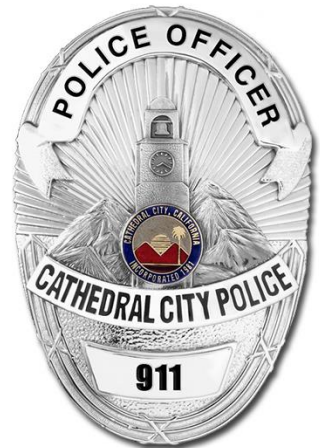




Cathedral City Police Department



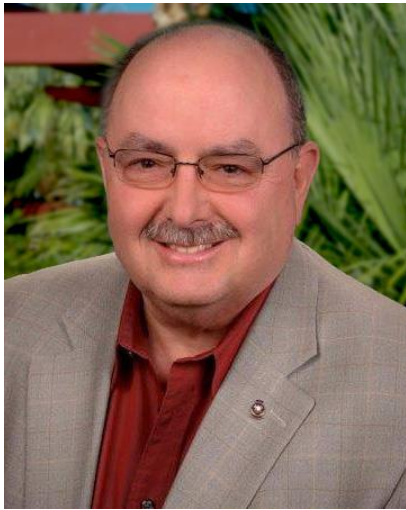
Strategic Plan 2016 – 2020



City of Cathedral City Mayor, Council Members and City Manager



Stanley E. Henry, Mayor



Gregory S. Pettis, Mayor Pro Tem



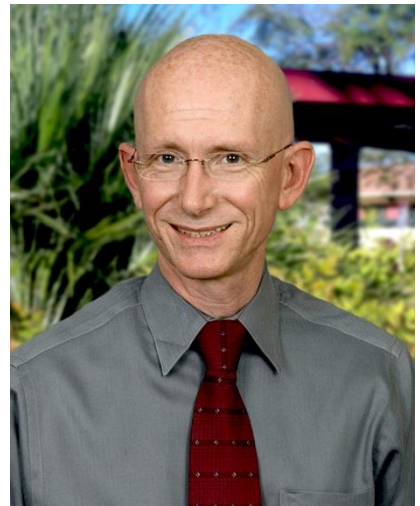
Shelley Kaplan, Council Member



John Aguilar, Council Member



Mark Carnevale, Council Member



Charles P. McClendon, City Manager

From Chief Travis Walker

I am very proud of the men and women of the Cathedral City Police Department and what we have been able to accomplish as well as what we will focus on in the coming years. I am pleased to present the Cathedral City Police Department's newest five-year strategic plan which represents a collaboration and inclusion from Police Department personnel and community members from the Chief's Advisory Council.

