

MEMORANDUM

To: Members of the City Commission

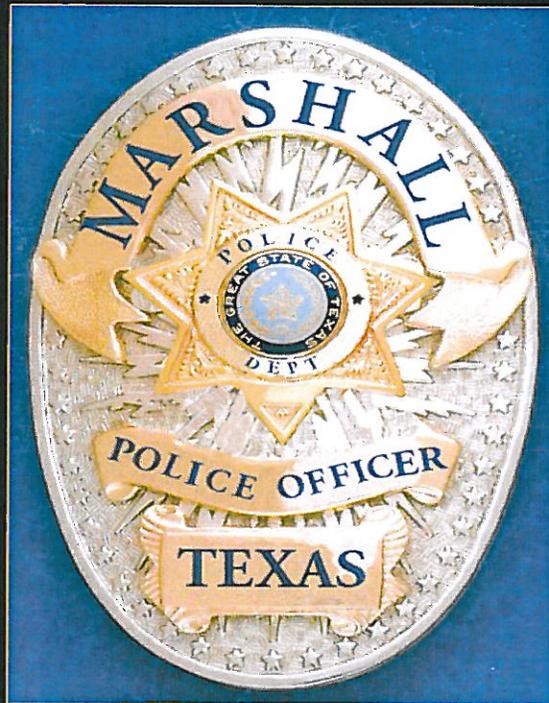
From: Lisa Agnor, City Manager

Date: June 18, 2015

Subject: Report regarding the strategic plan of the Marshall Police Department

Police Chief Eddie Campa will present this report at the meeting next Thursday. A copy of the 2015-2020 Marshall Police Department Strategic Plan is attached.

Marshall Police Department Strategic Plan



2015 / 2020

2015

From the Desk of Chief Jesus Eddie Campa



To all Stake Holders,

I am proud to present the Marshall Police Department five-year strategic plan for years 2015 - 2020. This plan was developed with input from all the stakeholders in the community and employees of the police department. The Marshall Police Department is on the verge of becoming the premier police department in East Texas. Our goal is to build upon our current accomplishments and to embrace technology to build the future of the organization.

The Marshall Police Department's philosophy and work processes reflect modern, quality law enforcement concepts and technology, involving every member of the Marshall Police Department in an effort to continually improve all areas of administration and operations. Quality leadership at all levels reflects the Marshall Police Department's commitment to a strong work ethic, while valuing diversity, promoting effective learning and enhancing and maintaining flexibility.

The Marshall Police Department constantly strives for effectiveness in preventing and fighting crime for effective collaboration with other city departments, and for providing leadership and support for regional law enforcement efforts. To this end, the Marshall Police Department recruits, hires, trains, supports and retains qualified personnel as sworn and civilian members of a progressive law enforcement agency.

Efficiency, collaboration and service delivery are the main themes of this plan. We recognize there are competing city needs and limited fiscal resources. We must partner with the community to maximize the effectiveness of our services to maintain the City of Marshall's quality of life for our citizens and visitors.

Respectfully,

Jesus Eddie Campa

INTRODUCTION

The Marshall Police Department has been proudly serving the City of Marshall, Texas for 125 years. The department currently has 51 sworn police officers and 19 civilians.

The Marshall Police Department strives to remain at the forefront of professional policing. This is accomplished by addressing community safety as the department's primary concern. The men and women of the Marshall Police Department are wholeheartedly committed to the goal of keeping our neighborhoods crime free. From the officers on patrol, to the detectives working on cases, and from the Chief to the newest rookie officer ... all maintain a strong spirit of commitment, teamwork, and service to the Marshall community, as we "Put Our Community First."

