



**PLACENTIA**  
**POLICE DEPARTMENT**

**Strategic Plan 2021-2023**

**PLACENTIA**  
POLICE DEPARTMENT



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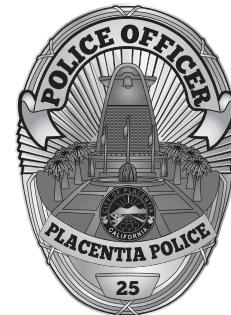
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**PLACENTIA**  

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**POLICE DEPARTMENT**



# INTRODUCTION



**54**  
SWORN  
POSITIONS

**46**  
CIVILIAN  
STAFF  
POSITIONS

**52,157**  
POPULATION  
2017 CENSUS  
BUREAU



## From Police Chief Darin Lenyi

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Public safety and outstanding policing service are the top priorities of the Placentia Police Department. The Department serves a population of over 52,000 valued residents, as well as business owners, patrons, educational partners, students, and all who visit Placentia. The Department, which is allocated 54 sworn positions and 46 civilian staff positions, strongly believes in community partnerships. We will work to enhance relationships with the community to accomplish our main goal of keeping Placentia safe and to increase our trust level with those we serve.

A strategic plan directs our policing efforts. We will continue to revise this flexible document so it best serves as a guide to direct our organization's activities. Working together as a team, we will periodically measure progress and evaluate our effectiveness in meeting our organizational goals. This plan is intended to show who we are, what we stand for, and where we are going in the future.

We are pleased to present this three-year strategic plan that includes initiatives for proactive policing, improved staffing, increased community engagement, further transparency, and enhanced traffic safety. We have incorporated goals that will improve overall employee wellness, customer service, workplace satisfaction and greater efficiency in delivering policing services.

We have revised our mission statement to better define our focus in policing, added a vision statement that describes where our organization is headed, and stated our organizational values to express Placentia policing principles and core values.

The men and women of the Placentia Police Department respect the constitutional rights of all people and stand ready to protect our community through fair and impartial policing. We will continue our commitment to working with you to build strong relationships of trust and to keeping Placentia a pleasant place to live, work and visit.

I hope you find the information in this strategic plan helpful and informative.

Respectfully,

A handwritten signature in black ink, appearing to read 'D. Lenyi'.

Chief of Police

# INTRODUCTION



## MISSION STATEMENT

The Placentia Police Department is dedicated to improving the quality of life through proactive criminal enforcement, education and community partnerships. We act with integrity and accountability to reduce fear and crime, while treating all with respect, compassion and fairness.

## VISION STATEMENT

Through the delivery of professional law enforcement services, we work to safely reduce crime in our community while building on a trusting partnership with the community and one another.

## Organizational Values

- *Professionalism* - Building partnerships with our community through respectful communication and providing the highest level of customer service.
  - *Commitment to Excellence* - Striving to achieve the highest standards of ethics, performance, teamwork and ongoing professional development in all aspects of modern-day policing.
  - *Pride* - We have pride, both individually and for our department, through outstanding policing and safeguarding the reputation of our profession.
  - *Courage* - Sharing a strong sense of duty to take corrective action in confronting problems both within the department and within the community.
- 

## Department Expectations

- Ensure the safety of our community and personnel through quality policing.
  - Fight crime and enhance traffic safety throughout the community.
  - Be responsive to needs of the Community, the City and the Department.
  - Be professional at all times and provide a high level of customer service to all of our stakeholders, while doing more than is expected. Show we care.
  - Accomplish goals and problem solve through teamwork.
  - Be respectful to co-workers and support their efforts in the delivery of effective policing services.
  - Be accountable for your actions and performance. Hold others to the same standard of accountability.
  - Be proactive in working to achieve the goals of the Department.
  - Maintain a positive attitude toward your responsibilities and the organization.
  - Practice fair and impartial policing.
- 

## Expectations of Leadership

- City and Department Mission before self-interests.
- Lead by example.
- Communicate openly and honestly with all members of the Department.
- Be responsive to your staff and make their needs a priority.
- Be accountable first, then hold others accountable.
- Be fair when making decisions and show support for the community and department members.
- Coach and mentor subordinates to develop them for future assignments.
- Foster a positive working environment.
- Ensure fair and impartial policing practices are continued.
- Be sensitive to the needs of the community and your staff.

