

September 2013

## CASCADING FIVES



Rapids at Rock Park, August 2013

1. What are your top five (5) accomplishments in FY 2012-13?
2. What are the current five (5) emerging issues that you want the Council to be aware of as we move into the future (new issues from previous reporting)?
3. What are the opportunities from shared services/consolidation or other external influences?
4. What are the threats from shared services/consolidation or other external influences?
5. What do you need to do now (actions) to meet your Business Plan in five (5) years?
6. Report on your five (5) performance measures that the City uses to judge the service levels of your department?

# **CITY MANAGER/MANAGEMENT SERVICES**

## **ACCOMPLISHMENTS**

1. Developed a City wide Wellness initiative.
2. Aggressively pursued City businesses with delinquent or no business licenses, increasing revenue over \$70,000. Implemented a 'tag' system for same business – working with Code Enforcement and Fire Department.
3. Completed Bargaining Agreement and Resolution compatibility and organization project.
4. Earned 4th consecutive Agency Certification Award from the Universal Public Procurement Certification Council.
5. Completed 207 customer service record information requests.
6. Utilization of Volunteer hours in the Clerk's office = 574 hours (IRS Equivalent=\$10,187.)
7. Successfully managed the 2013 State Legislative session.

## **EMERGING ISSUES**

1. Software upgrades needed in Business Licensing, utility billing, and customer information (311/ CRM.)
2. City sustainability.
3. Technology issues in the Clerk office with older equipment/software.
4. Health care reform implementation.
5. Daily/electronic timekeeping.
6. Recruitment and retention of talent – retirements in divisions such as IT, the treatment plant and the Fire department will be impactful going forward.

## **OPPORTUNITIES FROM EXTERNAL FORCES**

1. Additional use of volunteers and temporary help to assist the Clerk's office.
2. Business License software project.
3. Number of procurement card (p-card) transactions; 8,884.

## **THREATS FROM EXTERNAL FORCES**

1. REMSA/Fire issues and role clarification.
2. Reduced funding levels for CDBG programs and impacts of Federal Budget deficit.

# CITY MANAGER/MANAGEMENT SRVC; CONT

## NECESSARY ACTIONS

1. Implement Springbrook (sewer software) Spring 2014.
2. Implement new Business Licensing Software (HDL oPrime or Accela.)
3. Implement Electronic Timekeeping 2013/2014.
4. Implement robust Wellness program 2013/2014.
5. Implementation of online information tracking system (311/CRM) 2014/2015.

## PERFORMANCE MEASURES

1. Satisfaction of city services from Public Attitude Survey; 88%
2. Number of on-line customer payments processed = 12,211; (9,778-home, 2,433-customer service representative helping.) as reported in strat goal A.
3. Number of Customer transactions at the counter = 19,092 Total revenue = \$66,127,871.78 as reported in strat goal A.
4. Number of on-line job applications received; 1,289 as reported in strat goal B.
5. Number of jobs recruited; 65 as reported in strat goal B.
6. Conducted Emergenetics training city-wide with approximately 66% of employees participating as reported in strat goal B.
7. Number of procurement card (p-card) transactions; 8,884 as reported in strat goal A.
8. Clerk volunteer hours: 574 as reported in strat goal #4.





# CITY ATTORNEY

## ACCOMPLISHMENTS

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| 1. Pursuant to its policy of aggressive prosecution of domestic battery and DUI cases, the City Attorney's Office maintained a 95% conviction rate for 1st and 2nd time DUI's. Our Domestic Battery convictions have averaged 46%; roughly twice that of the national average.   |
| 2. In accordance with Nevada's statutory requirements, non-attorney staff members involved with criminal prosecutions were trained and maintain their certification to use the National Crime Information Center (NCIC) and Nevada Criminal Justice Information Service (NCJIS). Meanwhile, all attorneys have maintained their current certifications and law licenses through a series of continuing legal education and legal ethics courses. |
| 3. By participating in monthly meetings with the City's Risk Management Committee, the City Attorney's civil lawyers coordinated their efforts to successfully defend the City's treasury against meritless litigation and fairly resolve those matters requiring settlement.  |