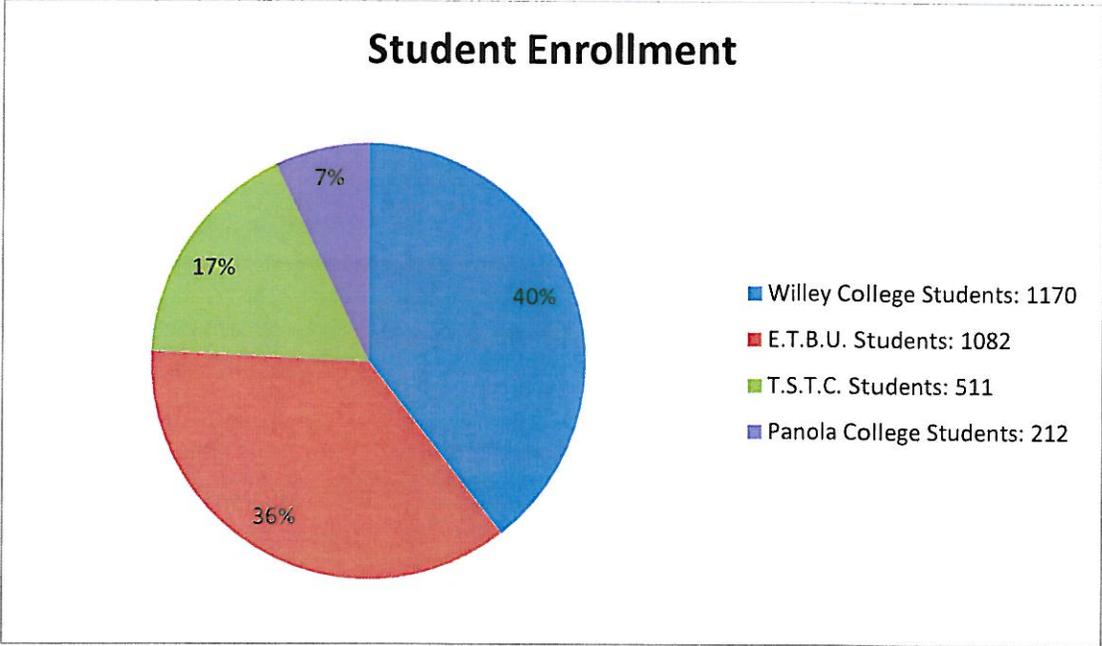
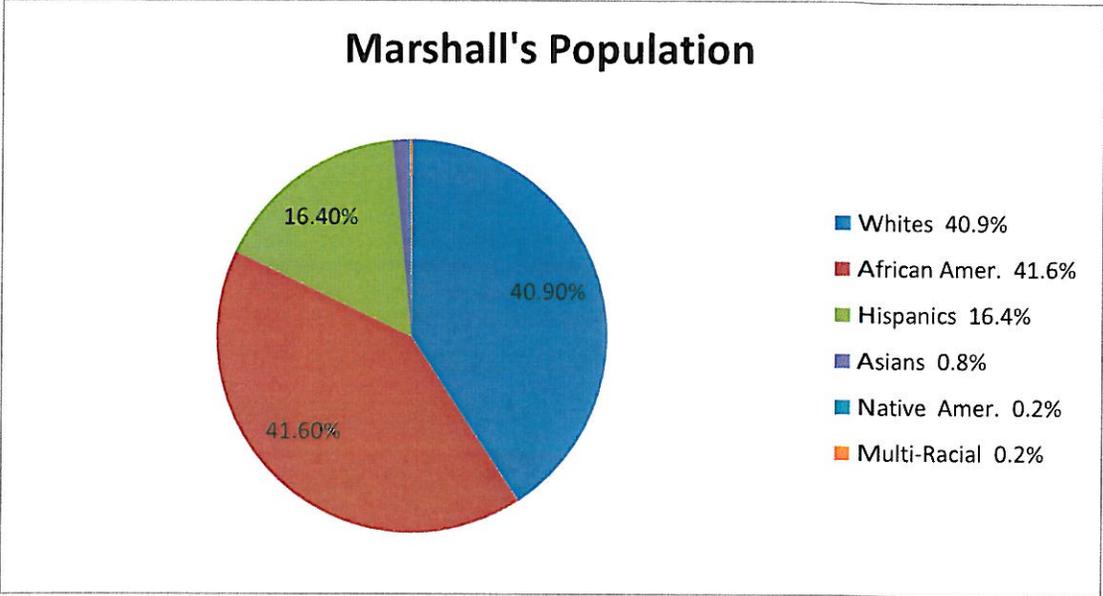
In our commitment to protecting those who live and visit our community, we, the Marshall Police Department, must continue to develop our tactics, strategies and knowledge to confront those who attempt to break the law. We believe that strategic planning is a process in which we, as an organization, could address the four basic questions facing our department.

- 1) Where are we now? (What are our strengths, our weaknesses, where can we improve and our greatest threats?)
- 2) Where do we want to be? (1 year? 3 years? 5 years?)
- 3) How will we get there? (What are our goals? What are our strategies to meet those goals?)
- 4) How will we know when we get there? (What performance procedures are in place to measure progress and outcome?)

Addressing these four basic questions will continually move the Marshall Police Department forward. The members of the Marshall Police Department are committed to improving the quality of life for everyone in our community. This strategic plan serves as the roadmap to guide the department toward achieving its mission.

THE CITY OF MARSHALL

The City of Marshall is the county seat for Harrison County, Texas. The city is located in the northeastern part of the state. Marshall is approximately 142 miles east of Dallas, and approximately 35 miles west of Shreveport, Louisiana. The city sits squarely on the intersection of two major highways, I-20 and U.S. Hwy 59. The population of the city of Marshall is culturally diverse, and as of 2013, the total population was 24,751. This number is misleading, due to the fact, that Marshall has a high number of undocumented Hispanic families and four colleges within its city limits that are not included to the city's registered population.



The student enrollment is based on the 2013 student enrollment reported by each college. As you can see the enrollment increases the city population by 2,975 during the school year. This does not include students' family members that may move into the city limits while someone is attending one of our local colleges.

Marshall Police Department

Department Motto

“Putting Our Community First”

Mission Statement

The mission of the Marshall Police Department is to preserve public safety and quality of life within the City of Marshall, to respond effectively to the changing needs of the community and to promote mutual respect between the Police Department and the people we serve.

Values Statement

Service: Being aware of those who need law enforcement assistance and meeting or exceeding their expectations for service

Excellence: Being clear about and striving to achieve the highest standards of performance in all aspects of our work

Integrity: Committing ourselves to elevated standards of trust, responsibility, and discipline while promoting justice in a fair and impartial manner

Compassion: Recognizing and responding with sincerity to the needs of those who are concerned for their safety, require important information, or are temporarily unable to provide for themselves.

Pride: Believing in the social value of our work, considering it to be among the most noble of professions, driving personal and professional satisfaction from the effective performance of our duties.

Major Accomplishments 2014

(Accomplished August 2014-December 2014)

- *Hired a new Police Chief Aug. 2014
- *Restructured chain of command and staffing levels according to needs, not wants
- *Implemented an Internal Affairs Office
- *Created the Office of Professional Standards
- *Implemented MCAT (Marshall Criminal Apprehension Team)
- *Purchased body cameras for all officers
- *Repaired the strained relationship with the media, hosted first media open house at the Marshall Police Department
- *Repaired and bridged the gap of racial division between the community and the police department
- *Held the first “Coffee with the Chief” community meeting
- *New graphics on all police patrol cars
- *Reintroduced staff morale building programs such as: MVP of the Week, Officer and Civilian of the Quarter
- *Improvements to department’s fitness center
- *Evidence room inventory
- *Rewriting Police Department’s Policy and Procedures
- *Began the process to become a Texas Best Practices Recognized Department
- *Mandatory SWAT training 8 hours a month
- *Recovered over \$97,000.00 in unpaid warrants by conducting a warrants sweep
- *Improvements to front drive way
- * Updated website and launched the use of social media
- *Reduced overall crime rate by 20% in 2014 compared to 2013
- *Introduced the use of stationary checkpoints

