



STRATEGIC PLAN 2020

Palmdale Sheriff Station

Ronald T. Shaffer, Captain

April 2020

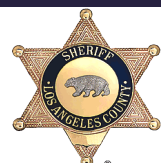


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MESSAGE FROM THE CAPTAIN



Dear Friends,

Welcome to the second annual Palmdale Station Strategic Plan. In 2019, the Strategic Plan was introduced and we had some great success. There was a crime reduction just under five percent. Traffic Collisions were down 14%. Injury collisions were down 13%. Fatal collisions remained even. We've established relationships with community-based organizations to help us address domestic violence, homelessness, and youth diversion from the criminal justice system. We have welcomed new personnel to our station and celebrated promotions for personnel moving onto other assignments within the Department. Our efforts to control risk and minimize liabilities paid off with fewer employee injuries, civil suits, and deputy-involved crashes. In this plan for 2020, we are continuing with last year's momentum to achieve more success this year. Our three goals continue to be:

- Reduce Crime
- Increase Community Collaboration
- Inspire Staff

Amongst our guiding values are Sir Robert Peel's core ideas: A) ***Prevent crime, not catch criminals.*** Stop crime before it happens so we do not have to punish criminals. A police department's effectiveness is not measured by high arrest stats, but rather that its community has low crime rates. B) ***Public support is the key to preventing crime.*** The community must support and trust the police so they share the responsibility of preventing crime. And C) ***Earn public support by respecting the community.*** Impartial law enforcement, officers who represent and understand the community, and only using force as a last resort will earn the support of the public. In building this plan, public input was sought through a survey on crime and quality of life concerns. I will continue to work with you to achieve a safer community.

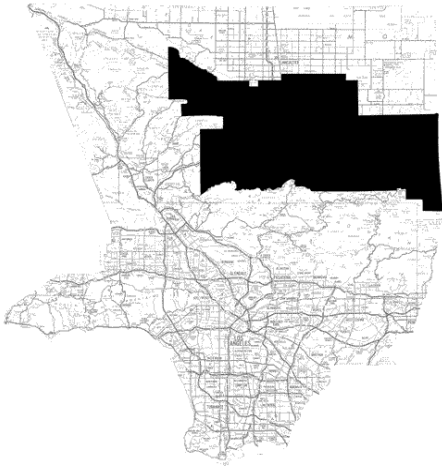
Sincerely,

Ronald T. Shaffer, Captain
Los Angeles County Sheriff's Department
Palmdale Station

PALMDALE STATION SERVICE AREA



Palmdale Station Area



Station's Footprint in LACO

Palmdale Station patrols an area of 770 square miles with a population of just under 200,000 people. Within this area is the most diverse topography in all of Los Angeles County. It can be snowing at Mountain High Ski Resort in Wrightwood, and at the same time, it can be 90 degrees on the valley floor.

Looking at Palmdale Station's area on a map of Los Angeles County gives you an idea of how large our area really is compared to the rest of the County. This area includes the incorporated City of Palmdale and the following towns and unincorporated communities:

- | | | |
|-------------------------|----------------|-------------------|
| Acton | Elizabeth Lake | Pearblossom |
| Agua Dulce | Green Valley | Quartz Hill |
| Ana Verde | Juniper Hills | Rancho Vista |
| Angeles Crest | Lake Hughes | Ravenna |
| Angeles National Forest | Leona Valley | Sun Village |
| Big Pines | Llano | Valyermo |
| Black Butte Basin | Littlerock | Vasquez Rocks |
| Crystallaire | Longview | White Fence Farms |
| Desert View Highlands | Palmdale | Wrightwood |

Our Guiding Values

SIR ROBERT PEEL'S PRINCIPLES FOR MODERN POLICING

Considered the father of modern-day policing, Sir Robert Peel created the London Metropolitan Police Force in 1829. The nine principles he established are just as relevant almost two centuries later.

1. To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
2. The power of the police to fulfill duties is dependent on the public approval of their existence, and their ability to secure and maintain public respect.
3. The ultimate goal of policing is to achieve voluntary compliance with the law in the community.
4. Police must recognize that the more cooperation they can achieve within the community, the less often they will need to use force to achieve compliance with the law.
5. Police must maintain the public favor and cooperation by providing impartial and independent law enforcement, and by being courteous and respectful to everyone.
6. To use force only as a last resort when all other means of persuasion have failed.
7. The police are the public and the public are the police. The police are merely members of the public paid to give full-time attention to the duties of community welfare.
8. Police must adhere to police-executive function and never appear to judge individuals of guilt or punish the guilty.
9. The test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.



SHERIFF'S DEPARTMENT'S CORE VALUES

**Lead with Compassion, Service with Humility and Courageously
Seek Justice for All.**



SHERIFF'S DEPARTMENT'S MISSION STATEMENT

The Mission of the Los Angeles County Sheriff's Department is to partner with the community to proactively prevent crime, enforce the law fairly and enhance the public's trust through transparency and accountability.



LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

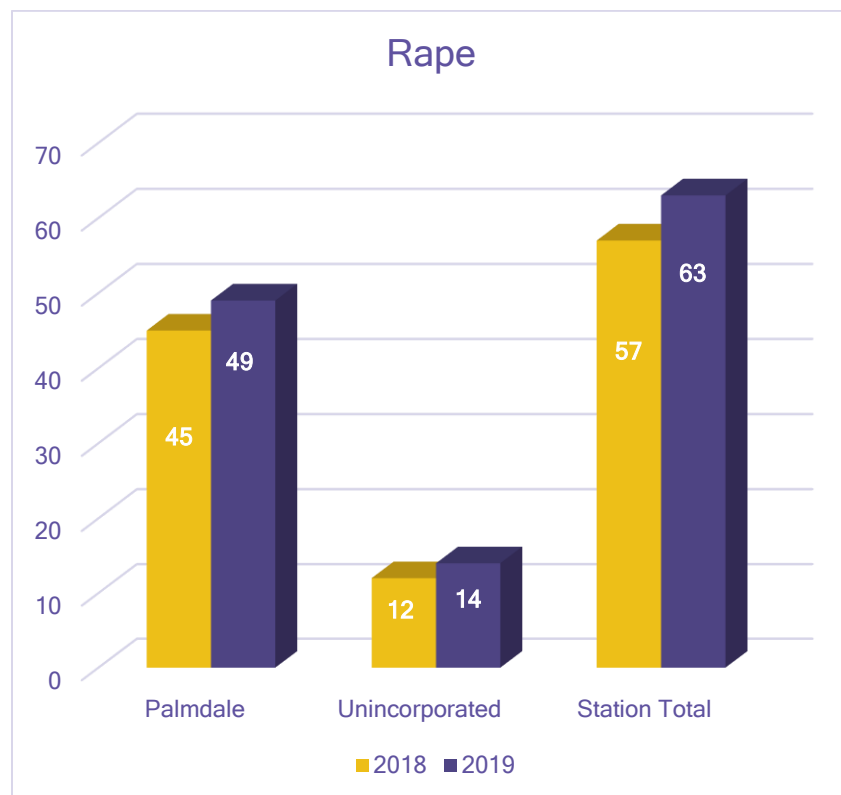
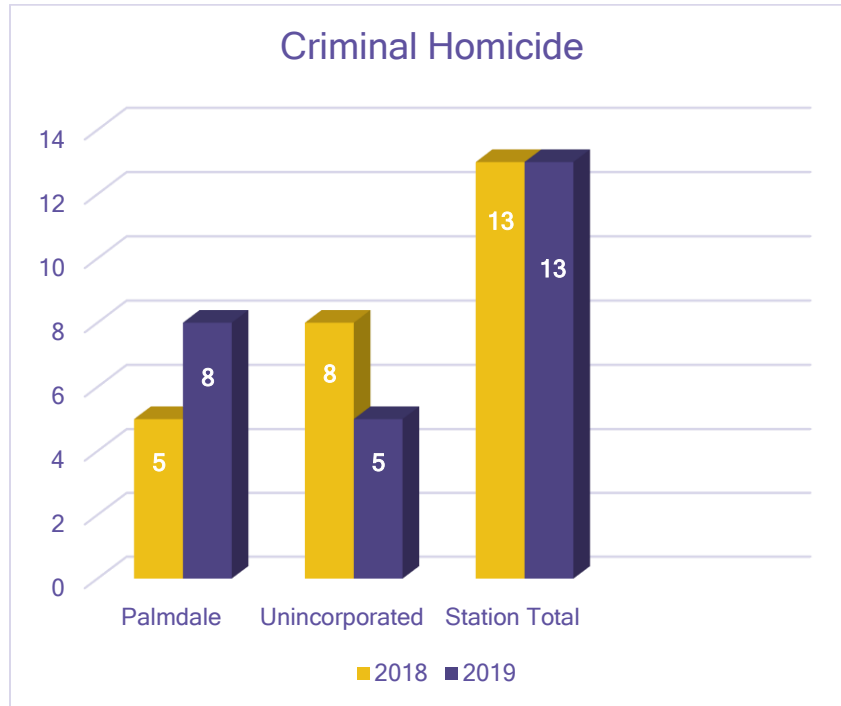
I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

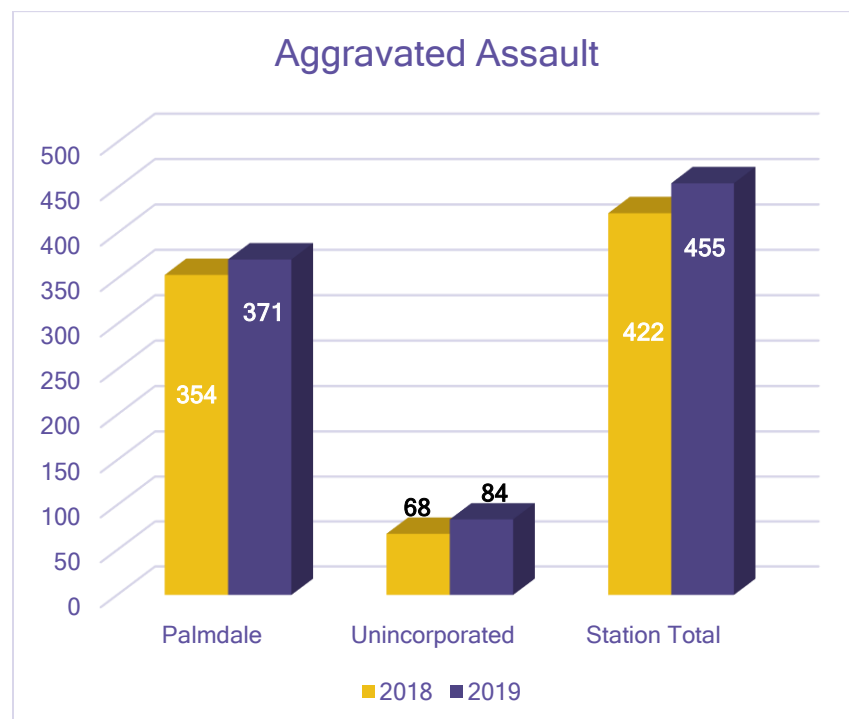
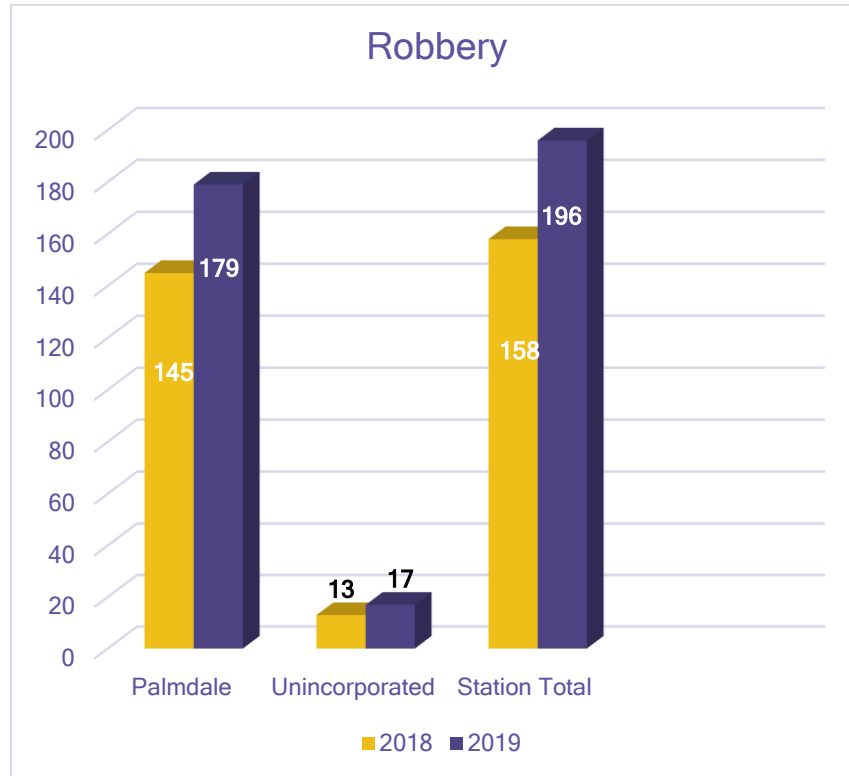
I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...law enforcement.