# PLACENTIA CITY COUNCIL

## INTRODUCTION



**MAYOR**  
Ward Smith



**MAYOR PRO TEM**  
Jeremy B. Yamaguchi



**COUNCIL MEMBER**  
Craig Green



**COUNCIL MEMBER**  
Rhonda Shader



**COUNCIL MEMBER**  
Chad P. Wanke



IN GOD WE TRUST

### **CITY ADMINISTRATOR**

Damien R. Arrula

### **CITY TREASURER**

Kevin Larson

### **CITY CLERK**

Robert S. McKinnell

### **INTERGOVERNMENTAL RELATIONS**

The Mayor and City Council hold a number of special assignments and appointments to various boards and commissions dealing with other county / state government agencies.

These agencies include the:

- Criminal Justice Council
- League of California Cities
- Orange County Human Relations Agency
- Orange County Sanitation District

### **CITIZEN RELATIONS**

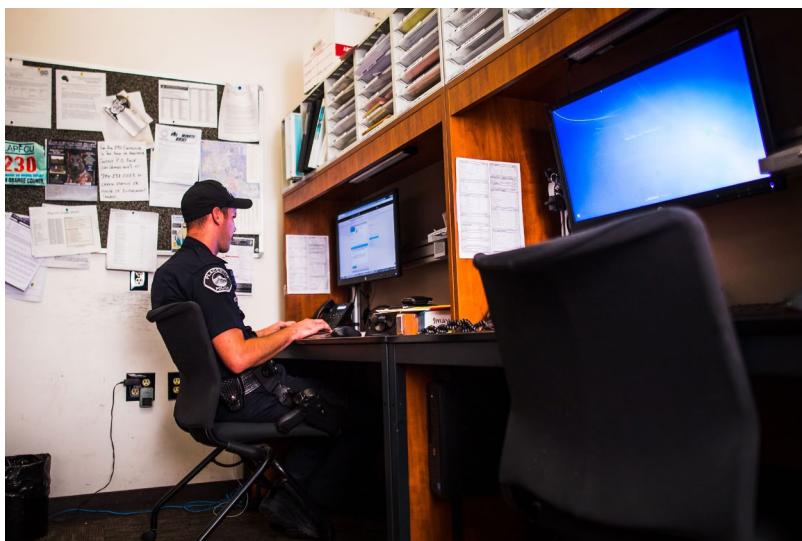
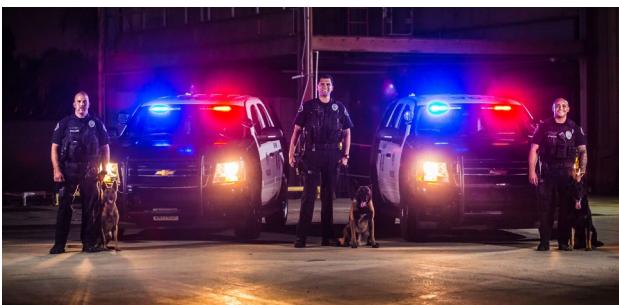
In an effort to create an open government and respond to citizen concerns, the mayor and City Council promote citizen relations by:

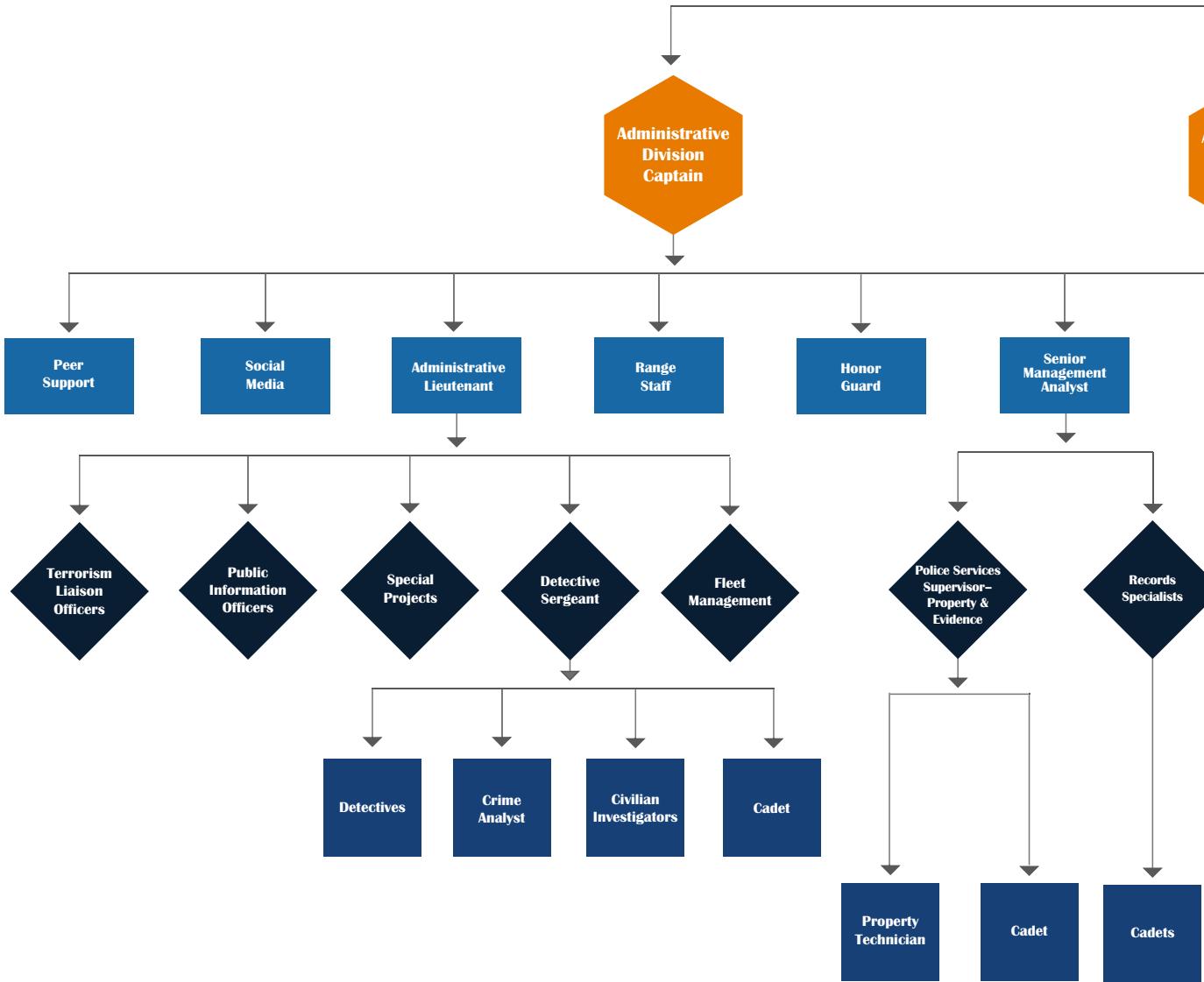
- Conducting town hall meetings
- Hosting public speaking engagements
- Issuing commendations and proclamations
- Providing citizens with information
- News releases and public notices are issued to notify citizens of these programs.

