responsible for all items that are collected as evidence, stored for safekeeping, or turned in as found property. Once collected, the item is secured and tracked until it is needed for court, returned to the rightful owner, or destroyed. The Property Unit receives approximately 22,000 items into the Unit during an average year.

The Property Unit is also home to the Department's Crime Scene Investigations Unit who are specially trained investigators dedicated to documenting major crime scenes and collecting evidence. The CSI Unit also processes evidence turned in by Department members to look for evidence of fingerprints or DNA. The CSI Unit responds to approximately 150 calls for their expert assistance on criminal cases each year.

Honor Guard

The Honor Guard was established in 1995 after the on-duty death of Roseville Police Officer Mark White. The Honor Guard represents the Department at special events requiring pride, honor, and distinction including Police, Fire, and Dignitary funerals, California Police Officer Memorial Day, National Law Enforcement Officer Memorial Week, select city and civic events, and Department functions.



Public Affairs Unit



The Public Affairs Unit manages media relations, community engagement, outreach activities, and the Police Volunteer Program. The unit focuses on improving police-community relations through a variety of events and crime prevention strategies. The Public Affairs Unit coordinates social media outreach, digital engagement, marketing, and brand management. Police Volunteers help in a variety of assignments throughout the Department serving thousands of hours each year supporting community programs.

Community Survey Results

During the early months of 2021, the City of Roseville conducted two surveys related to public safety and city government. The first was a Flash Vote sent in February looking for specific feedback related to the Police Department. The survey was sent to 2310 residents with a response by 1293 residents.

- When residents were asked how safe they feel living in their neighborhoods, 53% replied they felt very safe, 32% replied they felt somewhat safe, and another 4.8% were neutral. 9% of residents felt somewhat unsafe or very unsafe in their neighborhood.
- When asked about personal interactions with members of the Police Department, 71% of respondents had not had a personal interaction with the Department, 22% said they had an interaction with the Department and been treated fairly, and 1.9% said they had interactions with the Department and had not been treated fairly.
- The survey listed several public safety activities the community wanted to see focused on in the next five years to include:
 - 39%: Police-Community Partnerships to build trust and understanding
 - 45%: Transparency, accountability, and training
 - 52%: Engagement with business/residents to strengthen community policing
 - 53%: Use of technology, specifically body worn cameras
 - 48%: Partnerships with social service agencies to connect those in need

In April 2021, the City utilized National Community Survey to survey the community regarding numerous topics, including public safety and policing. This survey used a benchmark system to compare Roseville to a series of over 600 similar communities across the country. The survey was initially sent to 3,000 residents in Roseville and then an online participation survey was posted for anyone to complete.

Through this survey, residents reported a 91% overall feeling of safety in the community and a 97% Excellent or Good response to Roseville as a place to live. Within that general 91% feeling of safety, the survey divided that further into specific questions about how safe residents felt in their neighborhood (97%), in the downtown area (88%), from violent crime (87%), and from property crime (77%). Police Services in general were rated as Excellent or Good in 86% of the responses.

The Five Foundations of RPD

As part of the strategic planning process, the Police Department developed five areas to serve as the foundations of our strategic plan. These five foundations were developed partly following the foundations in the Presidential Task Force on 21st Century Policing. These foundations take into account our Mission Statement and our Leadership Values to help form a plan for our future in what we do, how we do it, and how we look as a Police Department.

Community Policing and Crime Reduction Our Department serves as the guardian of our community. Our role is to prevent crime, arrest criminal suspects, and find ways to solve problems in our neighborhoods that affect public safety. We use real time data driven responses to seek out those problems to find solutions. We realize not all issues we respond to are enforcement issues, so we work with partner agencies in delivering services for mental health crisis response, homeless outreach, and social services.

Building Community Trust A law enforcement agency is only as effective as the bond of trust between its community members and the Department. A community trusting in its Police Department is a place where officers and community members work together to keep and maintain a safe community. To build that trust, our Department relies on the tenets of Procedural Justice: Trustworthiness, Neutrality, Provide an Opportunity for Voice, Respect, and Transparency in Actions.