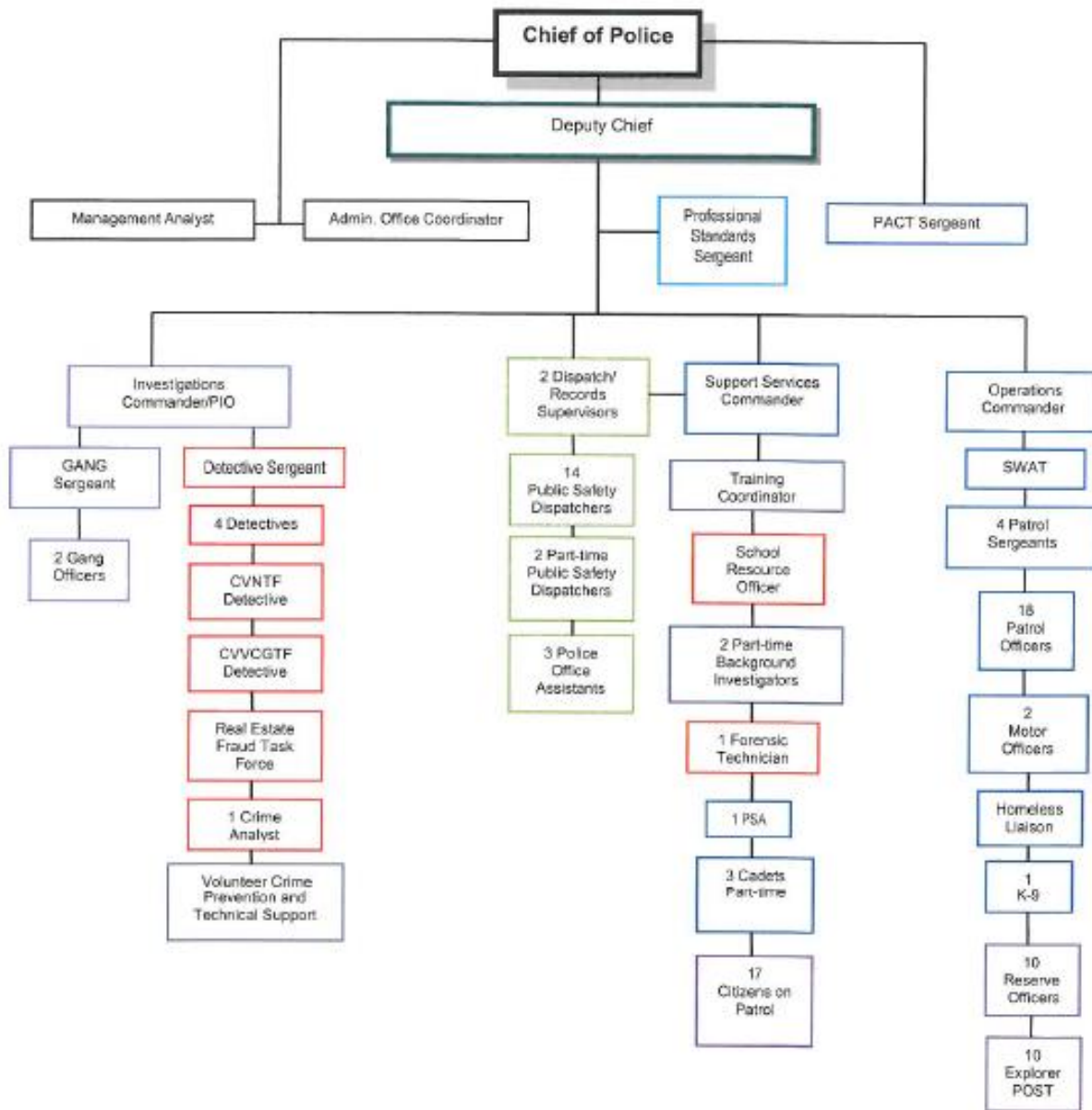


Strategic Planning is the foundation for the future of any organization. For the Cathedral City Police Department, our Strategic Plan not only serves as the foundation for how we will provide police services in the future but also serves as the department's vision for accomplishing needed change. The way in which we deliver services is founded in our belief in partnering with the community. The critical aspects of Community Oriented Policing are problem solving, service delivery and working with stakeholders in the community.

This Strategic Plan is a dynamic document that is in a state of constant review and updating. As one goal is achieved, a new challenge will become apparent and that challenge will become the next objective. This Strategic Plan includes a timeline and details the strategies utilized to accomplish the objectives. It is the responsibility of each employee in the Police Department to coordinate efforts and resources to complete the objectives. The implementation year indicates the year in which the strategy should be completed, not when efforts towards accomplishing the strategy should commence.

Finally, the goals of this strategic plan not only include the work of sworn police officers, but just as importantly, the work of civilian employees and community volunteers. The development of this Strategic Plan was difficult work. Many of the goals and strategies address issues that are very complex and have existed in our community for many years. The people that have contributed to this Strategic Plan deserve a tremendous amount of credit and recognition. They are truly working to make the City of Cathedral City a safe place to live, work and visit.

CATHEDRAL CITY POLICE DEPARTMENT ORGANIZATIONAL CHART



Mission Statement

The mission of the Cathedral City Police Department is to provide the community with progressive and professional police service dedicated to ensure public order, a sense of community well-being, and responsiveness with integrity and excellence.