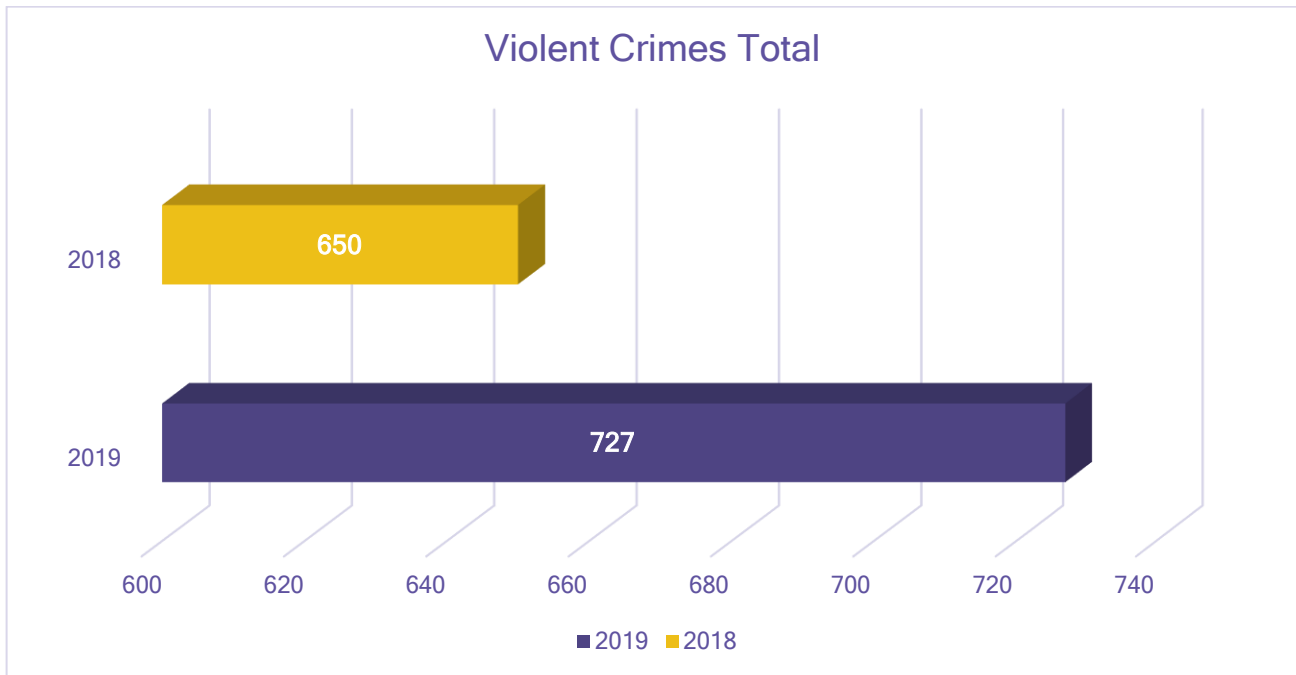


CRIME TRENDS – PART I VIOLENT CRIMES

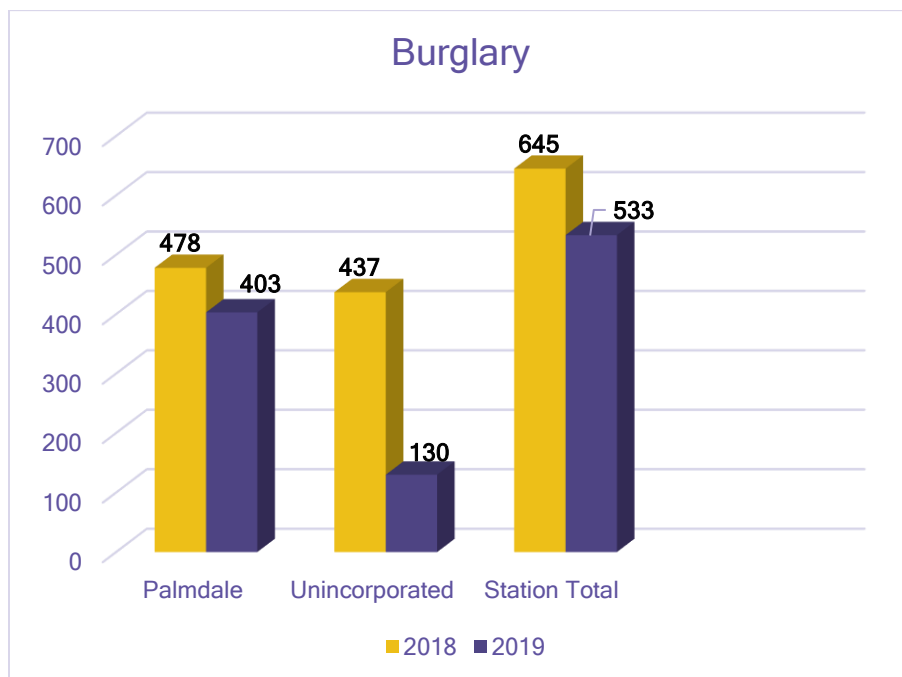


CRIME TRENDS – PART I VIOLENT CRIMES

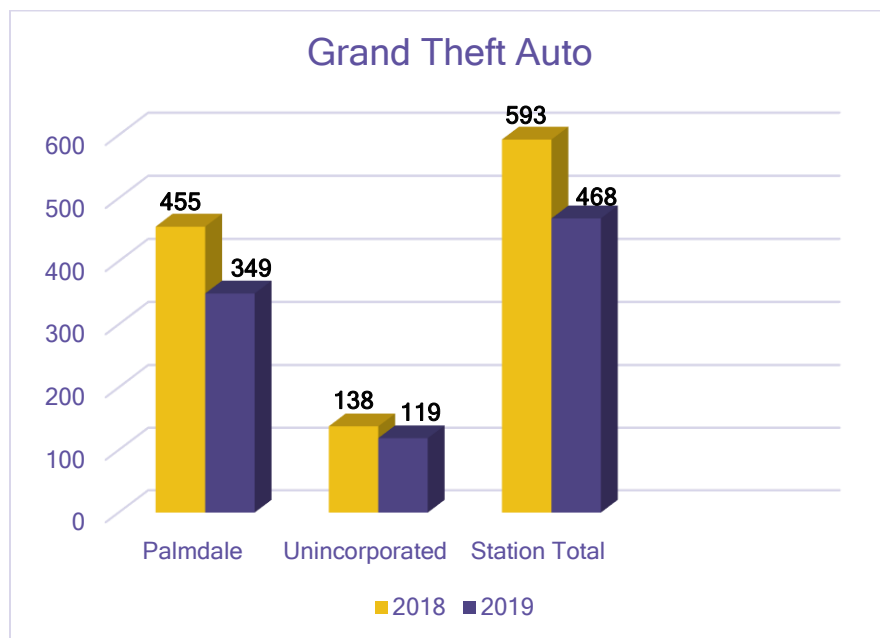