Safety and Wellness Our people are at the core of what we do and their professional and personal well-being are crucial to our success. Healthy and supported staff enable our Department to provide the community the kind of Police Department they want. Proper safety equipment keeps our staff and our community safe. Physical fitness programs keep our team healthy and fit to handle the physical demands of a policing career. Mental health training, care, and peer support help keep our Department mentally strong. Family and retiree support help our staff understand the importance we place on their care now and into the future.

Future Vision Keeping pace with the ever changing environment of policing and changes in technology require our Department to be forward thinking. Recruiting and retaining high quality individuals to be part of our team are paramount in building a great Police Department. This entire strategic plan is a format for looking at where we are today, where we want to be in the future, and charting our path ahead by cultivating the creativity across our organization.

Training and Education To effectively perform their duties, our staff require advanced and relevant training to meet legal requirements and to push ahead for developing best practices. Highly trained and

educated staff are the core of a professional organization our community deserves as their Police Department. Our focus includes valuing personal development, developing the potential of our future leaders, and challenging our team to continuously improve.

Each of the following sections outlines the strategic planning initiatives currently underway to achieve the goals outlined in our Five Foundations. As a strategic plan, this is a working document. As our Department moves through the coming years, goals will be accomplished, plans may change to fit current needs, and new goals developed with these foundations as our guide.



Community Policing and Crime Reduction

Community Policing and Crime Reduction strategies were developed with the understanding that this part of the strategic plan is where the police response to crime and prevention of crime is developed. Specific areas were identified in Community Policing and Crime Reduction including problem solving focus, real time data driven response to incidents, utilization of multi-disciplinary approaches, and operational response. This section is divided into two areas 1) Community Engagement and 2) Operational Response.

Community Engagement

Objective	Strategy
Neighborhood Meetings	Work with the Roseville Coalition of Neighborhood Associations to strengthen connections and assist RCONA in building current and new associations.
General Engagement Events	Re-engage in community engagement events curtailed during the COVID-19 pandemic and continue routine events per year as follows: <ul style="list-style-type: none"> - Coffee with a Cop (1 per quarter) - Shop with a Cop (1 per year, potentially more) - National Night Out (1 per year) - Citizen’s Police Academy (2 per year) - Business Police Academy (1 per year)
Faith-Based Organizations	Re-engage in the Inter-Faith Task Force.
Youth Engagement	Develop and/or expand youth engagement programs including: <ul style="list-style-type: none"> - Explorer Program - Youth Academy like Citizen’s Police Academy
Crime Prevention	Establish crime prevention education program.
Strategic Communications Plan	Develop plan for expanded utilization of social media platforms for current events and incidents, community education, and crime prevention with a focus on enhancing the digital engagement opportunities with community members. This includes developing an RPD Podcast series for community education.
Department Website	Re-structure Department website for ease of public access for information most useful including developing neighborhood officer contact information.

Operational Response

Objective	Strategy
Family Mobile Team	Continued partnership with Placer Health and Human Services for Family Mobile Team Services with a target metric of 350 referrals for service each year.
Mobile Crisis Team	Continued partnership with Placer Health and Human Services for Mobile Crisis Team mental health response to include: <ul style="list-style-type: none"> - Providing space for MCT to co-locate inside the Police Department - Developing program for embedding MCT worker inside Dispatch Center
Unsheltered Strategies Plan	Continued involvement through the Social Services Unit with the City of Roseville Unsheltered Strategies Plan to include: <ul style="list-style-type: none"> - Additional SSU Officer for homeless liaison - Department staffed Homeless Outreach Worker
Code Enforcement	Addition of a Code Enforcement Officer embedded within the Social Services Unit for a team approach to blight issues.
Mobile Command Vehicle	Develop plans for replacing old Command Post Trailer with new Mobile Command Post for incident management including researching grant funding opportunities and co-sponsoring vehicle with Roseville Fire Department.
Real Time Crime Center	Formalization of Real Time Crime Center for providing real time assistance from a broad range of technologies to assist officers responding to calls for service. The RTCC is currently functioning at a minimal level and the completion of the project will bring it to full capability. The project is divided into several phases: <ul style="list-style-type: none"> - Phase 1: Research/demo of software and hardware needed for system - Phase 2: Software/hardware implementation - Phase 3: Staffing and operational procedures
Firearm Case Investigation	Develop Integrated Ballistic Identification System capabilities for use with National Integrated Ballistic Information Network for tracking firearms used in crimes for investigative leads: <ul style="list-style-type: none"> - Research grant funding opportunities - Partner with ATF as NIBIN site for Placer region

Building Community Trust

Building Community Trust strategies were developed following the Department’s Procedural Justice Program. Specific areas were identified in Building Community Trust following the tenants of Procedural Justice including trustworthiness, neutrality, providing opportunity for voice, respect, and transparency.