## EMERGING ISSUES

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| 1. Maintaining Prosecution Service Levels: The staffing levels for the criminal prosecutors in the City Attorney's Office remain at the 2001 level. Since 2001, the City's growth, coupled with an incremental increase in Sparks Police Officers and <u>continued</u> increased court dockets, has challenged the ability of the City Attorney's Office to continue to provide outstanding service levels.   |
| 2. Maintaining Effective Services for Victims of Crime: The City Attorney's Victim Advocate provides support services and representation of crime victims in criminal proceedings. These services comply with Nevada's Constitutional recognition of victim's rights and greatly assist the City Attorney's Office in its criminal prosecutions for domestic battery. Emerging trends in our community's socioeconomic and demographic makeup has resulted in an unexpected number of domestic violence victims departing our jurisdiction; making service of witness subpoenas impossible. Consequently, the effectiveness of prosecuting of these cases has diminished. It is premature at this time to determine whether this is a temporary trend or the beginning of a long term trend within our community. |

## OPPORTUNITIES FROM EXTERNAL FORCES

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| 1. Expanded Database.                         |
| 2. Uniform Enforcement of Laws.               |
| 3. Uniform Personnel Policies.                |
| 4. Reduction in costs.                        |
| 5. Uniform Planning & Zoning Laws & Policies. |

# CITY ATTORNEY

## THREATS FROM EXTERNAL FORCES

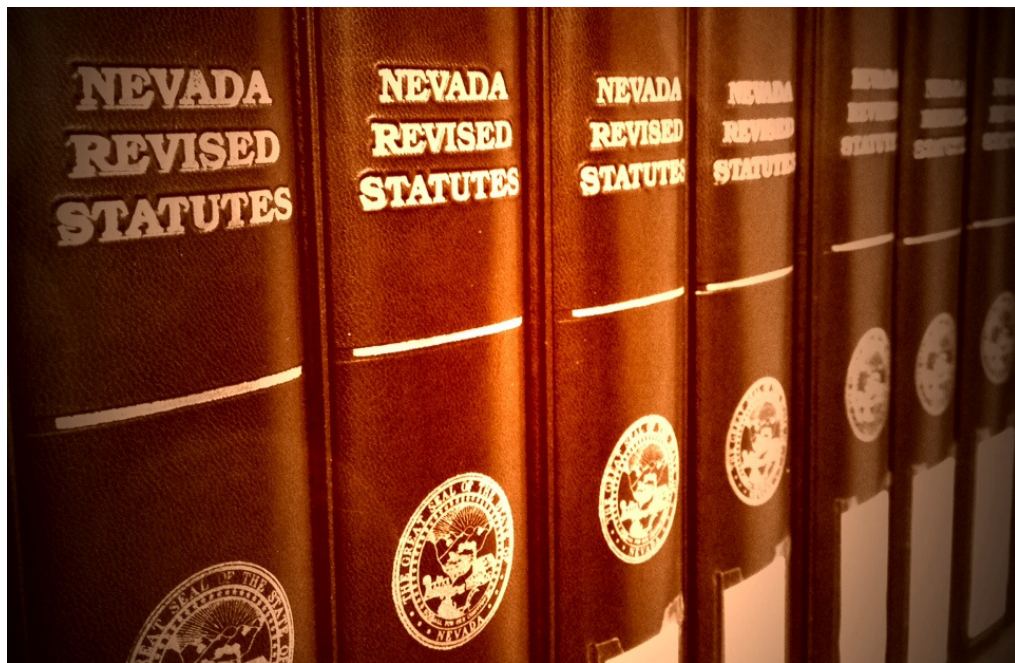
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|--|
| 1. Loss of political identity/control.                       |
| 2. Reduction of services to Sparks citizens.                 |
| 3. Longer emergency response times.                          |
| 4. Political leaders who may not give a priority to Sparks.  |
| 5. Emergency managers who may not give a priority to Sparks. |

## NECESSARY ACTIONS

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| 1. More attorneys/staff to meet future increases in crime/civil litigation.  |
| 2. Better computers to meet future demands and state reporting requirements. |