Vision

We of the Cathedral City Police Department recognize our obligation to help maintain a safe and secure community. We acknowledge our contribution to the quality of life within our community. The provision of quality police services with the highest professional standards is our primary aspiration. We intend to fulfill these challenging responsibilities through active participation in the following shared values.

Values

We value all members of our organization and our community. We are committed to providing Exceptional Service to Our Community, and doing so with Integrity, as our Employees deliver Professional police services with Pride and Enjoyment of Our Profession.

Service to Our Community

We value the opportunity to provide service which is courteous, responsive, firm, efficient and fair. We regard the members of our community as partners and indispensable resources in a combined policing effort. Respect for the individual worth, dignity and rights of all those we serve is the foundation of our Department.

Integrity

We value and expect truth, honesty and ethical behavior from the members of our organization. We are committed to upholding our position of public trust by maintaining the highest ethical standards and the utmost respect for the ordinances and laws of our city, state and nation. Our role as peacekeepers and enforcers of the law will not be compromised.

Employees

We value our fellow employees as the most important organizational asset. We realize our success depends on mutual respect, cooperation and recognition of our coworkers. All employees will receive equitable and fair treatment and be provided the proper tools and training necessary to meet organizational goals and objectives.

Professionalism

We value the spirit of professionalism, having a clear sense of commitment, perspective and direction. We encourage it by creating an environment that promotes teamwork, innovation and constant evaluation of ourselves.

Pride and Enjoyment of Our Profession

We value our work as a source of enjoyment and satisfaction. We are proud of our community, our department, our accomplishments in the service and our commitment to quality law enforcement. We possess a great sense of pride serving our chosen profession with the Cathedral City Police Department.

Introduction

Cathedral City was incorporated in 1981 with the primary goal of forming its very own police department. After 3 years of hard work the Cathedral City Police Department was formed on July 1, 1984. At the time the department consisted of 26 sworn and non-sworn personnel serving a population of about 15,000 permanent residents. During our 32-year history, Cathedral City has been recognized as one of the fastest growing cities in California. The Department has steadily increased sworn personnel staffing commensurate to increasing population. The department is currently approved for 48 sworn officers and an additional 24 non-sworn positions. The Police Department currently provides law enforcement services to 52,841 permanent residents with an additional 17,000 seasonal residents and visitors.

The Police Department is a full-service organization, consisting of around-the-clock patrol services, a Detective Bureau that investigates all manner of crimes, a crime scene forensics unit, a highly trained regional SWAT Team for high risk incidents, a K-9 team, a Real Estate Fraud Taskforce, a School Resource Officers assigned to our high school, a Gang Unit dedicated to Cathedral City, a newly instituted Traffic Bureau with motor officer enforcement, a Narcotics Task Force Officer, and a Violent Crimes Task Force Officer. The Cathedral City Police Department is supported by civilian staff, such as a Records Unit that maintains all criminal and civil reports, as well as a Communications Center that takes calls from the public and dispatches police and fire personnel for not only Cathedral City but also for Desert Hot Springs Police Department.

Technology is an important and necessary factor within the Police Department. Incoming calls to the Communication Department are received on trunked lines, which allow the incoming calls to be directed to an open line. The calls are recorded automatically without any dispatch intervention. Calls for service are entered into our Computer Aided Dispatch (CAD) system. The system assigns a priority (Hot, Just Occurred, and Past) to the call for service based on the call type entered by dispatch. Dispatch has the ability to change the priority if specific circumstances discovered during the call taking process require the change. Dispatchers then dispatch officers to the call voiced over the radio as well as sent via digital format to Officers' mobile data computers (MDC) installed in their units. The Communications Center Dispatches for Cathedral City Police Department, Cathedral City Fire Department and Desert Hot Springs Police Department. The Communications Center receives approximately 195,000 telephone calls per year.

Criminal and civil reports are entered into our Records Management System (RMS) where they are maintained and/or disseminated based on local, County, State and Federal system requirements and mandates. The CAD and RMS systems are integrated to allow and enable the Department to extract information for crime analysis, statistical information and needs as well as analysis of calls for service along with many other functions. The Department has also established an online reporting system to better service customers who wish to report minor crimes but do not wish for an officer response. Reports and crime mapping are also available to our residents on line via RAIDS online, which allows our citizens to stay informed of crimes and police activity in the community.