Objective	Strategy
Body Camera Systems	Develop body camera program for all sworn officers including equipment, policies, and procedures.
Procedural Justice Training	Continue the RPD Procedural Justice Training Program to include: <ul style="list-style-type: none"> - Develop the training team expertise - Introductory course to new staff - Introductory course to Professional Staff - Develop advanced course with the involvement of community groups, cultural groups, and religious groups.
Neighborhood Outreach	Develop strategies for community engagement in culturally diverse neighborhoods who feel disconnected from the traditional methods of police/community interaction to include: <ul style="list-style-type: none"> - Develop ability to provide presentations and engagement in additional languages. - Develop connections with community partners to bridge gaps in communication with diverse neighborhoods. - Ability to deliver social media outreach in different languages.
Senior Outreach	Develop voluntary program for checking in with our large Senior population to ensure their care and safety.
Community Education	Formalize a Department speaker campaign to promote education of Department procedures and plans to the community.

Safety and Wellness

Safety and Wellness strategies were developed to help prepare officers and staff physically and mentally for the rigors of a career in policing with the understanding that staff who are physically and mentally prepared can better serve our community. Specific areas were identified in Safety and Wellness including safety skills and equipment, physical wellness programs, mental health awareness, peer and professional support, and family wellness. This section is divided into three areas 1) Safety Training and Equipment 2) Wellness Programs and 3) Family Wellness

Safety Training and Equipment

Objective	Strategy
Range Replacement	Research replacement of current range system which is the original equipment installed in 1997 and requires replacement.
Force Options Training	Continued development of scenario based training programs including: <ul style="list-style-type: none"> - Virtual Reality System - “Simmunition” Equipment
Tactical Response Vehicle	Research funding and grant opportunities for replacement of the current TRV which is over 15 years old and nearing end of life.
Firearms Conversion	Development of firearms replacement plan including: <ul style="list-style-type: none"> - Continued transition from 40 caliber to 9mm pistols - Development of red dot sight program
Ballistic Shields	Research funding opportunities for providing a ballistic protective shield in each patrol vehicle.
Ballistic Protection	Current ballistic plate carriers and helmets will reach end of life cycle, research plan for replacement.

Wellness Programs

Objective	Strategy
Physical Wellness Program	Current officer workout program has been in existence for 25+ years. Develop programs for continuing to build on the program including: <ul style="list-style-type: none"> - Fitness events - Health, fitness, and nutrition education - Equipment replacement and updates - Injury prevention training - Inclusive of Professional Staff
Mental Health Training	Mental Health provider and Retired RPD Staff to provide training during Advanced Officer Training.

Objective	Strategy
Retiree Wellness	Mental health crisis and suicide rates amongst retired police officers is high. Develop outreach and plans for keeping retirees connected to the Department and retiree support system including: <ul style="list-style-type: none"> - Retiree newsletter/information sharing - Retiree connection events - Wellness assistance
Quiet Space	Develop space with the Department to allow downtime during shifts away from the regular work environment.
Mental Health Wellness	Research program for maintaining and promoting mental health wellness.
Mental Health Provider	Current mental health providers are through EAP program. Research potential for having specific mental health support with experience in critical incident trauma dedicated to the Department.

Family Wellness Programs

Family Wellness strategies are developed to keep our staff and their families supported through the significant stress placed on a law enforcement family through the course of a career. Family wellness plans are developed for “off duty” time but in conjunction with the Department.

Objective	Strategy
Family Support Group	Develop a family support group of the significant others of Department staff for networking and support.
Financial Planning	Financial stability is a major contributor to family wellness with financial stressors a significant stressor to Police Department employees. Develop course to be taught by staff through outside vendor.
Family Connections	Develop family events for building relationships amongst Department members to build support networks during critical incidents.

Future Vision

Future Vision strategies were developed under the premise of cultivating the creativity of our Department to envision what we could look like in the future. Specific areas were identified in Future Vision including strategic vision, succession planning, recruiting strategy, and developing technology planning process.