### **FOR MORE INFORMATION**

For more information about intergovernmental and citizen relations, contact the City Council at (714) 993-8171 or [citycouncil@placentia.org](mailto:citycouncil@placentia.org)

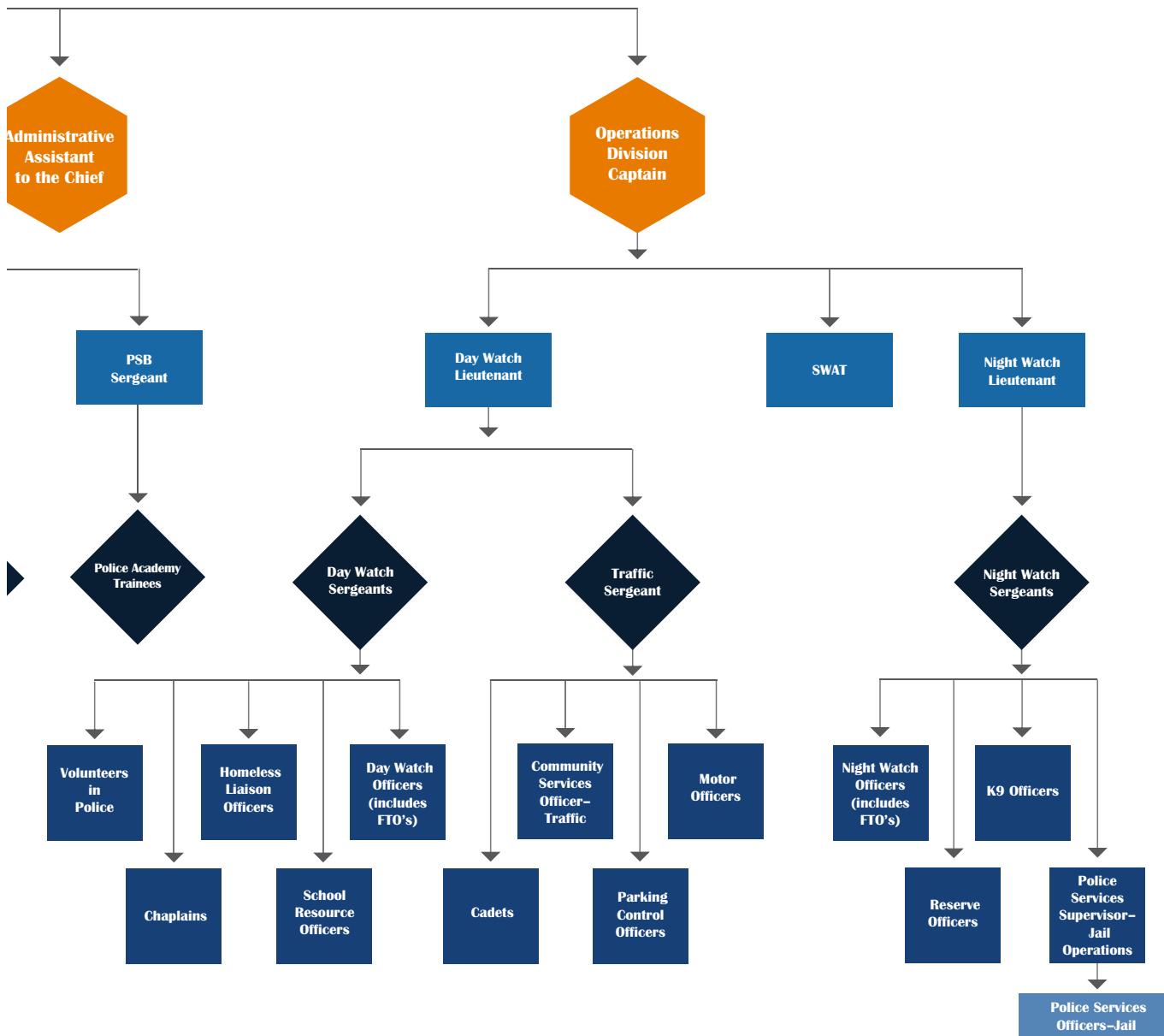
DEPARTMENT OVERVIEW





# OF POLICE

# DEPARTMENT OVERVIEW



# OPERATIONS DIVISION

## Patrol



The Patrol Division is the largest work group within the entire City. It is the “backbone” of our policing service. Patrol provides visible and engaged officers who work around the clock to safeguard our community. The Patrol Division includes the Traffic Bureau, K-9 Unit, School Resource Officers, Police Services Officers, and Reserve Officers. Patrol Officers handle the first response to all crimes, they patrol for criminal activity and take the lead on criminal enforcement. They also work with residents, business owners, educational partners and other community partners in reducing public safety problems, including quality of life issues that concern our community or impact the safety and living conditions of the public.