Five Year Historical Information

Police Department Factors	2011	2012	2013	2014	2015
Number of Sworn Officers	60	60	47	47	48
Number of Civilian Staff	47.5	51.5	24	24	24
Officers-per-thousand Residents	1.15	1.14	1.11	0.93	0.90
Communications Center Calls	182,314	192,328	182,595	185,133	198,094
Citizen Calls For Service	42279	40063	36765	37750	41033
Officer Initiated Incidents	12040	10778	13979	12039	10311
Total Incidents Created	54319	50841	50744	49789	51344
Violent Crime	226	204	149	128	119
Property Crime	1783	1576	1118	1194	1153
Priority One Response Average	6.24	6	6.73	8.36	7
Police Operating Budget	14,387,360	15,893,741	13,241,007	13,237,568	13,557,482

The number of police personnel, both sworn and non-sworn, decreased between 2011 and 2013 as a direct result of the State's financial recession that began in 2008. Authorized sworn personnel were reduced from 60 to 47 and the number of civilian support staff was reduced to 24. In 2015, the City Council approved the increase in the number of sworn Officers from 47 to 48 and in 2016 increased our support staff from 24 to 25 with the approval of a Crime Analyst position.

Between 2011 and 2015, the Police Department has seen a variance in our average response times to priority one calls for service. The Police Department's priority one response times averaged six minutes in 2012, which is the industry standard in most jurisdictions. In 2014, our average response time to priority one calls increased to 8.36 minutes which may have been a direct result of reducing our sworn staffing from 60 to 47. In 2015, priority one response times averaged seven minutes or less. Maintaining a priority one response time of seven minutes or less will be our goal as we continue to increase personnel staffing moving forward.

Five Year Uniform Crime Reporting

Uniform Crime Report	2011	2012	2013	2014	2015	Incr/Dcr
Homicide	4	2	4	1	3	-25%
Rape	15	10	9	11	13	-13%
Robbery	53	68	44	49	49	-8%
Aggravated Assault	154	124	92	67	53	-66%
Burglary	790	626	399	386	327	-59%
Larceny	713	653	417	491	506	-29%
Motor Vehicle Theft	280	297	302	317	320	14%
Total	2009	1780	1267	1322	1271	-37%

In evaluating our Part 1 crimes (listed above) from calendar year 2011 through calendar year 2015, we looked at the total number of crimes committed each year. Our totals for each respective year are as follows: 2011 (2009 crimes), 2012 (1780 crimes), 2013 (1267 crimes), 2014 (1322 crimes), 2015 (1271 crimes). The total number of crimes was lower in 2015 than 2014. During the five-year period of 2011 through 2015 shown in the chart, Part 1 crimes declined by 37 percent. In 2015, Cathedral City experienced an increase in homicide, rape, larceny and motor vehicle theft compared to 2014 and experienced decreases in aggravated assault and burglary while robbery remained the same. Overall, crime dropped by 3.9 percent in 2015 from 2014.

I credit the five-year historical reduction in crime in our City to the community we serve and the hard work and dedication of the men and women of the Police Department. I know when the Police Department and the Community partner together, we make a lasting impact on reducing crime in our City and send a strong message to the criminal element. While one of the roles of the police is to solve crimes, crime prevention and reduction is a responsibility we must all embrace and accept within our community. When it comes to crime prevention, taking simple precautions against becoming a victim of crime is both smart and effective. We all have a role to play in crime reduction, crime prevention and community safety. Although we continue to see reductions in crime rates in certain Part 1 crime in the City, we need to continue to work closely with our many community partners to prevent and reduce crime.