Objective	Strategy
Department Strategic Plan	Develop strategic plan for Department Mission, Vision, and Values to include future planning.
Recruiting Strategic Plan	Develop formal recruiting plan to include: <ul style="list-style-type: none"> - Recruiting Strategy - Information and Market Branding - Social Media - Recruiting Events (WOD, Run with Recruiter) - Recruiting vehicle “wrap”
Staffing Study	Develop staffing study (partially included under Building Our Future) for future department needs.
Supervisory Staffing Study	Develop staffing study for supervisory workloads and spans of control to determine long term supervisory and management staffing needs for succession planning to specifically include: <ul style="list-style-type: none"> - Patrol Sergeant positions - CSI/Property - Community Service Officers - Dispatch Supervisors - Crime Analysis/Real Time Crime Center - Management positions
Supervisor Development	Develop formalized plan for evolving current Acting Watch Commander program into a Corporal program
Technology Planning	Develop a strategic plan specific to technology projects and the Technology Team including: <ul style="list-style-type: none"> - Current Projects - Future Projects - Technology Manager position - Sustainability Plan for new and existing technology - Process for implementing new tech projects - Cybersecurity and training
Beat 8 Development	With continued growth on the west side of the city, begin planning and timeline for development of Beat 8 and necessary staffing.
Government Relations, Communications, and Marketing	Further develop the current grant funded marketing assistant into government relations, communications, and marketing role as part of Public Affairs Unit.

Training and Education

Training and Education strategies were developed under the premise of continuous improvement where Police Department staff are continually seeking to improve their performance and abilities through training and education. This includes understanding the value the Police Department places in their personal development. Specific areas were identified in Training and Education including leadership development, community awareness, decision making, and tactics.

Objective	Strategy
Leadership Development	Develop plans for formal leadership development training for future career path including both in-house and outside training courses.
Higher Education Mentorship	Develop mentorship program for staff seeking higher education to mentor with staff who have completed higher education degrees.
Crime Scene Investigations Unit Accreditation Process	Work within a nationally based program to achieve accreditation as a CSI team. This will include standardizing processes and developing procedures, policies, and training in accordance with the accreditation process. By achieving accreditation, CSI will expand their abilities in scene investigation as well as solidify their expertise for case investigations and court room testimony.
“Mini-Trainings”	Develop plan for “mini-training” courses on a variety of topics designed for briefing training or other quick training environments.
Career Development	Expand existing training plans to include career development recommendations for each position.
Special Assignment Mentor Program	Develop program for current special assignment staff to mentor future applicants to these units to include: <ul style="list-style-type: none"> - Unit meet and greets during application process - Formalized mentorship program - Temporary Duty Assignments

Building Our Future

Policing at its core is a people business. In order to provide the services our community expects and at a level they find acceptable requires the proper staffing to deliver those services. Roseville has been a growing community for the last three decades. That growth continues today with Roseville being the 9th fastest growing city in the state in 2020 with a growth rate of 2.4% to become larger than Pasadena and move up to the 39th largest city in California. Much of that growth is concentrated in the western edge of the city where the 95747 zip code grew by 2,352 residents in 2020.

With a current population of 146,594 residents, the city is expected to continue growing at similar rates with City of Roseville Development Services estimating that the city will add about 2,278 people each year as follows:

Year	Population
2020	146,594
2021	148,872
2022	151,150
2023	153,428
2024	155,706
2025	157,984

That growth comes with its rewards as Roseville was named by Money Magazine as one of the top places in the country to live and retire. However, it also comes with its challenges as public services have to find ways to continue providing high quality services to a growing community. In public safety, those services are provided by people.

While population has grown, so has the footprint of the city. Currently, Roseville covers over 43 square miles and continues to develop land to the west and northwest of the city. The city also has several major employers including Sutter Roseville Medical Center, Kaiser Medical facilities, Adventist Health headquarters, PRIDE Industries, Amazon Hub, Fed Ex, and a growing tech hub on the former HP campus. The Galleria Mall is the largest shopping mall in our region along with the adjacent Fountains Center. With the influx of workers, shoppers, and visitors, the daytime population is estimated at nearly 200,000.