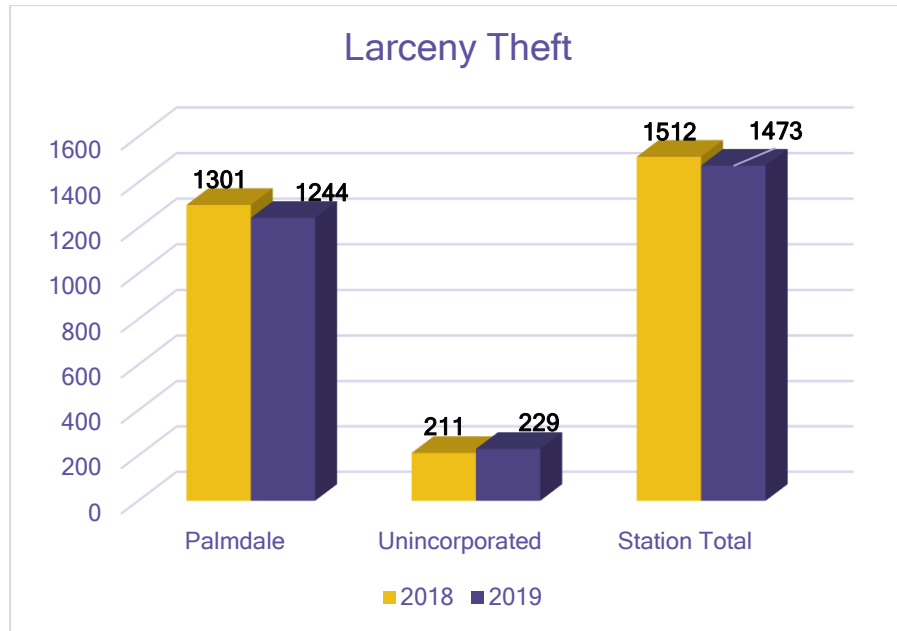




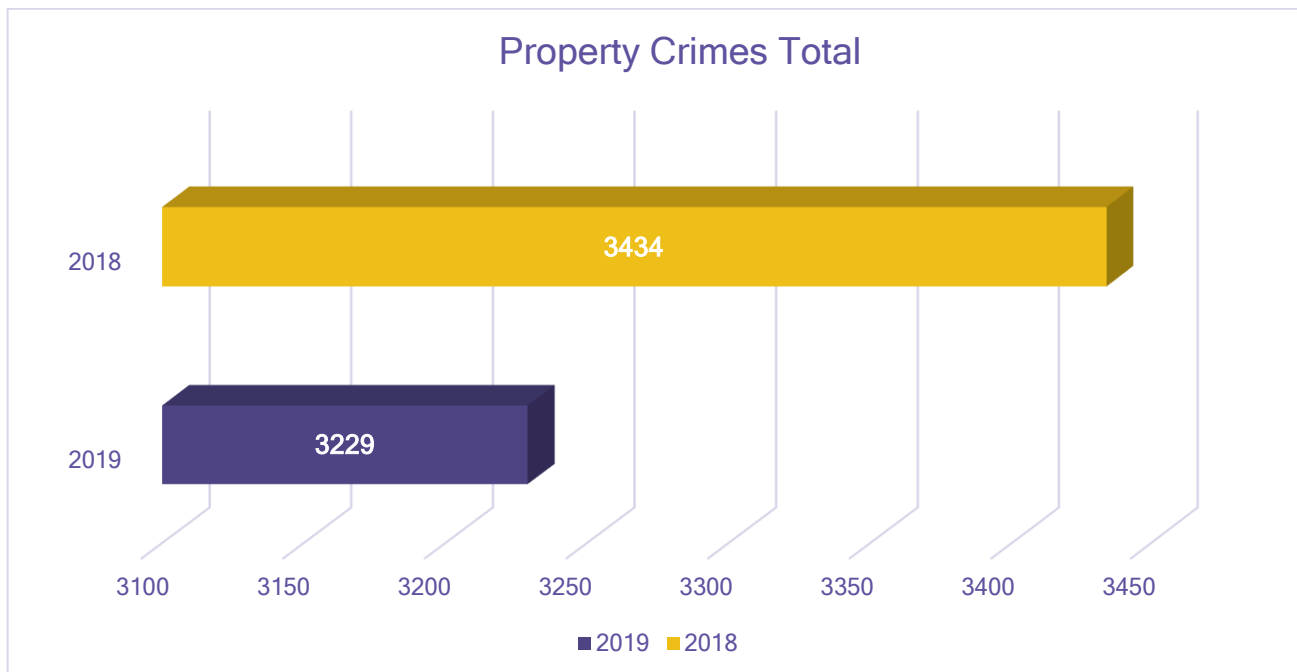
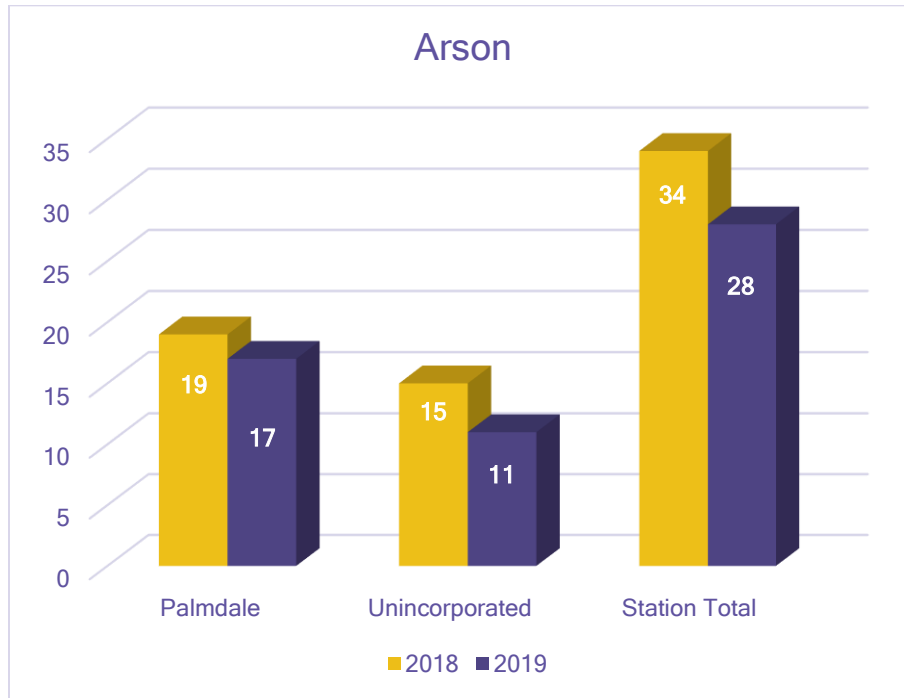
CRIME TRENDS – PART I PROPERTY CRIMES