## PERFORMANCE MEASURES

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| 1. Civil Litigation Damages Claimed = \$1,500,000<br>Paid out = \$0  |
| 2. 1 <sup>st</sup> and 2 <sup>nd</sup> Offense DUI Prosecutions = 279<br>Total DUI Convictions = 262                             |
| 3. 1 <sup>st</sup> and 2 <sup>nd</sup> Offense Domestic Battery Prosecutions = 305<br>Total Domestic Battery Convictions = 1,742 |
| 4. Victim advocacy in criminal prosecutions and non-judicial resources = 1,890 as reported in strat goal #1.                     |
| 5. Advise City departments as reported in strat goal #1.   |



# COMMUNITY SERVICES

## ACCOMPLISHMENTS

1. Zoning code overhaul. In July of 2012, the Planning division embarked on a three track process to amend the zoning code to facilitate and expedite development. Phases 1 (staff-prepared code amendments) and 2 (a consultant-assisted analysis of the zoning code) are substantially complete. Phase 3 (a full reorganization and more amendments) is underway with a consultant and a target adoption date of late 2014.
2. Successful adoption of the 2012 ICC codes for the regulation of new development within the City of Sparks. This adoption included a unified set of local amendments that insures the interpretation of the 2012 ICC codes will be the same in all three local jurisdictions.
3. Successfully completed the FY12/13 CIP using a programmed based approach that includes 84% of all programmed projects being completed or under contract.
4. Implementation of the Brine production and application system greatly reduced the amount of road sand applied to City Streets during snow events.
5. Two emergency situations were managed at the Truckee Meadows Water Reclamation Facility without a violation to the state discharge permit.

## EMERGING ISSUES

1. Anticipated requests to re-entitle undeveloped land for uses that may be fiscally challenging for the City to provide services. Proposed development represents an opportunity cost to the City from a tax base perspective, potentially undermining the long-term fiscal health of the City.
2. Potential inability to maintain customer service standard for development review and land use entitlements if development activity increases.
3. Continued reallocation of Franchise Fee Revenue will greatly reduce the service level of the Street Maintenance Program.
4. Dissolved Organic Nitrogen Levels present in the influent to the Truckee Meadows Water Reclamation Facility are nearing critical levels where compliance with the discharge permit may not be possible.
5. Approximately 60% of operations staff at the Truckee Meadows Water Reclamation Facility will retire within the next 6 years.



Enjoying the day at the Watercross festivities

## COMMUNITY SERVICES

### OPPORTUNITIES FROM EXTERNAL FORCES

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| 1. To collaborate with other local governments to adopt technological innovations (e.g., for electronic submittal) or adopt other procedures to streamline and/or reduce the cost of processing land use entitlements, business licenses and building permit applications. |
| 2. Seek out new customers or uses for the disposal of effluent to reduce nitrogen loading on the Truckee River.  |
| 3. ESSCO report for TMWRF may create projects to leverage available funds and will provide energy savings.   |

### THREATS FROM EXTERNAL FORCES

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| 1. Consolidation of the planning division with other jurisdictions if it results in less local (i.e., Sparks) control of the land use entitlement and advance planning functions. |
| 2. Truckee River water quality review may negatively impact permits to allow discharge to the Truckee River.  |
| 3. Results of the 2013 State and EPA storm water discharge permit audit could yield increased costs to manage storm water.  |

### NECESSARY ACTIONS

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| 1. Continue to execute our annual Community Services Management Team Work Plans.   |
| 2. Continue to execute the Department's Training Plan.   |
| 3. Keep the Department's Succession Plan up to date to identify needed job skill levels.                                     |
| 4. Continue open and honest communications with regulators with regard to permits that allow discharge to the Truckee River. |
| 5. Investigate operational costs saving through privatization and/or consolidation of service.                               |

### PERFORMANCE MEASURES

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| 1. Traffic Signal Maintenance Service Level as reported in Core Service #5.     |
| 2. Building and Safety service levels as reported in Core Service #7.           |
| 3. TMWRF compliance with local and state permits as reported in Core Service A. |
| 4. Pavement Condition Indices (CPI) as reported in Core Service #16.            |
| 5. Park Maintenance service levels as reported in Core Service #17.             |