To adequately forecast growth needs for the future of our Police Department in comparison to population, the standard measurement of Police Officers per resident population is a ratio of officers per every 1,000 residents. However, defining this ratio varies greatly across jurisdictions. During the latest data on police staffing collected by the FBI during Uniformed Crime Reporting by agencies across the country in 2019, the

average population to staffing ratio across the country for Police Departments was 2.4 officers per 1,000 residents. Narrowing this further by population ranges, cities with a population of 100,000 to 249,999 residents averaged 1.6 officers per 1000 residents. The following chart indicates this ratio for the Police Department at current staffing through the projections of the coming years to just meet a 1 Police Officer per 1,000 residents ration:

Year	Population	Police Staffing	Ratio
2020	146,594	144 (current)	.09
2021	148,872	149 (projected)	1.0
2022	151,150	151 (projected)	1.0
2023	153,428	153 (projected)	1.0
2024	155,706	156 (projected)	1.0
2025	157,984	158 (projected)	1.0

However, this staffing level is predicated on the number of residents and is not reflective of the varying population increase when accounting for employees coming into Roseville to work, shoppers visiting the Galleria and other retail locations, and others who build our daytime population to nearly 200,000 people. This would be reflective of a greater need for additional staffing during daytime/early evening hours that is consistent with the actual number of people in the city versus the resident population. If staffing were to be adjusted to reflect this actual number of people in the city, the above chart would require considerably more additional staffing. As mentioned previously, Roseville just passed Pasadena in city population. So as a point of comparison, while Roseville currently has 144 Police Officer positions, the Pasadena Police Department has approximately 240 Police Officer positions.

While population is used as a metric for determining staffing, it cannot be the only metric. Imagine a city with 50,000 residents and low crime rate and their staffing needs versus a city with 50,000 residents and a high crime rate and what that city would require. Thus in addition to population as a driver of the need for additional staffing, workload is also an important measure. Following is a review of calls received through our Dispatch Center which receives all public safety calls for service including Police, Fire, and Animal Control, along with Patrol calls for service, and police reports taken:

Year	Dispatch Calls	Calls for Service	Reports
2018	223,878	77,656	11,652
2019	224,510	77,474	12,121
2020*	215,540	76,845	11,766

*2020 saw wide swings in all police calls for service due to the COVID-19 pandemic.

To put into perspective what a call for service workload means for officer staffing requires understanding the service level expectation of the Department. During a staffing study completed by the Matrix Consulting Group for the Police Department in 2017, they identified a workload range of between 35% and 50% of a patrol officer's time should be spent on proactive police work and problem solving with the remainder of officer time spent on responding to calls for service. With this range in mind, the Police Department set a

standard of 60% of officer time allocated to calls for service and 40% allocated to proactive policing and problem solving.

During the first years of following that study, it varied widely across shifts on whether or not that standard was being met. For example, graveyard shifts were averaging 50/50 time splits versus day shifts running 80/20% weighted towards calls for service. With such a wide variance in those workloads, it became very difficult to monitor workload to staffing levels when each shift required at least one officer to be assigned per police beat. As a result, trying to meet the widely changing standard set by the Matrix Group Staffing Study became very difficult.

Workload can also be measured by the Uniformed Crime Reporting Part One Crimes:

Year	Violent Crimes	Property Crimes
2018	296	3206
2019	260	3175
2020*	277	2895

*2020 saw wide swings in all police calls for service due to the COVID-19 pandemic.

In addition to reviewing the general workload areas, the workload of specific specialized teams is also necessary. These teams include Traffic where our traffic enforcement motor officers work, Investigations Unit of our detectives assigned to major case investigation and general case follow-up, and Animal Control. While Patrol staffing has increased over recent years, these units have not seen significant or any increases in staffing in several years.

Year	Traffic Collisions	Detective Cases	ACO Calls
2018	1672	425	3945
2019	1654	630	5344
2020*	1233	725	4358

*2020 saw wide swings in all police calls for service due to the COVID-19 pandemic.

Finally, the workload of the Professional Staff positions who work to support the functions of the Police Department including Records, Property/Evidence, and Crime Scene Investigators is important to measure:

Year	Records Actions	Property In/Out	CSI Calls
2018	13,185	18,488/16,070	979
2019	14,332	20,092/16,536	979
2020*	14,376	22,258/17,089	158**

*2020 saw wide swings in all police service due to the COVID-19 pandemic. CSI teams were restricted to only priority needs.