***Cleared 10 year old cold case with an indictment**

***Purchased Electronic Ticket writers with red light camera funds**

***All new programs and new purchases implemented with cost savings from approved Budget**

***Made improvements to Animal Control building**

***Meeting and open dialog with all City Commissioners**



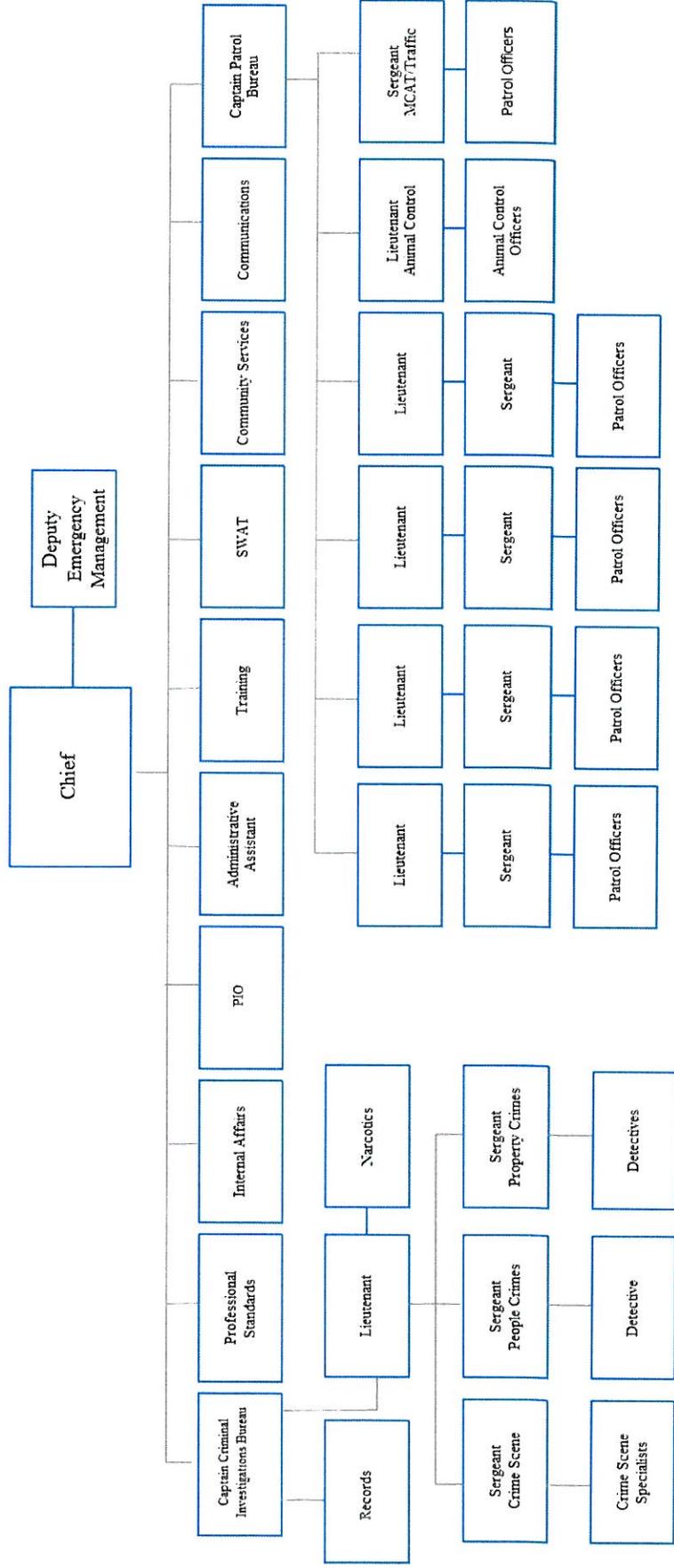
2015 Short Term Goals

The Marshall Police Department has established a list of goals that we will attempt to complete within the time frame as of January 1, 2015 – December 31, 2015. You will find that the goals identified below will be accomplished with the help of the Citizens of Marshall, as well as with the help of other departments within the City of Marshall. We will attempt to reach these goals without having a negative impact on our established budget. However, there may be times that some goals may require us to go to the City Commission to request additional funds and we will attempt to keep those instances to a minimum. Some of the goals that we will attempt to accomplish throughout the year will be labor and staff intensive. The goals that are outlined here are designed to bring the Marshall Police Department to the forefront of the policing community.

2015 Goals:

1. Establish a new Marshall Police Department Policy and Procedure Manual
2. Reinstigate the take home unit policy for officers
3. Correct the parking situation at the MPD
4. Improve lighting for the main entrance to the MPD
5. Purchase 5 marked units, 1 unmarked unit, and 1 animal control unit
6. Fully staffed by the end of 2015
7. Lower overall crime rate by 20%
8. Establish Leadership course with ETBU for new supervisors and or executive leaders with in the East Texas Law Enforcement Community.
9. Community Service Programs: Neighborhood watch programs (2), National Night Out at the Square, Pumpkin Carving Night, Movie Night at the square
10. Reduce the animal kill rate at the animal shelter by 5% each year =25% over all
11. Improve and introduce new social media connections
12. Increase grant funding
13. Complete the build-out of the interview rooms
14. Hire a dispatch supervisor, grant writer, PIO/Accreditation Manger
15. Complete build-out of the firing range
16. Introduce Putting our Community First Campaign
17. Quarterly Community Meetings
18. Form a Community Advisory Board
19. Revamp the Police Chaplain program
20. Form an MDT Committee to begin looking for sources to purchasing and implement MDT's in all units by the end of 2016
21. Purchase 10-15 more electronic ticket writers
22. Conduct and present feasibility study on pay scale increase for commissioned personnel compared to surrounding areas

Marshall Police Department 2015



Retention & Recruitment Plan

Creating an employee retention and recruitment plan can address the underlying causes of potential turnover and shortages. Retention rate is the percentage of employees that stay with the organization and turnover describes the percentage of employees who leave the agency, by either voluntary resignation or involuntary termination. Recruitment is the process of finding candidates, reviewing applicant credentials, screening potential employees, and selecting employees for an organization. Effective recruitment results in an organization hiring employees who are skilled, experienced, and fits well within your corporate culture. Recruitment methods should ensure engaged, competent, productive employees who are loyal to our organization. The question is how we achieve these goals.