Police Department Staffing

Over the years, several methods have been used to quantify sufficient police staffing in order to provide adequate law enforcement services and respond in an acceptable time to emergency (Priority 1) and other calls for service. One such method is the ratio of officers-per-thousand residents. The East Coast generally has the highest ratio averaging 2.5 to 3 officers-per-thousand residents. The West Coast generally averages 1.2 to 1.5 officers-per-thousand residents. While the use of an officers-per-thousand ratio has been a standard for many years and is a traditional method, it is still a useful method as the FBI, State and Federal Departments of Justice, and State Finance Department all make reference of it.

With the advent of technology, especially Computer Aided Dispatch and our Records Management System, other methods became available to assess adequate staffing levels. Technology enables us to analyze workload factors, calls for service, dispatch information gathering time (queue time), officer travel time, time spent on calls, report writing time, and many other factors.

There have been numerous surveys of public expectations of what they consider is an acceptable police response, and the majority have indicated that the public wants an emergency police response within six minutes or less. Cathedral City Police currently has an emergency (Priority 1) response time of 7 minutes or less for priority calls for service.

The sworn officer to population ratio has changed over the last 5 years. In 2011 Cathedral City had a population of 52,098 and a sworn officer staff level of 60. The 2011 ratio was 1.15 officers per every 1,000 residents. The population of Cathedral City in 2015 was 52,841 and the sworn staff level was 48. The 2015 ratio was .90 officers per every 1,000 residents.

It is recommended that a minimum officer-to-resident-population ratio be no less than one officer-per-thousand, with on-going review based on response times, officer availability, any changes in crime rates, community concerns, patrol configurations, improvements in the economy, and other associated factors.

Goals and Objectives

I. **Goal: Prevent and Suppress Crime**

The basic mission of the Police Department is suppression of violent crime and property crime in Cathedral City. The suppression of crime is a crucial step in creating a safe environment for residents and businesses to continue to thrive in Cathedral City. By proactively addressing emerging crime trends Cathedral City has maintained one of the lowest crimes rates in the Coachella Valley.

Performance Time-Frame: The department has made great efforts in reducing the occurrence of violent crime(s) in our community. The Gang Unit has been a key component in addressing violent crimes by collaboratively working with valley wide task forces (CVVGTF/ PACT) and neighboring agencies to apprehend violent offenders.

During the past year the department has worked closely with local community members through Neighborhood Watch Programs. The program provides information to residents intended to reduce property crime, the fear of crime and to support safer neighborhoods.

Cathedral City Police Department has secured funding for a full time Crime Analyst position to be filled by July 2016. Once the position is filled the analyst will be responsible for assessing current crime trends to determine when and where crime is occurring. The Crime Analyst will be responsible for communicating the information to various Department resources to accurately deploy personnel assisting in providing a more efficient policing response to the community.

II. **Goal: Maintain Adequate Staffing Ratios**

An acceptable standard for judging adequate police staffing is the number of officers- per-thousand residents. Prior to the residual effects of the California State financial recession in 2008, the Department exceeded these standards with 60 sworn positions. With the current city population of 52,841 residents and 17,000 seasonal residents and visitors, our goal is to budget for additional personnel, both sworn and nonsworn, to ensure Cathedral City residents are protected and continue to receive the quality service for which the Department is known.

Performance Time-Frame:

Review staffing on an on-going basis and replace vacated positions as they occur. Continue to review current and ever-increasing calls into the Communications Center to evaluate minimum staffing levels for both Dispatch and sworn personnel. Increase sworn personnel by one officer a year until the goal of 53 sworn personnel is reached. Increase non-sworn positions by filling several positions that have been vacant or understaffed since 2012. The goal of the Department is to fill necessary positions over the next five fiscal years.

- FY 2016/2017
 - Fill Crime Analyst Position
 - One additional Police Officer Position
- FY 2017/2018
 - One additional Evidence Technician

- One additional Police Service Assistant (PSA)
- One additional Police Officer Position
- FY 2018/2019
 - One additional Training/Admin Assistant
 - One additional Police Officer Position
 - One additional Records Clerk
 - Create Community Service Officer Position
- FY 2019/2020
 - One additional Police Officer Position

III. Goal: Maintain Priority One Response Time Within Seven Minutes

National public surveys have shown that residents evaluate the competence of a police department by their ability to respond to priority one calls within an acceptable and expected time frame. Call for service priorities are set automatically by the Computer Aided Dispatch (CAD) system based on the call type entered. Dispatch has the ability to change the priority of any call for service to accurately reflect the priority based on the information gathered from the reporting party. Priority one or “hot” calls are the highest priority calls. A priority one call is an in-progress call where there is imminent danger of loss of life or property. These are calls where the immediate presence of the police is essential to the safety and welfare of our citizens.