Keeping in mind as well that the staffing estimates are based on the resident population while true workload includes the daytime population of visitors into the city which is much higher than the resident population. Staffing for this type of population effect means several additions to Officer staffing levels to include Patrol Officers, Patrol Sergeants to reduce staffing to supervisor ratios, and special assignment positions like Detectives, Crime Suppression Unit, Social Services, and Traffic.

Organizational Structure of the Future

As the organization looks to the future, the model for the organizational structure also needs to adapt to future needs. When looking at the strengths of the organization, our strengths include the training, education, and dedication of our staff. Our policies, procedures, and mission are focused on keeping our community safe by working with our community to maintain that safety.

However, there are limitations to those strengths when the strength lies in the ability of the team to manage the workload at the level expected by the community to achieve that partnership. As the community grows, as more residents move to Roseville, more businesses open attracting more visitors, and things like sporting tourism draws visitors from across the country, the ability for the Department's people resource to keep up with the workload at the expected level diminishes. As more state mandated programs with no funding source are delegated to the local agency to fulfill, the strength of the people resource to keep pace diminishes. At its core, policing is a people business and requires staffing to adequately meet the needs of the community. While parts of this plan identify how technology can help staff be more efficient, the only real way to keep pace with the needs of the community and their expectations of the Police Department is to have sufficient staffing to meet those needs.

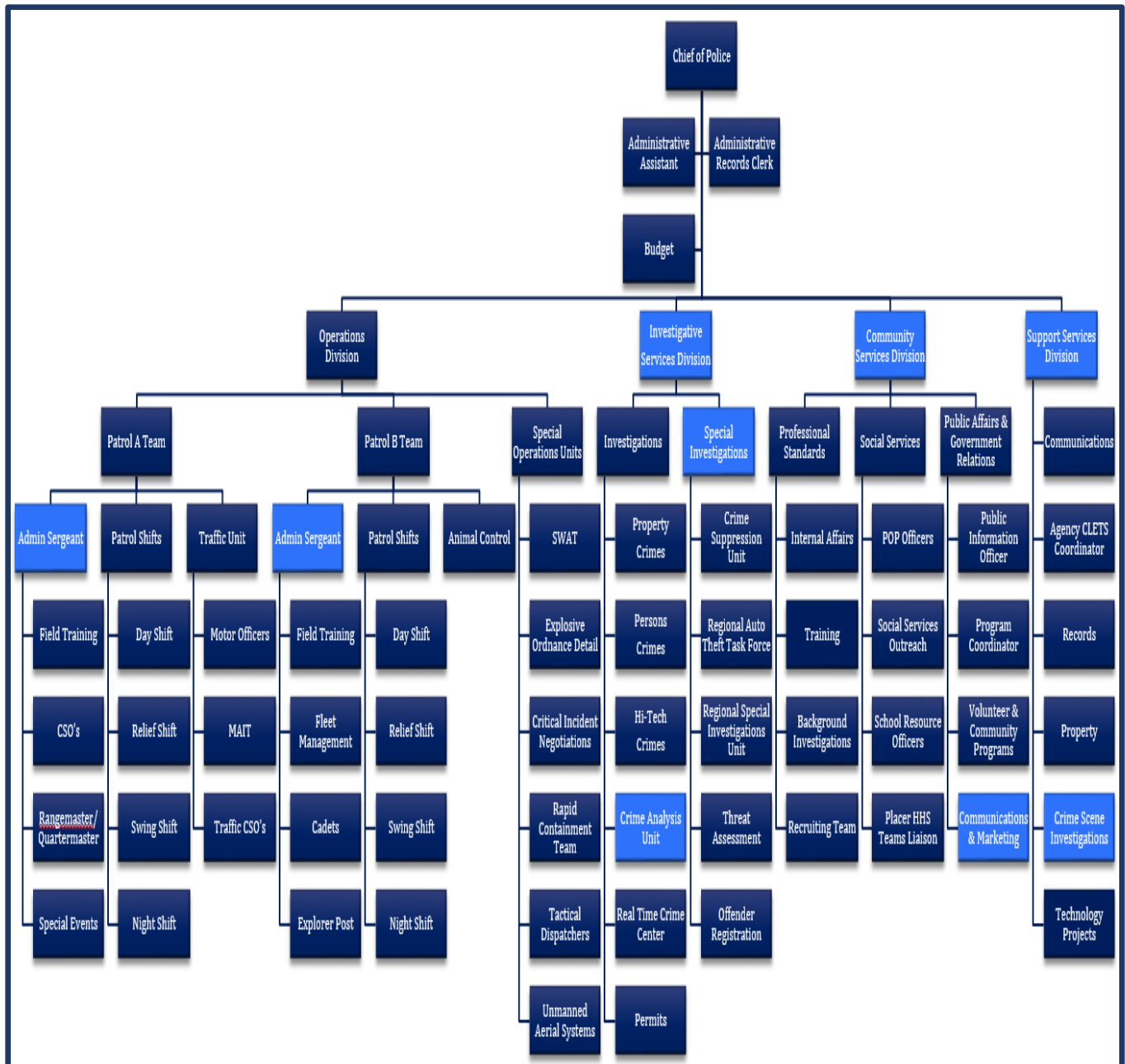
With these future needs in mind, the below "Organizational Structure of the Future" was developed. This organizational change includes a reorganization to four divisions from three, and additional supervisory positions to account for large spans of control under the current model. Supervisory roles, particularly in Patrol include primary assignments of Patrol shift supervision, but also include numerous secondary assignments like overseeing Field Training, SWAT, K-9, Rapid Containment Team, Critical Incident Negotiations Team, Range and Defensive Tactics Instructors, and many committee assignments. For the majority of supervisors, for each supervisor/manager they have an average of two secondary assignments and three committee assignments. This expanded organizational structure looks to lessen these impacts so supervisors and managers can focus on their primary assignments.