The department's retention plan is only as good as the support it receives from managers. Management support for employee retention is essential, because managers assign duties and responsibilities that challenge employees and, thus, keep employees fully engaged in their work and excited about staying with the department. Impressing upon managers how important it is to retain high performance is the first step in training leaders to provide the types of challenges that employees need. Holding managers **accountable** for improving employee retention means monitoring turnover in their respective departments and reviewing why turnover occurs. Providing incentives to retain desirable employees is a component in overall retention strategy.

This plan is a dynamic and fluid document that will be revised and reviewed on a yearly time frame. Changes and modifications to this plan will be complete and outlined in detail. The RRP as this plan will now be known as will concentrate on the following areas:

- I. Financial Compensation (Hard and Soft monies)
- II. Financial regional comparisons
- III. Retirement Quality of life
- IV. Leadership Team
- V. Attractiveness of the Job
- VI. In house Employee surveys
- VII. Training
- VIII. Career Fairs and Job Search Engines
- IX. Reporting & Action

We are tasked with dealing with a unique time in the work force as, for the first time ever, we are dealing with five different generations in the workforce. It is the proposed plan of this Department to come within 10% pay parity of Longview and other surrounding agencies. We are recommending a proposed pay increase of 3.5% per year for the next 5 years.



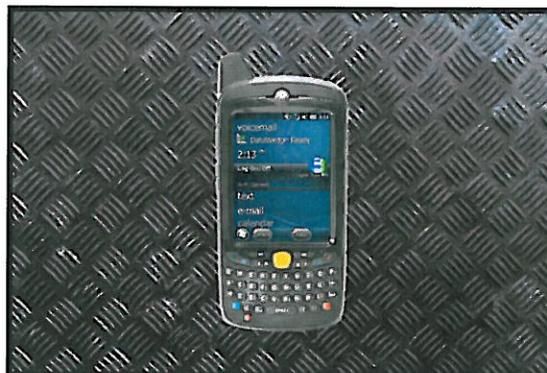
Office of Professional Standards

Introduction

The Marshall Police Department Office of Professional Standards was formed in the fall of 2014 with the assignment of Lt William Huffman as coordinator. The Office of Professional Standards is responsible for the accreditation program of the Department, Fleet Management, Equipment Purchasing, Animal Control and various other functions that serve to support the Patrol Bureau and the Criminal Investigation Bureau.

Electronic Citation Writers

This program will enhance the technology of the Marshall Police Department and make our officers more efficient. In partnership with the Marshall Municipal Court, we purchased twelve electronic citation writers from Brazos Technology in December 2014. The handheld devices have been delivered and we have begun the program design. Project design and data entry should be completed in the next few months. Once this is completed we plan to roll out the program by the middle of September 2015. In the next 12-18 months we hope to purchase enough devices to equip every patrol officer and one unit for Animal Control. It would be possible to add Code Enforcement and Inspections to the system by adding additional interfaces to the Brazos Technology software and purchasing hand held devices for them. This would be a minimal cost since the major software work will have been done within the MPD/Court project.



Vehicles

Increasing maintenance costs continue to be an issue due to the age of our fleet. The national recommendation on the life span of a police vehicle is about 100,000 miles. Several of our vehicles are eight to ten years old and have reached or surpassed the 100,000 mile lifespan. We have begun a replacement program of upgrading these vehicles. In 2015 we will purchase five marked patrol units for the Patrol Bureau, one unmarked unit for the Criminal Investigations Bureau and one pickup for Animal Control.

We plan to continue vehicle purchases in the coming years at a rate of seven to ten vehicles per year as our replacement plan goes into effect. This program will reduce maintenance costs as well as increase officer safety and efficiency, while staying within approved budgets.



Accreditation

The Marshall Police Department has recently begun the Texas Police Chief's Association Recognition Program. This program was designed specifically for Texas agencies and shows that the department has the highest standards for a law enforcement agency. There are 160 best practice standards that the department must meet in order to be recognized. As of this publication, we have had our pre-assessment and received the results. We are currently rewriting the department's policy manual to bring it in line with the best practice standards and making some physical changes to our building. In the next few months we will begin the assessment process with the goal of completing the Recognition Program by the end of 2015.

Once we become a Recognized Department, the task of updating and changing with best practices continues. In anticipation of this, the Department has founded a Public Relations/Accreditation Coordinator to assist in the follow up and retention of the recognition, as well as helping in the CALEA accreditation.

2016-2020

We anticipate beginning the CALEA accreditation program in early 2016. CALEA is an **international accreditation** that provides a set of best practice standards for law enforcement agencies. Less than 1% of law enforcement agencies are accredited through CALEA. This is a multi-year undertaking, which we anticipate will take two to three years.

Both the TCPA program and accreditation from the CALEA program require continuing certification every 3 years. We will continue to maintain our files, standards, records and institute a yearly review program to be in continued readiness for recertification, leading us beyond this 5 year plan.

Animal Control: We have begun upgrading our facilities, which we hope will culminate with us moving into a new building in the very near future. The city has contracted with a consultant who will provide direction for a new building and facilities.

We will attempt to reduce the animal kill rate at the animal shelter by 5% each year, gradually building up to becoming a “no-kill” shelter.

2015: We plan to institute a volunteer program at the animal shelter. During recent visits to other successful shelters, we saw a major part of their success was a thriving volunteer program. We will begin a new program geared towards recruiting volunteers soon.

One of our animal control trucks was originally purchased in 1999. We anticipate in the next three to five years that this truck will need to be replaced. We are currently purchasing an additional truck in 2015, to prolong the life of the 1999 truck. This will allow us to have two officers out in the field at all times.