## FINANCIAL SERVICES

### ACCOMPLISHMENTS

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|---|
| 1. Upgrading City Hall server room to a modern and organized solution.  |
| 2. Earning the Excellence in Financial Reporting Award from the Government Finance Officers' Association for the 32 <sup>nd</sup> consecutive year. |
| 3. Upgrading networking, electrical and backend servers and storage.  |
| 4. Created "The Budget Board" to keep City leaders and staff informed about various aspects of the City's budget using a "Dashboard" concept.       |
| 5. Created an online bid application for contractors.   |
| 6. Delinquent business licenses listed on city website (BLAST project).   |
| 7. Added advanced Permits search capability.  |
| 8. Major software upgrade of Parks and Rec system completed.  |
| 9. Agresso training provided to 30 end users to facilitate budget management using simple inquiries.  |

### EMERGING ISSUES

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| 1. Addressing on-going issues related to new payroll system. Selected vendor and moving forward with electronic time keeping to replace outdated time cards. |
| 2. Network bandwidth to the desktop and to outlying Fire Stations and Community Centers.   |
| 3. Data storage continues to grow. Additional disk and larger capacity backup devices will be needed in the future.  |
| 4. Replacing antiquated telephone system with VoIP.  |
| 5. Performing large upgrade of Agresso ERP.  |

### OPPORTUNITIES FROM EXTERNAL FORCES

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| 1. There are always opportunities of new regulations that would help the City's financial status. The 2015 Legislative session is an example. |
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## FINANCIAL SERVICES; CONTINUED

### THREATS FROM EXTERNAL FORCES

1. New regulations that would hurt the City's financial status. The 2015 Legislative session is an example.

### NECESSARY ACTIONS

1. IT Operations—must replace Windows XP PC's because of Microsoft end of support in April 2014.
2. Address staffing needs – both current needs and addressing expected attrition within the next 5 years and filling existing vacancies. IT's development team has shrunk from 5 to 2 resources.
3. Finish trouble shooting payroll system to relieve staff time for time keeping project.

### PERFORMANCE MEASURES

1. Achieving the Certificate of Excellence in Financial Reporting Award from the Government Finance Officers' Association. We have just received the award for the fiscal year 2011/2012 and will be applying for the award once the fiscal year 2012/2013 audit is completed as reported in strat goal A.
2. Achieving the Distinguished Budget Presentation Award from the Government Finance Officers Association. We received the award for fiscal year 2011/2012 budget. We did not apply for the FY 2012/2013 Budget but intend to apply and receive the award for our FY 2013/2014 Budget as reported in strat goal A.
3. Upgraded City Hall and network configurations for hardware and software as reported in strat goal #3.

Girls Fastpitch Tournament,  
Golden Eagle Regional Park,  
summer 2013



## FIRE

### ACCOMPLISHMENTS

1. All fire stations remained open 24/7 staffed with 7 engine companies. This occurred even with diminished budgets and a 6.6% increase in call volume.
2. Strengthened procedures and relationships between the Fire Department and SPD Communication by developing a Fire Dispatching Manual, designed and programmed the West Covina CAD system, and developed an 800 MHz radio failure procedure.
3. The Fire Prevention Bureau completed their third year of Project SAFE Residential Smoke Alarm Installations. They installed 593 smoke alarms, 138 carbon monoxide detectors, 13 hearing-impaired devices, and educated 218 adults/children.
4. Became the leaders in the region in developing and sponsoring state of the art training which fostered cooperation and familiarity with our neighbors, their equipment, and procedures.
5. The Fire Marshal was instrumental in developing a Northern Nevada Fire Prevention Committee that included representatives from 10 separate fire agencies. This committee was established to review the new 2012 International Fire Code and International Wildland Urban Interface Code, and design a combined Fire Prevention Amendment package that would incorporate consistent fire code language for Northern Nevada.