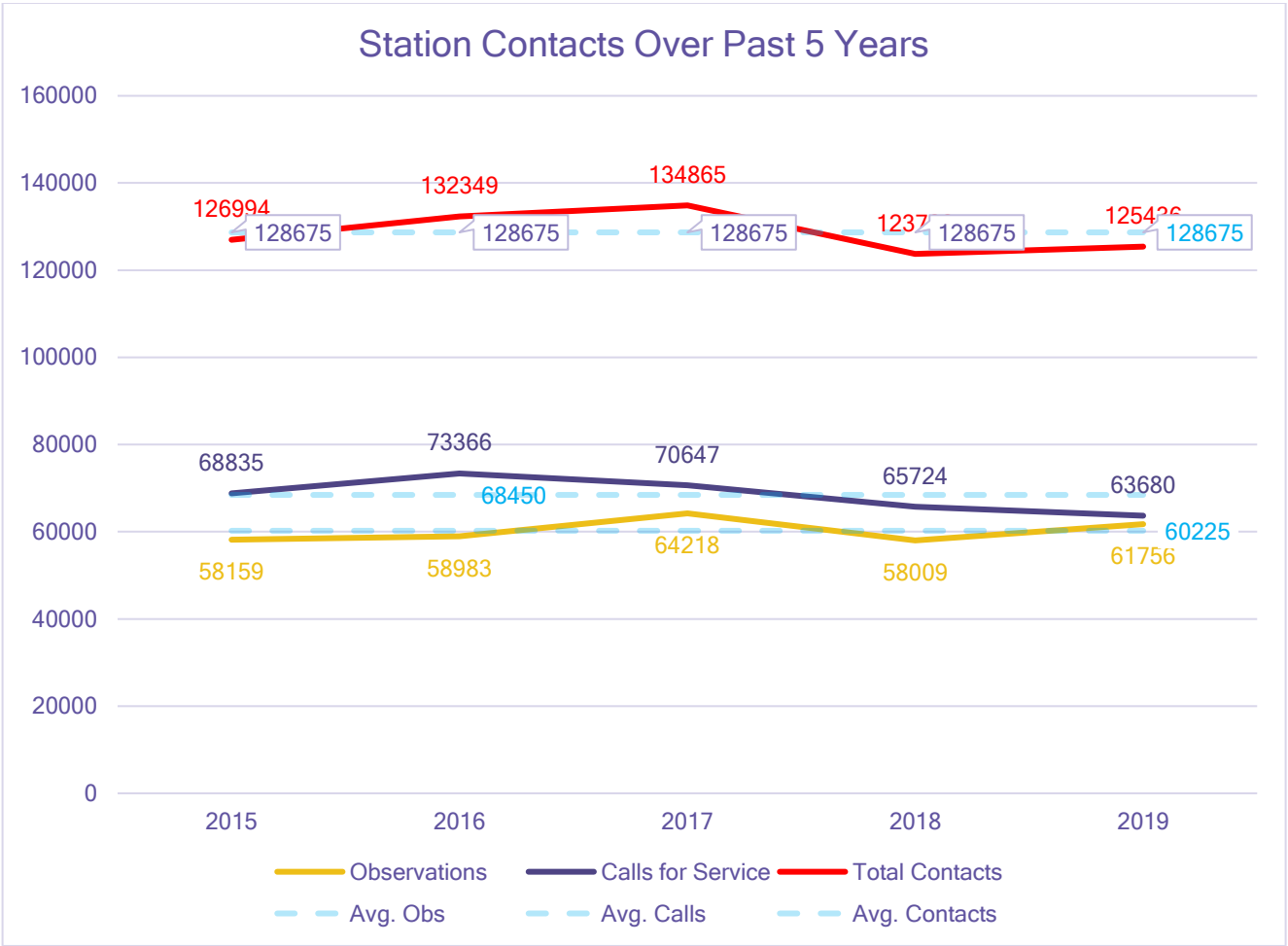
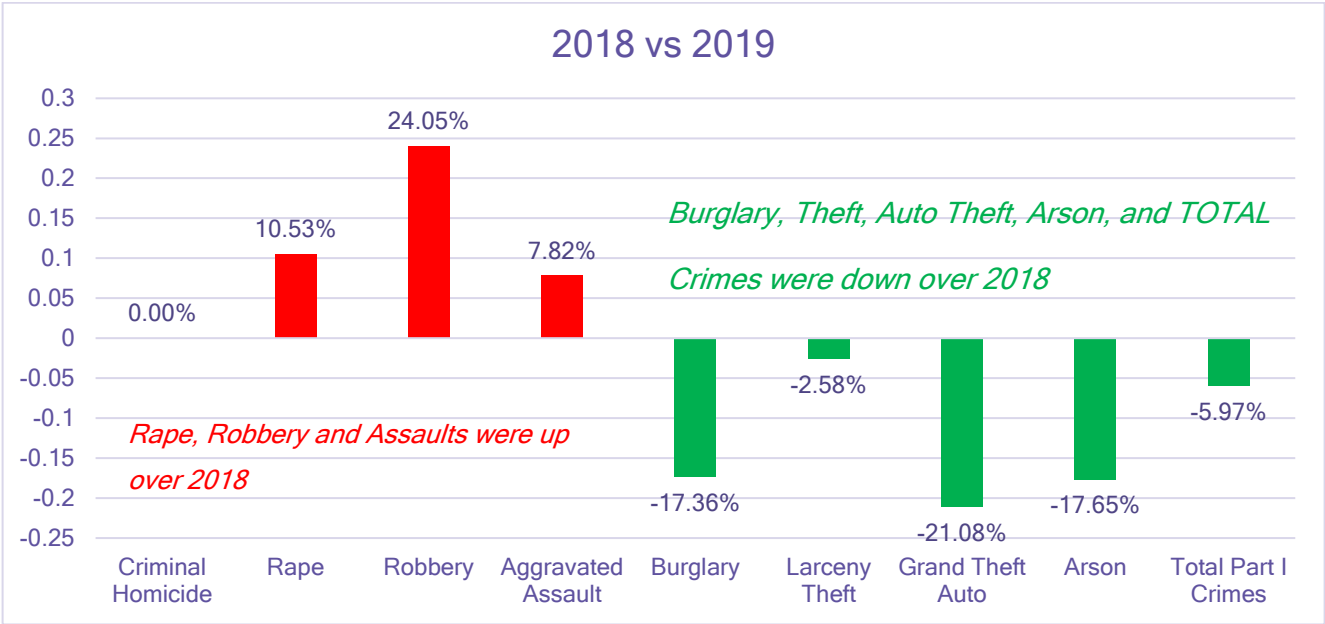
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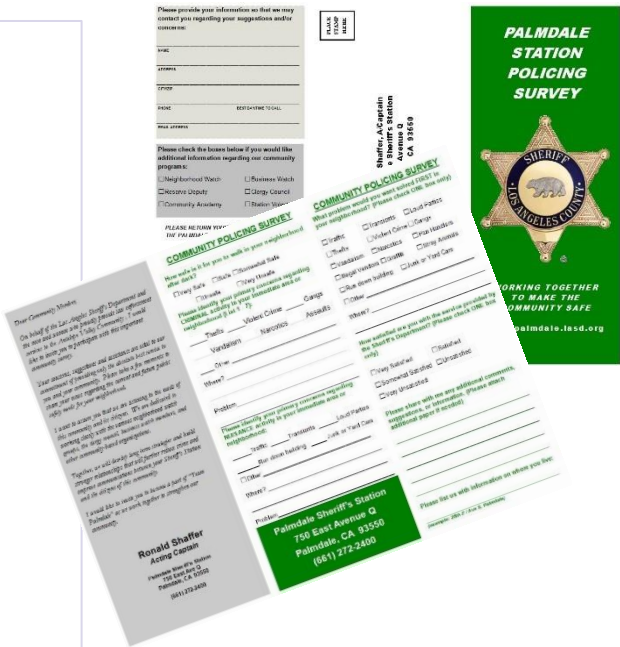
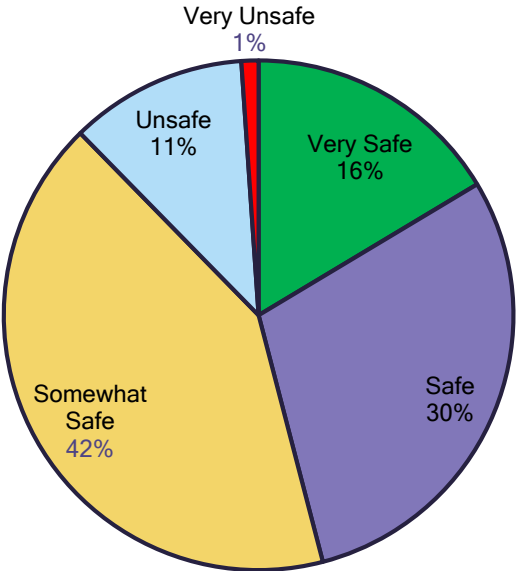