2016-2017: With a new building, we are setting a goal of becoming a “no-kill” shelter. A “no-kill” shelter is one that 90% of the animals that come through the shelter are placed either with a rescue organization or are adopted by an individual.

2017-2020: A “no-kill” shelter will require a larger facility, which will allow us to house animals longer. A “no-kill” shelter will require more staff to operate. We anticipate the need for at least three new positions, which will have an impact on our budget, as these new positions are not currently funded. The new shelter will require an office assistant who will help with record keeping, social media, public relations, etc. The other two new employees will be kennel technicians who take care of the animals, clean, feed, etc. The kennel technician positions would allow our Animal Control officers the time that they need to answer calls for service and patrol problem areas.

Photo of 1999 truck with new graphics



Communications Section

Introduction

The Marshall Police Department's Communications Division is a 24 hour, 7 day a week operation. The manning table for the communication center is a total of 10 employees.

The center provides radio service to the Marshall Police Department, Marshall Fire Department and starting this year the Marshall Independent School District Police Department. On occasion the center will also provide radio service to Texas Highway Patrol, Game Warden and Harrison County District Attorney's Office. This center provides law enforcement agencies the ability to inquire on wanted/missing persons and stolen property entered into TCIC/NCIC.

Communications Personnel

Employees of the Communications Division are the first line of contact when the public requires assistance. They are also the first line of contact when an officer in the field requires immediate assistance. Communications personnel are the first to contact all individuals needed to establish a command post involving hostage situations, barricaded subjects and incidences involving inclement weather or terrorist threats.

Personnel are trained and certified in the operation of the Texas Law Enforcement Telecommunications System, TLETS. This certification provides the operator with the ability to inquire on license plate registrations, drivers' licenses and criminal histories, missing persons and wanted persons. Because operators are certified, this gives the officers the ability to inquire on information to assist them with their daily duties.

Training (2015-2020)

Provide newly hired personnel with the required 40 hour Basic Telecommunications Course, TLETS/NLETS and TCIC/NCIC terminal operators' course.

Personnel Levels/Staffing

1. The Communications Section is currently staffed with 10 full time positions. With the increase of radio traffic due to implementation of MCAT and other specialized units, we need to increase this area by two operators by 2016.
2. Currently the Internal Affairs Lieutenant oversees the Communications section. The IA Lieutenant also serves as the department's training coordinator, firearms instructor and SWAT Commander. It is neither practical, nor effective to properly supervise the Communications Section with the additional duties the Lieutenant has. This is the reason we are requesting for the Communications Section, a supervisor that can oversee the day-to-day operation of this department. They will also be familiar with the workings of dispatch and can fill in when needed. This position can serve as one of the two positions requested for the 2016 budget cycle. This will have to be budgeted for.
3. With the potential of growth in the city due to a new progressive citywide movement and the potential of growth, we recommend adding an additional 2 operators by the 2020 budget year.

Plan Revision

The Marshall Police Department Communications Section will review, amend and reissue plan as necessary.

Internal Affairs

The Internal Affairs Division was established in 2014 under the direction of Chief Campa. The primary mission of the Internal Affairs Division is to ensure that allegations against department members are thoroughly investigated. Internal affairs investigations are designed to protect the public, the department and employees; to provide the basis for correcting improper employee behavior; and to ensure the continued high standards of the Marshall Police Department.

The section also provides department executives with information concerning trends and conditions that might negatively affect the integrity of the department or harm the public's trust in the department.

Commending an MPD Employee

The Marshall Police Department welcomes positive input from the public concerning our employees. Employee commendations from the public help us assess individual employee performance and let us know when we are doing things that meet the public's expectations.

Members of the public can commend an employee or group of employees through local supervisors or through Headquarters. All commendations and positive comments will be shared with the employee's commanders and may be shared with the employee and the rest of the department.

Persons wishing to commend employees through local supervisors may call, send a letter, or speak with a supervisor in person.

Complaints about employee misconduct

Employee misconduct includes violations of the law, civil rights, or department policy. Complaints alleging that an individual or group of employees has engaged in misconduct will be reviewed by the Internal Affairs Unit. Depending on the nature of the complaint, allegations of misconduct will be investigated by Internal Affairs, a field investigator, or the employee's supervisor. During the investigation, the person making the complaint will be interviewed, as will witnesses and the employee; generally, investigations will be completed within 90 days and the person making the complaint will be notified when the investigation is complete.

Occasionally, the initial review by Internal Affairs indicates that an investigation is not warranted. In such cases, the person making the complaint will be notified. Complaints that will not be investigated by the department include those that do not allege a violation of department rules and those involving a difference of opinion about whether a ticket was properly issued. Although not all complaints will be formally investigated, the Internal Affairs Unit will work with department commanders and persons making complaints to address concerns raised.

Implementation

Starting in 2014 the Marshall Police Department implemented a formal discipline matrix. The matrix was issued to show all employees there would be a fair and balanced form of discipline if the complaint is sustained against them.

A formal Internal Affairs Investigation Division was also implemented. This division will serve to investigate misconduct against employees. The Internal Affairs Division will continue to monitor current complaints and current trends in law enforcement. They will inform the Chief of Police of any findings.

Internal Affairs Needs

1. (2015-2020) The IA Division will become a member of the National Internal Affairs Investigators Association and attend yearly training that is provided during the annual conference.
2. (2016) The IA Division will attempt to purchase and implement an early detection system. The funds for this purchase will have to be budgeted for during the 2016 budget process. (Cycle was used previously)
3. (2015-2020) reduce the numbers of complaints coming from the public is a goal that IA will strive for.

Training

The long term goal is to maintain a continuity of service to our agency and the surrounding Law Enforcement Community as we strive to become a training hub for East Texas Police Agencies. The training division will continue to monitor TCOLE's mandated training that is required for individual officers.