### EMERGING ISSUES

1. Reduction of funding and personnel will have a crippling effect on the department's ability to manage emergencies. Managing the emergency operations of the fire department to a budget number rather than a service level will result in the shutdown of engine companies.
2. An increase in call volume (6.6%), call concurrency (33%), and out-of-district response by engine companies (18%), without an increase in staffing, increases our risk to have service delivery failures.
3. As we transition from a leased fire apparatus fleet to a depreciated fleet, we will need to ensure that funding is available to initiate and continue a replacement program. Our current American LaFrance fleet has reliability and longevity issues. Funding to replace critical fire department equipment including SCBA, mobile data computers, and PPE (personal protective equipment) also needs to be addressed.
4. The Fire Prevention Bureau has suffered major changes since 2008 when the economy started its decline. Staffing has decreased by 54%. As the staffing began to be reduced, so did the quantity of mandatory code inspections on existing businesses. Many changes were made to the Occupancy Fire Inspection Frequency Program to allow for the decreased staff, but we are no longer able to maintain the quantity of inspections per that program, and/or meet our performance measures and benchmarks of our Business Plan.
5. Implementation of the recommendations in the 2012 TriData Emergency Medical Services Systems Analysis Final Report is currently in process. Consensus by all parties on all 38 recommendations has not been reached, but agreement in concept has been reached on numerous recommendations, and progress is being made.

### OPPORTUNITIES FROM EXTERNAL FORCES

1. A recent commodities flow study spearheaded by the Sparks Fire Department, and funded by the Local Emergency Planning Committee (LEPC), is one step closer toward the completion of a strategic plan for the Regional Hazardous Materials Team. The commodities flow study will identify the hazardous materials risk in Washoe County. The strategic plan, if funded, will identify if the appropriate resources, training, and capabilities are in place to address the risk, and if not, what needs to change.
2. Opportunity to work with the Northern Nevada Fire Prevention Committee on fire code related issues. Improved efficiency for Fire Service Agencies, Developers, Contractors, and Business Owners.

## **FIRE; CONTINUED**

### **OPPORTUNITIES FROM EXTERNAL FORCES—CONTINUED**

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| 3. Opportunities to generate revenue from assistance by hire mutual aid. In 2013, \$299,156 was invoiced for mutual aid services rendered. The skills learned in these types of responses are brought back to the department increasing our proficiency and ability to handle a similar emergency in our region.  |
| 4. Opportunity to include law enforcement into the Regional Hazardous Materials Team was presented by the City of Reno. This national trend is being evaluated locally, and seeks to enhance the capability of the Regional Hazardous Material Team with the inclusion of law enforcement capabilities such as the bomb squad. This effort would also minimize competing interests for necessary funding. |
| 5. Opportunity to increase revenues by increasing Fire Prevention inspection fees and instituting a REMSA Franchise fee.  |

### **THREATS FROM EXTERNAL FORCES**

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| 1. Assembly Bill 286— New legislation requires a host organization of a special event to provide emergency medical personnel and emergency medical services at the site of certain special events. These additional requirements come at a significant cost to event providers. These requirements are mandated in counties over 100,000 in population. |
| 2. The Regional Training Center continues to see a decrease in funding from Truckee Meadows Community College (TMCC), driven by cuts from the State of Nevada.  |
| 3. Changes in NFPA requirements for PPE and SCBA will increase the need for additional funding to remain compliant.   |
| 4. Increased call volume leading to diminished service levels and increased response times.   |
| 5. Development again on the rise in the City of Sparks. The northwest corner of the city will place additional stress on the Fire Department to cover this area with adequate service.  |

### **NECESSARY ACTIONS**

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| 1. Update the Sparks Fire Department Business Plan.   |
| 2. Update and apply the Fire Department's equipment capital replacement program, and identify dedicated funding sources as needed.  |
| 3. Retain staffing levels as currently funded.  |
| 4. Implement aggressive succession planning program.  |
| 5. Implement an in-field fire inspection records management program for the Fire Prevention Division, including the necessary funding for the equipment and software needed to implement such system. |