CRIME TRENDS - SUMMARY

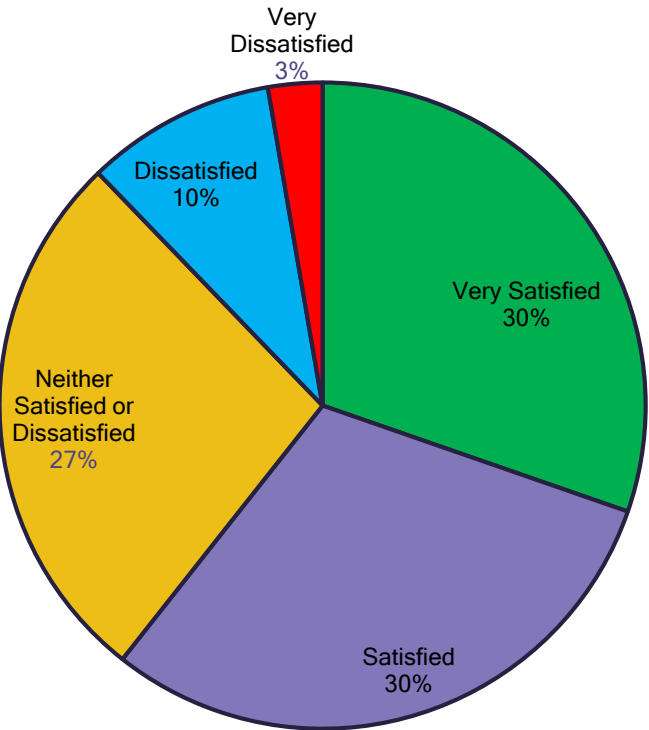


PALMDALE STATION PUBLIC SURVEY

How safe is it for you to walk in your neighborhood after dark?