As outlined in the "Organizational Chart of the Future", the light blue boxes indicate new or changed positions to include:

- Division realignment from Operations, Services, and Support Divisions to Operations, Investigative Services, Community Services, and Support Services Division.
 - o This change would require the addition of a Support Services Executive Administrator for the expanded Support Services Division. In addition to providing necessary oversight and planning for current units, this new position would consolidate all technology planning into their role. It also provides expanded career opportunities for Professional Staff.
 - o This realignment reorganizes the Division to focus on community related issues at the Captain level and gives direct Lieutenant oversight to the Social Services Unit as the continued need for social services and partnerships with Placer County Health and Human Services grows.
- Addition of two Administrative/Relief Sergeants to Patrol to assist with Patrol supervisor staffing and reduce significant amount of overtime required of Patrol supervisors.
- Shifting of Crime Scene Investigator to a working supervisor position in the unit.

- Shifting of a Crime Analyst to a working supervisor position to oversee Crime Analysis and the Real Time Crime Center.
- Addition of a Lieutenant for oversight of the Special Investigations teams where currently all of these assignments are under the single Investigations Lieutenant and create a large span of control.

Projected Organizational Chart of the Future



With population growth (both residents and daytime) expected to continue, workload numbers, and crime statistics as guidelines for recommendations, the Police Department has projected staffing needs through 2025, including the organizational structure changes mentioned previously as follows:

2021

The focus in 2021 is on Professional Staff positions. These positions were approved through the FY2021-22 Budget Process and currently in the hiring progress:

- Records Supervisor: Position added to keep pace with state mandated process changes including the National Incident Based Reporting System (NIBRS).
- Property Clerk: Specific to the management of the Body Worn Camera Program.
- Community Service Officer (Investigations): Position added to manage the Sex Offender Registration Program following state mandated changes to the process.
- Range Master: Partial funding to backfill an officer position to Patrol that was moved into the Range Master position in 2020.