### **PERFORMANCE MEASURES**

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| 1. There was an increase in travel time response time of 4 personnel on scene of 42.9% (42 seconds). There was a decrease in all other districts of response time of 142 seconds as reported in strat goal #1.      |
| 2. There was an increase in compliance rates in the Fire Department standard of responding within 6 minutes or less to 90% of all emergency incidents (67.6% at 5 minutes 29 seconds) as reported in strat goal #1. |
| 3. The quantity of target hazard fire safety deficiencies found during inspections and percentage corrected is a very favorable 100% (2199 fire safety deficiencies corrected) as reported in strat goal #1.        |
| 4. The quantity of target hazard fire inspections conducted annually and percentage of initial fire inspections completed within the same month is an unfavorable 75% (3511) as reported in strat goal #1.          |
| 5. Special teams were maintained at 100% strength as reported in strat goal #1.   |

## PARKS & RECREATION

### ACCOMPLISHMENTS

1. Unveiling of the All Abilities Playground at Pah Rah Park—the first ever of its kind in the region. Since the grand opening in November 2012, daily activity has been nonstop in this fully integrated play environment which features an artificial turf surface making it easily accessible for all users.
2. Completion of Wedekind Regional Park trailhead facilities and trail system upgrades, funded in part through trails grants from the State of Nevada, Division of State Parks. In addition to the upgrades made to the trails, shaded seating now adorns two hilltop locations offering spectacular views, and an outdoor classroom was installed at the 4th St. trailhead for children to learn first hand about nature and the history of mining.
3. Opening of Little League Park at Golden Eagle Regional Park marked the completion of phase II of the four-field pinwheel designed exclusively for youth play. The new synthetic turf *all ability* fields have shaded ADA accessible dugouts, and a heated bathroom and concession stand were also installed. Along with the construction of the fields, some much needed warranty work was secured for four existing youth fields.
4. Transfer in management/maintenance/programming of Gandolfo Rodeo Arena to Reno Rodeo Foundation. Savings in city maintenance and rental admin was re-allocated to other maintenance concerns system-wide and administrative process efficiencies.
5. Recreation/events advancements/successes:
  - Tournaments held at Golden Eagle Regional Park during calendar year 2012 brought \$19 million to the region.
  - Scheels Turkey Trot experienced the largest attendance to date with 2,400 participants, reflecting a 33% increase over the prior year.
  - Events Division—number of event days in FY13 increased 22% from prior year.
  - Successful rollout of new swim lesson program saving approximately \$3,538 in supplies related to prior program.
  - Adopt-A-Park program participation increased 12% in FY13 with 28 park sites adopted (48% of parks system).

### EMERGING ISSUES

1. Need to analyze park maintenance function and ability to promote/encourage a safe park system while protecting investment and minimizing liability. The minimum standard is not being met and the maintenance plan is not being implemented with safety as a priority.
2. Identify alternative funding sources and methods to support struggling parks system and services.
3. Reduced ability to compete in provision of community education classes due to current requirements of contractual agreements with class providers.
4. Need to identify direction of department programs and pursue assistance with securing and managing grant funding with limited staff resources for program implementation.
5. Identify method to capture revenue from private use of public property - such as parks and facilities - for fitness programs, boot camps and class instruction.
6. Pool closure at Alf Sorensen Community Center June-August 2014 for natatorium renovation to include lowered ceiling and improved ventilation.



## **PARKS & RECREATION; CONTINUED**

### **OPPORTUNITIES FROM EXTERNAL FORCES**

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| 1. Public/Private partnerships.  |
| 2. Volunteers.   |
| 3. Recruit continuing education groups to utilize available meeting rooms thereby increasing revenue at recreation centers.  |
| 4. Support the efforts of the Truckee Meadows Parks Foundation whose mission strives to enhance the quality of life for all citizens of the region by ensuring the long-term sustainability and improvement of our parks through endowments, programming and advocacy. |

### **THREATS FROM EXTERNAL FORCES**

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| 1. Changing economic conditions result in fluctuation of services needed such as kids out-of-school programs.                              |
| 2. Competing with other providers of community classes which have fewer contractual requirements.  |
| 3. Decrease in production and increase in end cost.  |
| 4. Taking on more responsibilities than we have the resources to support.  |
| 5. Increase in layers of communication and ability to efficiently do the job—increase in micro-managing, decrease in employee empowerment. |