## Traffic Bureau



Traffic Officers enforce traffic-safety related laws. They educate the public on traffic safety, investigate traffic collisions, and maintain traffic safety for special events like the Heritage Day Parade and Festival and the Placentia Tamale Festival. They also monitor traffic at our schools during student drop off and pick up time. The Department partners with the California Office of Traffic Safety (OTS) and they provide grant support for traffic safety education and operations.

## K-9 Unit



The Department’s Canine (“K-9”) Unit began in 1988 and currently has three dogs in service. Our dogs are utilized for suspect apprehension, narcotic detection, and provide support for a variety of searches. Our K-9 Unit provides a good resource for community interaction and education on department operations.

## School Resource Officer (SRO)



School Resource Officers work in partnership with the Placentia-Yorba Linda School District (PYLUSD). The Department has two School Resource Officers, and they partner with school staff, provide safety training to district staff, and educate and mentor students on safety issues.

## Police Services Officer (PSO)



Police Service Officers provide support by performing field, office and jail duties. They respond to low risk calls for service, take reports, and process arrestees. They also collect and book evidence from crime scenes, provide traffic control, and enforce parking laws and ordinances.

# OPERATIONS DIVISION

## Reserve Police Officer Program



Reserve Officers assist full-time officers in the enforcement of laws and in maintaining peace and order within the community. Reserve Officers are usually assigned to the Operations Division, but may be assigned to other areas as needed.

## Volunteers in Policing (VIPs)



VIPs help support department operations and they provide an average 2,800 hours of service by supporting DUI checkpoints, conducting vacation house checks, assisting with front counter/records requests, and assisting during community outreach events.

## Chaplain Program



The Chaplain Program is comprised of professional clergy members who volunteer their time in support of department employees and members of the community during times of sorrow and grieving. They are on-call 24 hours a day to assist with a crisis intervention in situations like death notifications and incidents involving traumatic deaths. Chaplains also tend to Department Personnel, offering support whenever possible, and participate in monthly council meetings and civic events.



# ADMINISTRATIVE DIVISION

## Professional Standards Bureau



The Professional Standards Bureau is responsible for recruiting, hiring, and serving as a training manager for all training requirements department wide. The Professional Standards Sergeant also handles legal affairs, workers compensation issues, and conducts audits and inspections of department personnel, operations and processes. The sergeant is also the custodian of records for police department personnel files and internal affairs investigation reports. This sergeant handles formal complaints made against members of the department. They receive advanced training in this area to ensure these investigations are thorough and unbiased. If there is a valid conflict of interest with a complaint, it is outsourced for investigation.

## Investigations Bureau



The Investigations Bureau is comprised of General Detectives, Gang Detectives and the Crime Analysis Unit. The Bureau is supervised by the Detective Sergeant and overseen by the Administrative Division Captain. Also included is a DEA Task-Force Detective and Civilian Investigators. Together they review and investigate on-average 1,600 cases each year.

## Records Bureau



The Records Bureau works closely with sworn and professional staff. They are responsible for processing citations, they assist with answering business lines and helping citizens at the front counter. Personnel release copies of reports and impounded vehicles, filing reports, California Law Enforcement Telecommunications System entries and matron duties.

The front counter is open Monday - Friday from 8:00am to 8:00pm, Saturday from 8:00am to 2:00pm, and closed on Sundays. Reports can be obtained during these business hours.

## Property & Evidence Unit



The Property and Evidence Unit is responsible for handling, storage, transportation, and release or disposal of all items seized. Annually, they receive approximately 5,000 items. They also provide the court with copies of documents, audio/video surveillance, interviews, photographs, 911 dispatch tapes and physical evidence as requested. They provide Crime Scene Investigation (CSI) and handle ordering safety equipment for department staff.