Performance Time-Frame:

Designated personnel will track CAD response times on a routine basis. They will report on emergency response times for emergency calls, statistical information on call increases or decreases, call load by beat, response times by beat for emergency calls and other associated activities. We will evaluate, on a continuing basis, the size and configuration of beats and deployments in order to adjust to changing conditions to ensure efficiency and effectiveness.

IV. Goal: Maintain and Enhance Partnerships with the Community

Maintain and enhance such programs as Cathedral City Police Department Neighborhood Watch, Clergy Programs, Public Safety Week, Police Department Volunteers, Citizens on Patrol, Police Explorer Program, Reserve Officer Program, Police Cadet Program, establish a Citizen Police Academy and other community-based programs. Community partnerships are a key component of Community Oriented – Community Based Policing Functions.

Performance Time-Frame:

Lieutenants and Sergeants will encourage, supervise and report on programs within their scope of responsibilities to identify resident and business concerns, solve short and long-term problems and disseminate Police information. The Lieutenants will conduct more active involvement of assigned responsibilities through leading groups, supervising community contacts, and other associated Community Oriented Policing actions. Lieutenants will have implemented community contacts, community groups, and business groups, etc., which they will engage with regarding crime trends and concerns on a regular basis. The Department will continuously evaluate funding sources for participation in crime prevention programs.

Current Community Involvements:

- Police Involvement in City Sponsored Events
- “Shop with a Cop”
- Boys & Girls Club
- Cancer Fund Raiser/Softball Game at Big League Dreams
- Home Safety – David Bryan
- Annual Meet and Greet
- Spooktacular Event
- Continuing involvement in local school programs
- Principal for a day
- Annual Employee Recognition
- Free Gun Lock Program
- Social Media Involvement: Facebook, Twitter
- Bilingual website (Spanish)
- LGBT Liaison Officer
- Chief’s Advisory Council

Future Community Involvement Programs:

- K9 and SWAT Static Demonstration
- AYSO Soccer involvement
- Child Safety (car seats, bicycle helmets, etc.)
- Open House Event
- Citizen Police Academy
- Enhance Neighborhood Watch Programs

V. **Goal: Participate with Multi-Agency Task Forces**

The Cathedral City Police Department will continue to partner with local, county, and federal law enforcement agencies to combat gang related violent crimes (CVVCGTF), narcotics (CVNTF), auto thefts (RAID), monitoring post release community supervision (PRCS) subjects within Riverside County (P.A.C.T.), and the newly formed Real Estate Fraud Task Force. The ultimate goal of the task forces is to make our community safer for the citizens of Cathedral City. Participation within various task forces allows outside resources to be utilized and will assist in the reduction of crime in Cathedral City. We will continue to expand, where desirable, our participation with other task forces deemed beneficial to the safety of the community.

The Cathedral City Police Department will continue our partnership with the Palm Springs Police Department and the Indio Police Department to form a consolidated Desert Regional SWAT Team. The Desert Regional SWAT Team is available to respond and resolve various highly volatile incidents such as barricaded suspect(s), hostage situations, active shooter situations, dignitary/site protection, and numerous high-risk or hazardous situations. Membership on the SWAT team is a collateral assignment and strictly voluntary. All SWAT team members have primary duty assignments in Patrol, Traffic, and Investigation.

Performance Time-Frame:

On an annual basis we will evaluate the goals and objectives of existing or newly formed Task Forces and their ability to impact and reduce crime within the City of Cathedral City, as well as regionally. We will continue to evaluate our participation within the Task Forces and determine if our goals and interests are being met to better serve our community.