### **NECESSARY ACTIONS**

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| 1. Complete and implement Parks and Recreation Comprehensive Plan update.                |
| 2. Continue to foster community partnerships, in-kind support, donations and volunteers. |
| 3. Seek alternative funding.   |

### **PERFORMANCE MEASURES**

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| 1. Satisfaction of Parks and Recreation services from Public Attitude Survey; 83%  |
| 2. Efficiency – Realignment of City produced events to the private sector is 90% complete. Focus turns to event recruitment and management as reported in strat goal #2. |
| 3. Citizen Involvement – 48% of parks adopted through Adopt-A-Park program, 12% increase in participation from FY12 as reported in strat goal #5.                        |
| 4. Grants/solicitations- \$531,673 as reported in strat goal #5.   |
| 5. Revenue – Maintain Department revenues at 80% cost recovery as reported in strat goal #5.   |

Sparks Hometowne Christmas  
Parade, December 2012



## POLICE

### ACCOMPLISHMENTS

1. Renewed and updated the Sparks Police Department Vision and Values statements. This was accomplished through a committee of all employee groups with input from community members.
2. Implementation of a Succession Planning Model. A succession planning form was given to each employee to outline potential career goals and training needs. Based on that assessment, training has been implemented to give employees the opportunity to reach their goals. Next steps include formal mentoring and acting roles if applicable.
3. Implementation of the SafeShield program. This program is designed to address officer safety, mental wellness and physical fitness of officers. A SafeShield committee was formed and implemented several training and equipment ideas to improve conditions in these three areas.
4. The members of the Police Department through the ComStat philosophy were able to reduce most of the "Big 5" crimes. In comparison with regional and national trends, this was a great accomplishment. Homicide, sexual assault, burglary all showed continual drop. Automobile theft saw an increase above regional trends.
5. Renewed and implemented a new set of Standard Operating Procedures (SOP's) within the Communications Section. Previous SOP's were out of date and needed revision.

### EMERGING ISSUES

1. Staffing Shortage Patrol Division/Overtime – A recent internal review of staffing levels indicated that patrol staffing levels begin at an daily average of -12% based on light duty/FMLA leave and administrative reasons. This does not include the approximate 15% absentee rate (below national average) for annual, sick and personal leave. The absentee rate increases to over 17% if internal and external training is included. With minimum shift staffing levels, overtime is utilized to fill critical patrol operational needs. We have developed an internal committee to address overtime issues.
2. Staffing Shortage Administration Division – Staffing levels within the Communications Section have been reduced to a critical level. Minimum staffing levels are routinely not meet requiring overtime coverage. Records Section personnel will work understaffed resulting in a backlog of criminal cases that need data entry.
3. Transition to Tiburon CAD/RMS System – The current West Covina CAD/RMS system is still not meeting our operational needs. We have an opportunity to join the City of Reno and Washoe County in utilization of Tiburon for CAD/RMS functions.
4. Emergency Medical Dispatch (Fire Department)/REMSA – As the primary Public Safety Answering Point (PSAP) for the City of Sparks and dispatch for the Sparks Fire Department, the issues regarding REMSA, the Tri-Data study and the Sparks Fire Department will have an impact on the Communications Section.
5. 2014 Regional Law Enforcement Sales Tax Initiative – Developing a regional strategy with the City of Reno and Washoe County to implement a dedicated funding source for law enforcement is a priority.

### THREATS FROM EXTERNAL FORCES

1. Consolidation of the Emergency Communication function – There is a continued push for a regionalization and/or co-location of the regions emergency communications functions. Washoe County and Reno have already co-located at the Regional Emergency Operations facility. The additional co-location would require operational changes at the PD and a loss of access to both the PD and FD.