Goals:

1. In the pursuit of excellence, any organization wants to keep its appearance professional and in line with current law enforcement trends regarding training. In 2015 we seek to see the completion of our new firing range. The new firing rang will be located on 9.3 acres equipped with 15 stations. A building with a classroom for seating 30 students and a smart board will be built on the land. The building will be equipped with 2 restrooms.
2. As an agency budgets become more restrictive in providing training curriculums, on-line training will be foreseen as a necessary approach to future training needs. We are looking at establishing a complete smart training room that will allow us to complete many of our training mandates on line.
3. Because of the demanding schedule and the increase in workforce, we foresee hiring an employee to oversee all training aspects of the department by 2016.

4. With the increased required training and training for specialized units, the Marshall Police Department will increase the training availability locally. Cost of training is increasing yearly, by bringing classes in locally will help curb some of the cost.
5. Budget for training needs to be increased over the next few years.

East Texas Police Command College (2015-2020)

The Marshall Police Department has joined forces with ETBU to bring a dynamic and original leadership course that will help prepare the mid management level officers, from the East Texas Region, in preparing for a role as a leader in their organization. This course was developed in 2015 by Chief Campa and the staff at ETBU.

1. The course is to be offered twice a year.
2. Cost \$375
3. Possible positive impact for the city as far as meals, hotel rooms, car rentals, retail
4. Better pool of trained executive officers



Patrol Bureau

The Next Five Years:

The Patrol Bureau of the Marshall Police Department recognizes its unique role in the community. While first and foremost a law enforcement organization, its mandate goes well beyond traditional police functions: It is responsible for the safety, security and problem solving for the entire city.

The traits that set the Patrol Division apart from other elements of the law enforcement community are reflected in its vision, its mission and its values — but most importantly in its members. Without people who believe in the vision, who fulfill the mission and who live the values, even the best plan is useless. A key finding of the strategic planning process is that the members of this organization are motivated, dedicated and capable. This plan will succeed only through their efforts.

Goal 1.

Enhance the Safety of Our Community

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life. This goes beyond traditional law enforcement strategies and utilizes additional techniques and tactics. While enforcing the law through arrest, deterrence, and use of the criminal justice system will be utilized, we will supplement the use of these tactics with education, prevention and intervention.

- Deploy available resources in the most effective manner possible. We are a medium sized Department, which means we have a limited amount of resources. These resources include manpower and budget.
 1. 2016 Budget Cycle –Increase staffing of officers by 2every year up to 2020: total 6
- Identify and maintain optimal response times for high priority calls for service.
- Build and grow relationships with the community. This can be established by officers taking more of an ownership in certain sections of town and getting out and meeting the members of that community.
 1. 2016-Establish Community Resource Officer program:
 2. 2016-budget cycle – One Civilian Community Policing Orientated Coordinator
 3. 2016-2020 District realignment and patrolled by CRO officers
- Target violent crime and criminals. This specifically includes Homicides, Robberies, Assaults and Sex Crimes.
 1. 2016- This will be accomplished by the introduction of MROP: Marshall Repeat Offender Program.
- Target non-violent crime and criminals. This specifically includes Burglaries, Auto Thefts, Thefts, Computer and White-Collar crime.
- Disrupt Illegal Drug activities. This specifically includes sales, manufacture, or transportation of drugs, whether illegal drugs or legal drugs used illegally.
 1. 2016-Introduction of a full time narcotic unit 2 officers
- Safeguard families, children and the elderly from domestic violence, sexual violence and victimization in general.
- Improve the Quality of Life in all areas. This includes focus on parks and other public areas. Specific types of issues to be focused on include graffiti, alcohol related violations, noise abatement, loitering, trespassing, parking and other violations as they arise.

Goal 2.

Improve community trust, interaction, involvement and accountability.

It is important that the community trusts the Marshall Police Department to act legally, ethically, professionally, compassionately and appropriately. Trust can be enhanced by increasing the amount, frequency and quality of police-citizen interactions.

- Continue to fully investigate all complaints or concerns expressed regarding departmental or individual actions.
- Increase the quality and quantity of information to the public, by use of agency and city websites, social media and other methods this will be accomplished with the addition of the PIO/Accreditation Coordinator.
- Provide crime statistics to the public through newspapers, television, radio and social media. This will be done by establishing COMPSTAT. The CompStat model is a management process within a performance management framework that synthesizes analysis of crime and disorder data, strategic problem solving, and a clear accountability structure. An accountability structure is key to ensuring the analysis is acted upon and the responses are implemented correctly as well as assessing whether responses are effective in reducing crime and disorder (Weisburd et al., 2003).
- Expand the number and quality of Extra Patrol type and Neighborhood Watch programs and services.
- Increase the number, variety and quality of crime prevention programs, efforts and initiatives offered to the community and our citizens.
- Utilize problem solving: community oriented policing strategies to actively engage residents and community stakeholders in crime prevention initiatives.

Goal 3.

Promote a proactive, innovative and efficient organization.

It is very easy for Police Departments to become very complacent in their activities. Many departments are more reactive to criminal activity than proactive. It is the goal of the Patrol Bureau to become proactive towards crime. The Bureau also strives to be at the forefront of law enforcement by trying innovative techniques and master the art of doing more with less.

- Ensure the implementation of Best Practices throughout the Patrol Bureau.
- Improve communications between Bureaus to enhance the Police Department's overall effectiveness.
- Use limited resources in the most effective and efficient way possible.
- Assess the effectiveness of personnel allocation within the Patrol Bureau.

Goal 4.

Enhance roadway safety.

Motor vehicle crashes account for significant amounts of property damage and cause large numbers of injuries and deaths each year. Improper operation of vehicles such as speeding, aggressive driving, DWI and other violations detract from the overall quality of life.