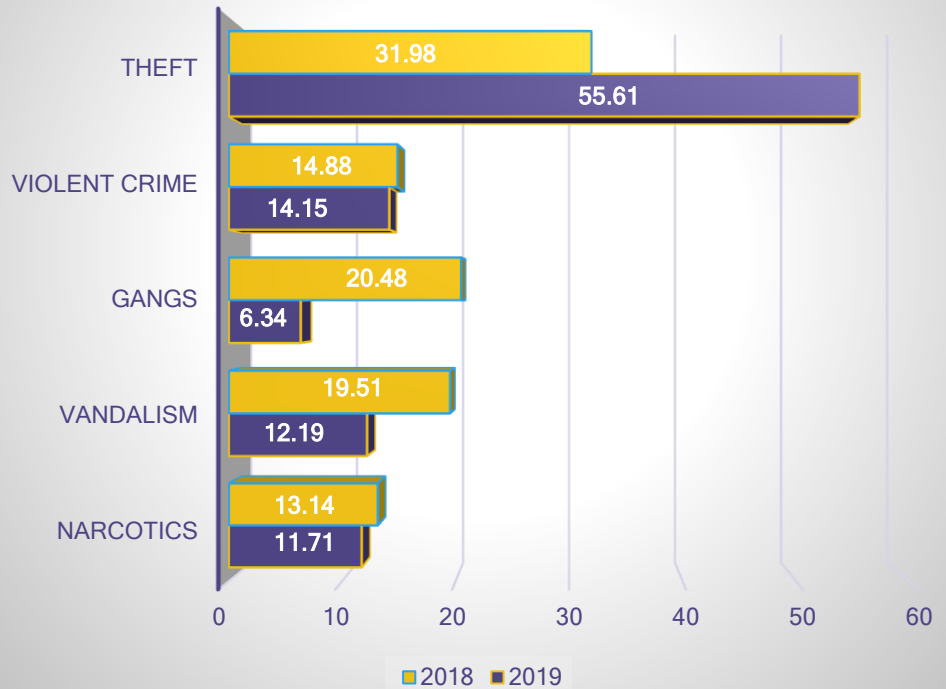


How Satisfied are you with the Sheriff's Department

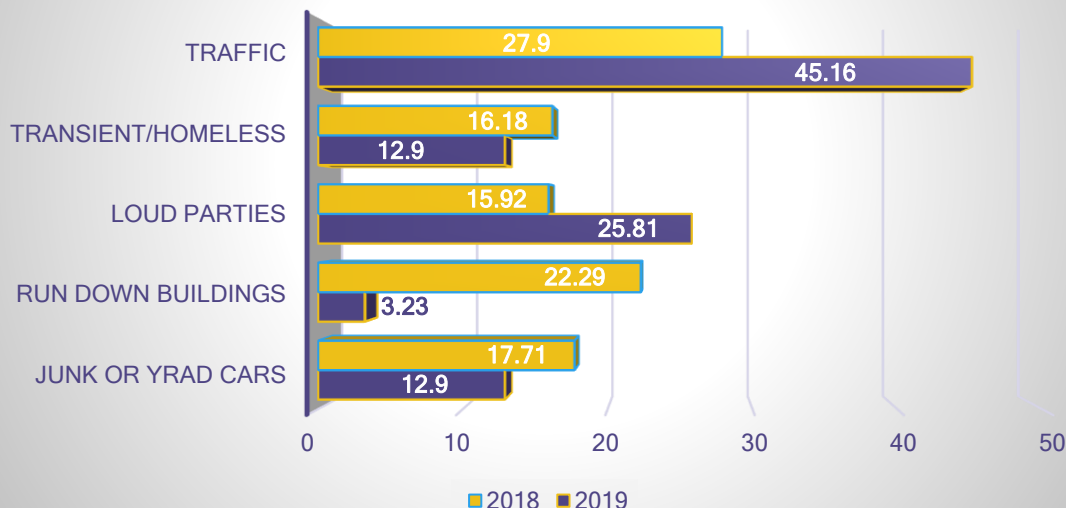




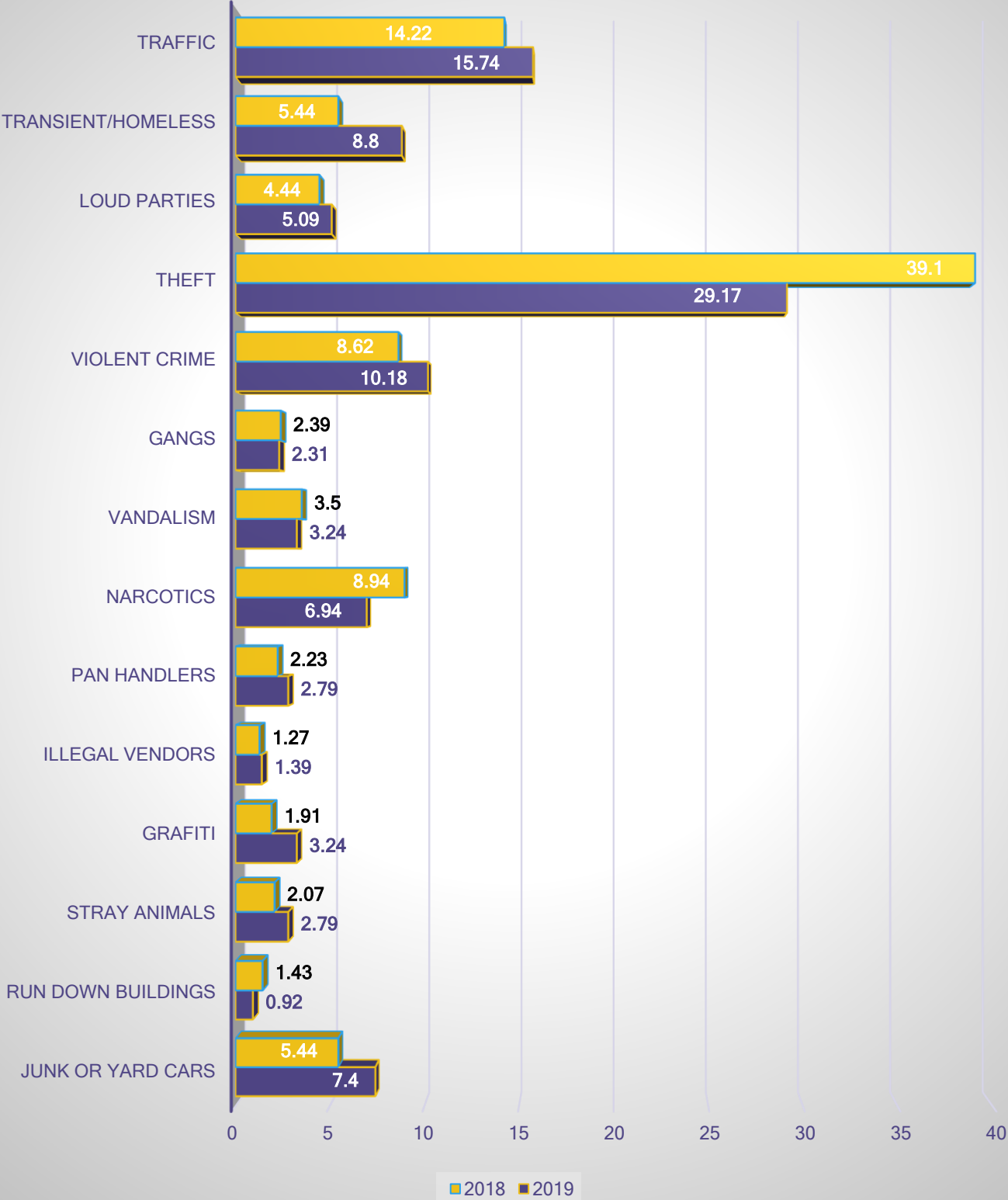
Identify your primary concerns regarding CRIMINAL activity in your neighborhood. (Percentage)



Identify your primary concerns regarding NUISANCE activity in your neighborhood. (Percentage)



What problem would you want solved FIRST in your neighborhood? (Percentage)



COMMUNITY POLICING AND ENGAGEMENT

Palmdale Station is committed to maintaining a strong community engagement program. Following Sir Robert Peel's Principles for modern policing, to effectively perform our duty and prevent crime and disorder, we must first earn the trust of the community we serve. This is accomplished through impartial and fair enforcement of the law. Once we have the trust of the community, we can begin dialog to assess the needs of the community, develop solutions and implement the solutions in a collaborated effort with community groups and the public.