We will continue to seek grants to help fund or fully pay for our participation within the Task Forces to assist with the financial costs incurred for personnel and equipment.

VI. Goal: Enhance Police Department Technology – State of the Art Equipment

The Police Department is highly dependent on technology and innovations that improve employee performance and productivity so that we may be more effective and efficient in service to our community. Current technology being utilized includes Computer Aided Dispatch (CAD), Records Management System (RMS), property and evidence systems, Quake Guard earthquake notification system, reverse 911 caller system, a Police Department webpage and on-line crime reporting.

Performance Time-Frame: In 2016, several upgrades are occurring or will be occurring at the Police Department which includes a Dispatch phone upgrade, Alliance A7 upgrade, Eastern Riverside County Interoperability Communications Authority (ERICA) radio system 800 MHz re-banding,

During the first year of this strategic plan, implementation of Body Worn Cameras (BWC) remains a top priority. Funding for the BWC program has already been approved by City Council and will be paid for with 2015-16 SLESA grant funds. Additional testing and evaluation of products will continue through July 2016.

In 2016, all Officers will be issued a patrol rifle to increase their safety and the public's safety as we continue to experience active shooter situations and acts of terrorism in California. Each officer will be trained in active shooter response and attend a 16 hour mandatory patrol rifle course required by POST. The Police Department will conduct active shooter training with the Fire Department, city employees and other stakeholders in the community.

The ERICA hardware and software upgrade will be completed in 2017 with an additional software upgrade occurring in 2019. The ERICA staff continues to work to enhance our interoperability with allied agencies throughout Riverside County. Staff is actively pursuing funding, including grants and rebanding reimbursement costs to purchase and implement an Inter RF Subsystem Interface (ISSI) which is a network gateway subsystem that would allow multiple P25 radio systems to interface seamlessly, thereby enabling a much wider scope of interoperability between multiple law enforcement agencies within the Coachella Valley and surrounding counties.

VII. Goal: Fiscal Efficiency

Fiscal efficiency and responsibility is critical at all times, especially in today's volatile economic environment. Recent research by the Police Executive Research Forum (PERF) has shown that a majority of agencies have experienced budget decreases over the last several years. Police Departments have had to live within their budgets by reducing staff, consolidating services, contracting essential job functions and other actions. Cathedral City Police Department has

reduced staffing historically to address decreasing budgets and tax revenue. We have sought and obtained grant funding to continue with our mission objectives.

Performance Time-Frame: Cathedral City Police Department is currently in the first year of a two-year budget. The Management Analyst will regularly report year to date budget compliance and issues. This will be an ongoing assessment of staffing needs to ensure our focus remains on maintaining a safe community and ongoing efficiency.

VIII. **Goal: On-Going Department Review of Practices and Policies**

The Police Department must remain flexible and attentive to change as we progress through this five-year plan. We must pay attention to criminal activity, changes in the cultural environment, citizen and business needs as well as other issues and situations that may arise. As we remain attentive to the needs of the community, we must also focus on internal personnel support issues, superior employee performance, celebration of personal milestones, promotions, job satisfaction and other related issues in each year of this strategic plan.

In 2015, the professional Standards Bureau was created to handle all internal affairs investigations as well as internal audits as we remain as transparent as possible. In 2016, The Police Department will implement critical issues testing for all personnel to ensure they are well versed on all critical components of our policies and procedures as well as criminal law changes.

Performance Time-Frame: All stakeholders of the organization must be involved with staying well-informed of community needs and expectations of the Police Department. We can achieve this through regular meetings with various community groups such as Neighborhood Watch, Chief's Advisory Council, Chamber of Commerce and local business contacts, and continued participation in City sponsored events. Lieutenants assigned to Patrol will ensure that Officers report on concerns that arise during their contacts with schools, businesses, victims of crimes and other contacts during police activities. Transparency and community partnerships will be enhanced through the use of social media, community meetings and Police Department sponsored events.

IX. **Goal: Addressing Emerging Policing Trends in our community:**

The Strategic Planning Committee has identified the following areas as emerging trends in our community. The Cathedral City Police Department has recently taken proactive steps in improving the quality of life of its residents.