- Assign two officers to the Traffic Division, separate from MCAT, to further the effectiveness of Motorcycle Unit to enforce traffic laws in the city.
- Identify the top traffic crash, complaint and problem corridors and locations.
- Conduct focused enforcement efforts in the identified corridors and areas and in areas identified by specific citizen complaints.
- Utilize covert and high visibility techniques and tactics by Patrol, Traffic Division and Marshall Criminal Apprehension Team.
- Conduct focused initiatives and on-going efforts to deal with aggressive driving. This includes enforcement and education tactics.
- Conduct focused initiatives and on-going efforts to deal with speeding. This includes enforcement and education tactics.
- Reduce the occurrences of impaired driving and related crashes. This includes focused initiatives and on-going efforts that utilize enforcement and education tactics.
- Identify and pursue any grants that can positively impact efforts to enhance traffic, pedestrian, or cyclist safety.
- Conduct a variety of traffic safety education activities. This includes checkpoints for license and insurance compliance. Efforts to increase the use of seatbelts and child safety seats will be utilized.
- Increase the number of Electronic Ticket Writers utilized by the department to assign a writer to each Patrol Officer.

MOVING FORWARD

The purpose of this strategic plan is to guide the Marshall Patrol Division in its service to the community from 2015 until 2020. It is a road map for the future. Its goal is to build on the strengths of the organization and the talents of its individual members to better serve the community and effectively manage change.

This plan is a “living document” that will never be entirely complete, because it will adapt and change as unforeseen events create new challenges and opportunities for the organization. However, it also contains clear and specific objectives for the Patrol Division.

As the plan is fulfilled in the coming years, the specific steps taken to achieve these goals will be provided by those tasked with meeting them. The Marshall Patrol Division can look forward as 2020 approaches with confidence that improvement in public service, training and the quality of Officers has taken place as a result of this plan.



CRIMINAL INVESTIGATION BUREAU

FIVE YEAR VISION PLAN

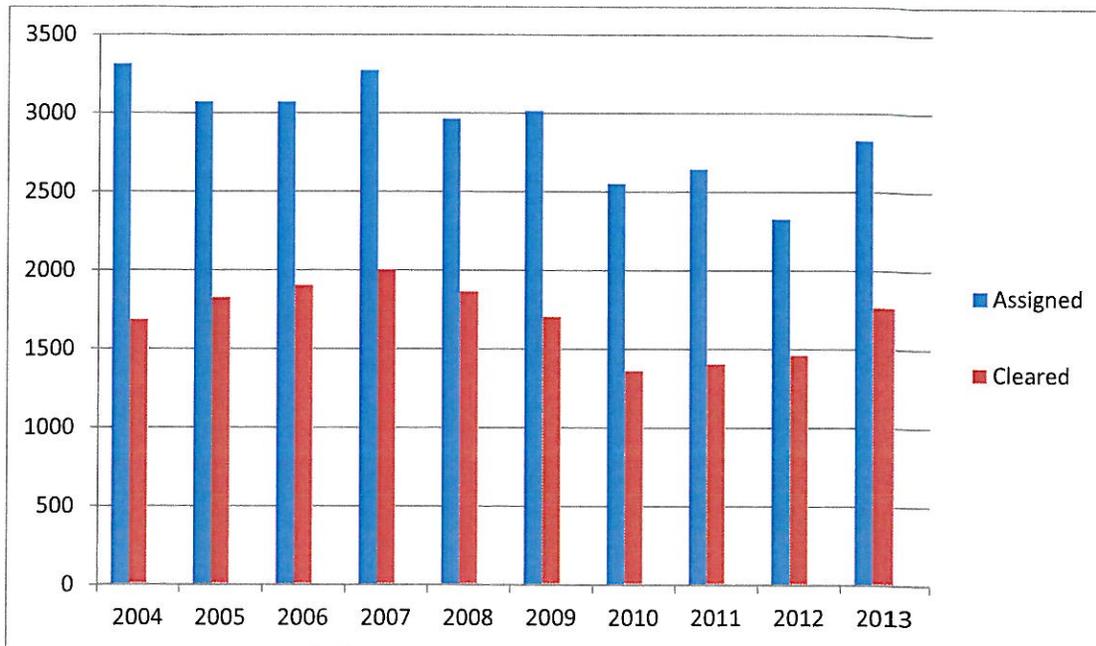
2015 - 2020

The Marshall Police Department constantly strives for effectiveness in preventing and fighting crime for effective collaboration with other city departments, and for providing leadership and support for regional law enforcement efforts. To this end, the Marshall Police Department recruits, hires, trains, supports and retains qualified personnel as sworn and civilian members of a progressive law enforcement agency.

The Marshall Police Department took 2,861 offense reports in the year 2013. These offense reports were assigned to detectives in the Criminal Investigation Bureau. The Marshall Criminal Investigation Bureau is current, manned by eight detectives and two crime scene technicians. There are two narcotics positions that are currently unfilled. There are three detectives assigned to Crimes against Persons (1 Lt, 1 Sgt, and 1 Patrol officer). The Property Crimes section has five detectives assigned, (2 Sgt's, and 3 patrol officers). The two crime scene technicians also have the additional duty of maintaining the property room.

Crime Trends

The numbers of criminal offenses committed in the City of Marshall have been relatively high for the population. The number of reported offenses has averaged around 2500 in the last four years. This many offenses results in an increased number of cases assigned to the C.I.B. and the number of cases each detective is assigned. The city has seen an increase in the amount of daytime burglaries and in violent crime.



Violent crimes and burglaries are not the only crime on the rise. Cyber-crimes and identity theft is on the rise nationwide. The use of digital technology to facilitate criminal activity from computer to cell phones is becoming the norm. Officers are finding themselves constantly taking laptops, cell phones, and other digital devices as evidence or fruits of the crime. We find ourselves in need of someone with specific training in how to properly retrieve and analyze data stored in digital formats. The Criminal Investigation Bureau currently only has one full time detective assigned to work these types of cases.

WHERE DO WE WANT TO BE

In order to better serve our community, the Marshall Police Department will have to change the way we approach criminal activity, become more efficient, use technology so that we able to more done with less, and increase our manning. None of these answers can happen overnight, so how do we get to where we want to be?