## **POLICE; CONTINUED**

### **OPPORTUNITIES FROM EXTERNAL FORCES**

1. Success of Special Units – If the Department had more staff, we would increase our level of participation in certain units such as Repeat Offender Program; Special Enforcement Team; Regional Gang Unit; and DEA Task Force due to their success in the region. The PD and citizens do benefit from these joint collaborations and would receive more benefit by more participation.
2. Northern Nevada Regional Information Center—Over the course of the last year, the NNCTC has transitioned from a traditional terrorism based fusion center to a regional crime information center. This transition has allowed more information sharing among agencies regarding criminal activity rather than terrorism based activity. The NNRIC still maintains a terrorism function but is focused on more regional crime issues. Being able to exchange crime statistics; method of operations; geographical occurrences; and other criminal trends, local law enforcement would have a better intelligence base of criminal activity with tactical analysis of all three organizations. Resources could then be deployed by each agency in their own jurisdiction for enforcement.
3. Tiburon CAD/RMS System – An opportunity exists for the Sparks Police Department to switch computer aided dispatch (CAD) and records management system (RMS) to the same system that is currently being utilized by the Washoe County Sheriff's Office and Reno Police Department. This would place both primary Public Safety Answering Points on the same system for both Police and Fire dispatching. This would also allow Sparks to join the same records management system to increase our ability to investigate crime utilizing regional information. A Tiburon CAD/RMS system is typically over 1 million dollars. Through this opportunity, we will be able to implement for under \$200,000.00.
4. Community Oriented Policing 2013 Grant Solicitation – The Police Department worked with our regional partners and the COPPS Office to develop a regional concept to address crime and related offenses within the geographical boundaries of "accelerator" schools. Regional partners have not been successful individually in receiving federal funds and the regional approach will hopefully provide more leverage for funding. If awarded, the Sparks Police Department would be funded for five (5) police officer positions.

### **NECESSARY ACTIONS**

1. Plan and develop a regional strategy for a sales tax initiative in 2014.
2. Increase Crime Prevention – A crime prevented is better than a crime solved. Efforts must continue to assist in that endeavor. Citizens must assist in their neighborhoods and become more involved to work with the police to prevent or solve crime. Efforts to prevent crime with youth needs to be furthered. Youth addiction to drugs and involvement in gangs, statistically leads to adults who do not change their behavior for, at times, decades. Additional staffing needs to occur before any new initiatives are implemented.
3. Enhance COMSTAT – As crime and crime trends change, the department must continually examine and analyze our COMSTAT model. This will ensure the department is striving to make the community safe by disrupting, preventing or solving criminal acts. A major component of the COMSTAT model is the Crime Suppression Unit (CSU). Additional detectives need to be added to CSU in the Detective Division to further their cause. This unit is primarily proactive in their approach of solving crime and historically, very successful.
4. Research and Development of Technology – Advancements to technology in law enforcement is ever changing. Areas of surveillance, communications, evidence collection, predictive policing, and officer safety must routinely be re-examined for enhancing equipment and technology.
5. Succession Planning for Supervisors – By examining supervisors that are eligible to retire in a five to seven year span, efforts to prepare the next level of command staff is required. Succession planning is a critical step to ensure what was achieved today will continue in the future. Mentoring, acting roles for supervisors and training are all areas of consideration to achieve success.

# POLICE; CONTINUED

## PERFORMANCE MEASURES

1.	Crime Statistics: FY12-FY13	<u>12/13</u>	<u>11/12</u>	<u>+/-</u>
	Murder	2	7	-71.4%
	Rape	34	42	-19%
	Robbery	61	58	5.1%
	Aggravated Assault	138	127	8.7%
	Larceny	1572	1493	5.3%
	Grand Theft Auto	232	194	19.6%
	Burglary	530	565	- 6.2%

2. Use of Force/Complaints (Calendar Year)			
	<u>2011</u>	<u>2012</u>	
Internal Affairs Complaints Initiated	13	14	
Use of Force Incidents	84	151	

1. 3. Response Times – A six minute response time (6:53) to Priority 1 Calls for Service was achieved last year as reported in strat goal 1.

4. Crime Prevention Efforts (NW; VASC;ALERT Programs)	
VASC Members	48
NW Groups	18
ALERT Participants	200

5. Number of arrest of juveniles and adults (May 2012 to May 2013)			
	<u>FY/12</u>	<u>FY /13</u>	<u>+/-</u>
Arrest Adult	2387	2,173	- 9.0%
Arrest Juvenile	605	645	6.6%



Fun at the Police Department open house