Traffic Division:

- The Cathedral City Police Department has recently reactivated its Traffic Division to address problem traffic areas in order to decrease the number of both fatal/critical injury and non-injury traffic collisions in the city. The Traffic Division conducts follow up investigations of fatal/critical injury traffic collisions initially investigated by patrol. In order to free up patrol resources, the Police Department has developed and implemented an on call fatal/critical injury traffic collision team to respond to traffic collisions when the traffic unit is not on duty.

Office of Traffic Safety Grants (OTS):

- The primary focus of the OTS grants is to supplement the Traffic Division by providing funding for additional officers to enforce specific traffic violations such as distracted driving, pedestrian violations, and driving under the influence of alcohol and drugs. These grants facilitate a reduction in traffic collisions through proactive enforcement of traffic and education of laws.

Property Crime and Vandalism:

- To address the property crime and vandalism issues within the city, the Police Department conducts high visibility patrol checks of businesses, city parks, and residential areas throughout the city.

Cathedral City Gang Unit:

- In an effort to make residents of the city safer in their neighborhoods, the Police Department has started its own dedicated Gang Unit. As a result of this unit being established officers are better able to ease citizens' fears of being a victim of gang related crime.

Homeless and Mental Health Issues:

- To address the homeless population in the city, the Police Department has created a Homeless Liaison Officer position to assist those in need with obtaining and utilizing city resources, county resources, and mental health resources.

Performance Time Frame:

Traffic Division:

- The Traffic Unit was re-activated in March of 2015, while the on call fatal/critical injury traffic collision team was activated in January 2016.

Office of Traffic Safety Grants:

- Following the OTS grants going into effect in late 2014, there have already been OTS shifts assigned to officers that have resulted in the issuance of numerous traffic violations and arrests for DUI.

Property Crime and Vandalism:

- High visibility patrol serves as a deterrent to would be criminals from committing property crimes or vandalizing both city and private property by having marked units actively patrol areas where property crimes and vandalism is frequently occurring. Patrol Officers conduct these high visibility patrol checks frequently and when time permits between calls for service.
- The city also has a graffiti removal hotline that allows residents to report graffiti in their neighborhood to a graffiti removal team striving to remove reported graffiti within a 24-48 hour time frame.

Cathedral City Gang Unit:

- The Cathedral City Gang Unit consists of two Officers and one Sergeant. The unit was started in December 2015 and works closely with the Coachella Valley Gang Taskforce. A Detective was placed on the Coachella Valley Gang Taskforce in December 2015. The

focus of the Coachella Valley Gang Taskforce is to combat gang crime throughout the Coachella Valley and to provide assistance to Coachella Valley Law Enforcement Agencies with investigating gang related crimes.

Homeless and Mental Health Issues:

- The Homeless Liaison position was started in November 2015, the Homeless Liaison Officer works closely with Riverside County Department of Mental Health's CREST and REACH teams.
- The CREST (Community Response Evaluation and Support Teams) and REACH (Regional Emergency Assessment at Community Hospitals) teams are mental health crisis intervention response teams that provide intervention and support that would prevent the need or use of emergency or inpatient treatment facilities by linking individuals to voluntary alternatives whenever possible and appropriate.

Appreciation

We would like to extend a special thank you to all those who participated on the Strategic Planning Committee and assisted with creating the Cathedral City Police Department Strategic Plan for 2016-2020.

Strategic Planning Committee

Chief George Crum

Captain Earl Moss

Lieutenant Julio Luna

Sergeant Larry Sanfillippo

Dispatch Supervisor Gale Roberts

Detective Albert Holloway

Detective George Boyd

Detective Nate Hanley

Officer Rudy Castro

Evidence Technician Glenn Warnica

Chief's Advisory Council

Denise Rodriguez-Bowman

Larry Davis

Al Franz

Dale Jagodzinski

Kathleen Jurasky

Craig Loe

Victor Lupercio

Scott Robinson

Karen Panico-Willis