The Next Five Years:

The Criminal Investigation Bureau first and foremost has to increase in size to handle the number of offense reports being generated by criminal activity.

- Add one detective to the Bureau for the next four years. Crimes against person will receive one detective and three will be assigned to Property Crimes. One of the Property Crime detectives will specialize in crimes committed by digital technology.
- Train and assign a detective with the ability to conduct cell phones and computer hard drive searches. Having someone in the department who can “dump” these cell phones or computer towers will cut time tremendously. Detectives will be able to recover evidence quickly and reduce the need for another agency’s help in an investigation.

- Within a year, add a property clerk to maintain the evidence room. This will allow the crime scene technicians to focus on processing crime scenes and evidence.
- Establish an effective narcotics investigation team either in Criminal Investigation or in the Marshall Criminal Apprehension Team. The majority of crimes are motivated by the purchase of illegal narcotics or narcotic sales. Taking a proactive approach to eliminating the supply is a way to decrease the crime produced by these narcotics.
- Have a 100% clearance rate on homicides by establishing a Homicide Investigation Team that work together on all homicides.
- Increase the clearance rate by 2% every year. By increasing the number of detectives it will allow fewer cases per detectives. Fewer cases would allow more time to investigate the case they are assigned.
- Purchase a Total Station camera for Crime Scene. This camera will allow crime scene technicians the ability to get a vital picture of a crime scene. With this tool you will be able to obtain exact measures of the scene with little to no disturbance of the scene.
- Create a partnership with the community. Inform the community on ways to reduce their chances of being a victim. Use public forums to inform citizens how to use identification techniques for their property. Use social media to alert citizens to crime trends in their city. Improve the community confidence in the department, and create community awareness within their neighborhoods so that they would report unusual events when observed in their neighborhoods.

The Records Department is an essential division in the Marshall Police Department. The Records Department maintains all original offense records and juvenile records. Records ensure that all necessary information is shared with Uniform Crime Reports (UCR), maintains information needed for our yearly Racial Profiling report and ensure that we comply with the Open Record's Act. In the next five years, Records would need to:

- Obtain a multifunctional copier as soon as possible. As the department moves toward becoming a Texas Best Practice Police Department, one of the goals is for the Records Department is to maintain all original reports and disseminate copies to the other sections. This cannot be done with the copier they have now.
- Join the Texas Law Enforcement Records Association (TLERA): This association meets quarterly and conducts training and share information regarding the laws governing record maintenance and the open records act.
- Ensure that one Records Department personnel attends yearly training regarding Open Records and Record Maintenance.
- In the next three years, move toward an almost paperless system. There are many departments now that are using report-managing systems that reduce the need for paper work. This reduced the office budget substantially. We will strive to reach this standard in the next three years.
- Conduct an evaluation of the Computer-aided Dispatch system yearly to ensure that the data collected is correct.

HOW WILL WE GET THERE

The improvements that the Criminal Investigation Bureau wants to make require that the Marshall Police Department increase its budget. With the budget restraints that the City of Marshall is under, this may not be likely within the near future. The C.I.B. will have to do more with less. Reaching out to the community and strengthening relations can be initiated now.

- Calling complainants to identify who they are and informing them the status of their case when you are assigned the case. Check to see if anything else needs to be added to the current report.
- Make visits to local business and talk to them about security concerns and how to reduce their chances of becoming a victim.
- Review cases with other detectives to ensure that all investigative techniques have been used.
- Find grants that would help obtain the technology and equipment needed to assist with investigations
- Increase training to ensure that we are using the latest investigative techniques.
- Develop interactive Facebook and Twitter accounts in which information can be shared with the community. This will allow the Marshall Police Department to share street closures due to accidents or hazards, crime trends and other useful information quickly with the citizens we serve.

MOVING FORWARD

The Criminal Investigation Bureau is motivated on making the City of Marshall a safe and enjoyable place to live and work. The next five years will be challenging, but we will meet the challenge with a positive attitude and commitment to our community. We will continue to find new and effective ways to solve crime and bring those who break the law and threaten the peace and welfare of our citizens to justice.

“Putting Our Community First”



MISSION STATEMENT: No Colors, No Labels is an initiative, implemented by the Marshall Police Department, Marshall, Texas, to stop hate, promote diversity, eliminate prejudices and advocate safe, inclusive communities for all.

STRATEGY: The NCNL's approach is based on the idea that real change and community growth can occur once all precedence of past judgments, prejudices and labeling are taken out of the equation. Through NCNL, we will focus on creating a community where all residents stand together to stop hate, promote diversity and acceptance for all, to

prevent intolerance and eliminate preconceived notions that police are racially motivated. Lastly, NCNL will strive to promote a community where residents and law enforcement will join forces to prevent and eradicate crimes.

HOW: By launching awareness campaigns through the use of social media and grassroots' efforts, NCNL will incorporate meetings, open discussions and events to involve the community as a whole to make these changes. A steering committee, made up of a group of diverse individuals from varying areas of the community, will plan and facilitate these endeavors.

VISION: NCNL is committed to working ethically, honestly, with transparency, and with an anti-prejudicial approach to end labeling, to delete social and economic barriers that keep the citizens of Marshall apart and to promote collaboration. Developed after Marshall Police Department's Chief Jesus "Eddie" Campa visited with a group during a celebration of 'Black History Month,' NCNL is about promoting one community.

CONCLUSION

The Strategic Plan outlines the Department's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Department and the community. The Strategic Plan is not only a plan, but also a process that will evolve each year through an annual review, thus allowing us to modify the plan as challenges arise. In the future, there will be continuous updates to staffing model. We will strive to remain on the cutting edge of emerging technologies and continue to build upon innovative strategies such as intelligence-led and predictive policing. Providing excellence in service will continue to remain a top priority as we move into the future.

Respectfully,



Jesus Eddie Campa
Chief of Police