Palmdale Station accomplishes this, not only through the various community events held throughout our service area, but by embracing the Peelian principle "the police are the public," for Palmdale Station is one of the few stations where a majority of our deputies live within our service area. We shop at the same stores, attend the same churches and our children go to the same schools.

Lord Stevens, a previous commissioner of the London Metropolitan Police Service, once explained the fundamental challenge of policing with an analogy. He asked his audience to imagine a fast-flowing river, sweeping hundreds of people away in its current. He argued that the traditional police response is to jump into the river and try to help as many people as possible, rather than to head upstream to determine why and how people are falling into the river in the first place. He went on to say, "And so begins a reactive cycle of uncontrolled demand and equally uncoordinated response. The police become like lifeguards, frantically swimming against the tide from one incident to another, employing different tactics in a disjointed and unfocussed manner with little or nothing to show for it at the end of the day."¹

1. -Stevens, John 2001. "Intelligence-Led Policing." Paper presented to the 2nd World Investigation of Crime Conference, Durban, South Africa. Cited in J. Ratcliffe 2008 Intelligence-Led Policing. Cullompton, U.K.: Willan Publishing



Did YOU KNOW?

In 2019, Palmdale Station Deputies attended over 130 events!

15 Station Tours

242 Ride-A-Longs

42 Neighborhood Watch Meetings

96 Town Council Meetings

31 events with local schools and youth groups

15 Coffee with a Cop events

Handed Out Over \$20,000 worth of Christmas Gifts

Participated in five fundraisers to help local charities



PALMDALE STATION STRATEGIC PLAN SUMMARY

By implementing the foundational principles of Sir Robert Peel, the Community Oriented Policing and Problem Oriented Policing models, and the guiding principles of our Core Values and Peace Officer's Code of Ethics, we seek to implement the following strategic plan:

Reduce Crime



Increase Community Collaboration



Inspire Staff



REDUCE CRIME

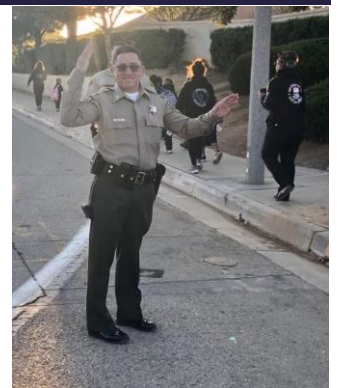
1. Reduce Part I Crimes by 10%
2. Enhance Traffic Enforcement
3. Implement Problem Oriented Policing

INCREASE COMMUNITY COLLABORATION

1. Strengthen Engagement with Community groups
2. Work with City to Address Non-Crime/Nuisance Calls
3. Develop Cadre of Personnel to Follow-up on Problem Calls

INSPIRE STAFF

1. Develop Pro-Active Policing Skills in Personnel
2. Reduce Risk Management Liabilities by 10%
3. Career Development



1. REDUCE CRIME

Develop strategies to reduce crime and improve quality of life throughout the Palmdale Station service area.

a. Reduce Crime

1. Implement a pro-active traffic enforcement program
2. Intelligence-led policing, sharing of crime information
3. Enhance use of community partners for alternatives to police action

Goal Outcome: Reduce Part I Crimes by 10%. Improve Palmdale's standing in California's Safest City ratings.

b. Enhance Traffic Enforcement

1. Promote traffic safety to the public
2. Identify problematic collision locations and primary collision factors
3. Train personnel in appropriate traffic laws and locations

Goal Outcome: Reduce traffic collisions and improve roadway safety.

c. Implement Problem Oriented Policing

1. Develop/train personnel in COPS/POP principles
2. Identify trends worthy of POP plan
3. Collaborate with City of Palmdale and community-based organizations where appropriate to reduce calls for service not requiring police intervention

Goal Outcome: Efficient use of time and resources to enhance public safety.

2. INCREASE COMMUNITY COLLABORATION

Further our community policing efforts by creating additional opportunities for positive and meaningful interactions with the community.

a. Strengthen Engagement with Community Groups

1. Develop relationships with community groups to understand their resources and capabilities to address community needs.
2. Consistently utilize community groups for non-police related intervention efforts.
3. Utilize our Community Advisory Committee for outreach into the community.

Goal Outcome: Increased involvement of community groups in non-police related intervention efforts and improve quality of life concerns of the public.

b. Work with City to Address Non-Crime/Nuisance Issues

1. Support city's Neighborhood Services to address non-crime and quality of life issues.
2. Support city's community outreach efforts to inform/educate the public on public safety and quality of life issues

Goal Outcome: Utilize city resources to improve quality of life concerns of the public.

c. Develop Cadre of Personnel to Follow-up on Problem Calls

1. Identify personnel for Zone Deputy positions
2. Increase Zone Deputy staffing to four deputies
3. Mentor personnel in follow-up practices to support mission

Goal Outcome: Improve information flow regarding problem calls to resolve nuisance and non-police related calls for service.

3. INSPIRE STAFF

Foster a supportive culture that helps employees grow and utilize their skills to better serve the community.

a. Develop Pro-Active Policing Skills in Personnel

1. Develop Traffic enforcement knowledge
2. Develop COPS/Problem Oriented Policing skills

Goal Outcome: Personnel develop knowledge and skills to impact crime trends and quality of life concerns of the community.

b. Reduce Risk Management Liabilities by 10%

1. Develop Illness and Injury Prevention Plan Committee to reduce employee injuries
2. Enhance the Station's Wellness Program to promote personnel health and wellbeing
3. Develop Traffic Collision prevention committee to reduce preventable employee collisions
4. Develop supervisors' skills to review critical (risk management) incidents, such as use of force and pursuits, to assess for risk and identify best practices
5. Develop employees' skills to communicate with the public to reduce complaints

Goal Outcome: Reduce Risk Management Liabilities by 10%.

c. Career Development for Personnel

1. Help employees map out their career path
2. Help employees pursue formal education
3. Enhance employees' professional development

Goal Outcome: Enhance personnel professional development, assist in their personal and professional growth, and help them achieve balance between work and life.