2022

By 2022, the population estimate reaches 151,150 indicating a minimum need for a total of 151 officer positions, an increase of 7 from the 144 positions of 2020-2021. It is recognized that the addition of 7 officers is a large undertaking, so additional officer needs are projected as 5 new positions as follows:

- Patrol: 2 positions to complete the Beat 7 staffing changes made in 2019 as the graveyard shifts were not expanded to 9 officers each as the other shifts were.
- Patrol: 2 Patrol Sergeants as noted in expanded organizational structure.
- Social Services Unit: 1 Officer position identified in the City of Roseville Unsheltered Strategies Plan

In addition to officer positions, Professional Staff needs include:

- Executive Administrator: This position would oversee Professional Staff positions in the new Support Services Division as outlined in the organizational structure change.
- Animal Control: 1 additional Animal Control Officer as ACO's have not added staffing since 1993 while calls for service continue to increase. Potential to offset some costs with pet registration fees.
- Real-Time Crime Center: 1 Community Services Officer to expand a new unit that was staffed with 1 CSO in 2021. This would expand RTCC coverage to 7 days a week from the current 4.
- Dispatch: 1 Dispatch Supervisor position to bring total staffing to 4 Dispatch Supervisors. This position was deferred from FY21-22 to FY22-23.

2023

Population estimates grow to 153,428 indicating a minimum need of 153 officers. If the proposed officers are added in 2022, Officer staffing would be at 149 at the start of 2023. With the population growth centered on the western edge of Roseville, planning for splitting Beat 7 into two beats with a new Beat 8 being added will need to begin.

- Patrol: 2 positions to begin staffing preparations for Beat 8.
- Investigations: 1 Detective position to keep up with increase caseloads.
- Crime Suppression Unit: 1 Detective position to keep up with caseloads.
- Real Time Crime Center: 1 Community Service Officer to expand daily coverage from one shift to two.

In addition to officer positions, Professional Staff needs are related to the organizational structure change and include:

- Crime Analysis/Real Time Crime Center Supervisor: Not a new position, but a shift of a current Crime Analyst to a working supervisor position for Crime Analysis Unit and Real Time Crime Center supervision.
- Crime Scene Investigations Unit: Not a new position, but a shift of a current CSI position to a working supervisor position.

2024

Population estimates grow to 155,706 indicating a minimum need for 156 officers. If the proposed actions in previous years are taken, Officer staffing would be 153 at the start of 2024. In 2024, the Beat 8 staffing and split would occur.

- Patrol: 4 positions to continue staffing needs for Beat 8.
- Real Time Crime Center: 1 Community Services Officer to complete all RTCC staffing needs to cover 2 shifts 7 days a week.
- Public Affairs Unit: Marketing/Communications/Legislative analyst position to support community outreach, communications, legislative analysis of upcoming legislation specific to law enforcement.

2025

Population estimates grow to 157,984 indicating a minimum need for 158 officers. If the proposed actions in previous years are taken, Officer staffing would be 157 at the start of 2025. With the requested additions, staffing would be at 162 sworn positions by the end of the strategic plan time period.

- Patrol: 2 positions to complete Beat 8 staffing.
- Traffic: 1 position to staff the Beat 8 motor officer.
- Special Investigations Unit Lieutenant: Related to the organization structure change.
- Dispatch: 1 Dispatch position to manage increased call load.
- Records: 1 Records Clerk to manage increased work load.
- Property/Evidence: 1 Property Clerk to manage increased work load.

Police Department Facility Expansion

The Police Department facility was built in 1997 with a planned staffing cap of 90 officers with accompanying Professional Staff. By the end of 2021, the facility will house 144 Officers and 70 Professional Staff. The facility has long overgrown its ability to house the Department from staffing to offices to locker rooms and parking for both employees and visitors. In 2012, a space needs study was conducted by Calpo, Hom, and Dong Architects which recommended the adding of an additional police building, expansion of the current facility, and additional parking. Following the 2012 study, plans were developed for these recommendations, but were ultimately not completed due to costs. In July of 2021, the Police Department began to revisit space needs to plan for additional building and parking capacity consistent with the earlier needs study. This is an on-going project in coordination with the City Public Works Facilities Division.

Organizational Structure Change and Staffing Plan Conclusion

At its core, The Police Department is a people business where staffing is the largest driver for being able to meet the needs of our growing community. This organizational structure change and staffing plan is robust to meet those needs and it is recognized it may not be possible to meet due to cost requirements or it may change as new priorities emerge. This plan is meant as a path and a guide for the Police Department as it continues to grow in line with the projected growth of our city.

In Memoriam

The Roseville Police Department lost Officer Mark White in the line of duty on February 10, 1995. All these years later, we maintain our dedication to Mark and his family that we will never forget his service and his sacrifice.





Roseville Police Department

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https://www.roseville.ca.us/government/departments/police_department