# ADMINISTRATIVE DIVISION

## Department Budget & Administrative Services Unit



The Department's Budget & Administrative Services Unit is responsible for a multitude of fiscally minded functions. The primary being the preparation and daily oversight of our department's annual budget. This sets the fiscal direction for our department and establishes goals and objectives for each division to work within. Additional duties include creating and maintaining contracts with outside service providers, fleet services, false alarm management, grant overview and agency surveys/analysis when needed.

## Policing Legitimacy

The Placentia Police Department will support the Attorney General's broad police reforms and laws that follow, which are proactive efforts to protect lives.



In the wake of national incidents involving police use of force, the Department will increase transparency and open communication to maintain policing legitimacy. Policies involving use of force will be reviewed and revisited to assure adherence to use of force guidelines and current laws. Interventions like periodic policy reviews, keeping current with the policing climate and maintaining transparency builds public confidence. Increased information sharing about our actions, as well as addressing public perceptions, helps to foster open communication and a greater sense of ownership among policing partners.



# ANCILLARY ASSIGNMENTS

## North County SWAT

The North County SWAT is comprised of individual agency SWAT teams, Crisis Negotiation teams and Tactical Dispatchers. Along with Placentia, other assigned agencies include Brea, California State University Fullerton, Fullerton, La Habra, and La Palma Police Departments. The team provides support in critical field operations where negotiations or special tactical deployment methods are required. Placentia's allocation commitment to the team is six officers, two sergeants, two crisis negotiators and two tactical dispatchers.

## Homeless Liaison Officer (HLO)

The Homeless Liaison Officer program is assigned within Patrol. HLOs attend meetings with collaborative groups, Placentia Police Administration, Placentia City Staff, City Council members, and outside law enforcement agencies. Their goal is to place homeless individuals in designated shelters, providing wraparound services for permanent housing and to address community homelessness concerns. HLOs stay up to date on current laws and work to navigate this difficult problem by knowing what kind of resources are available to our homeless population. All HLOs receive advanced training in the field of homelessness and mental health.

## Public Information Officer

The main job function of the Public Information Officer (PIO) at the Placentia Police Department is to act as a formal liaison and spokesperson for the Department when interacting with the general public through the media. This includes writing and disseminating press releases, conducting media interviews, monitoring and implementing social media campaigns, and acting as an intermediary between PPD and media groups.

## Honor Guard

The Placentia Police Department's Honor Guard is made up of one Sergeant and seven team members. The primary duty of the Placentia Police Department Honor Guard Detail is to render final honors to fallen officers and their families. Our Honor Guard is a specially trained and highly disciplined unit that serves at funerals and may also serve as the "guardians of the colors" by displaying and escorting the national flag on ceremonial occasions at official city and state functions.

# ANCILLARY ASSIGNMENTS

## Social Media Team

The Social Media Team's main goal is to improve transparency, communication, and public relations with the community in which we serve. The Department uses social media platforms for external purposes including community engagement and public notifications, and internal purposes, including investigations and recruitment. Enhanced communication, facilitated by social media engagement, leads to greater community cooperation.

## Range Training Unit

The Range Training Unit consists of one Range Master, and four Firearms Instructors. The unit trains and mentors all sworn PPD Officers in the use, functionality, and decision-making processes involving various assigned weapons systems. The unit conducts bi-monthly live-fire qualification and simunition exercises. They also serve as active shooter instructors. This training includes giving verbal warnings to violent suspects, when possible, before deadly force is used.

## Peer Support Team (PST)

The PST provides assistance, support, and resources to department employees and direct family members during and after difficult times in their personal or professional lives. This program is designed to offer ongoing follow-up support, promote trust, allow anonymity, and preserve confidentiality for persons using peer support within the guidelines of the program.

## Terrorism Liaison Officer (TLO)

Terrorism Liaison Officers are specially trained to be a point of contact in matters related to terrorism and they maintain a relationship with the local fusion center. They receive and disseminate terrorism-related information. They educate other agency personnel about suspicious activity, enhancing situational awareness, early warning, and operational readiness.

## Police Explorer Post

The Explorer Post has 11 Police Explorers and is supervised by sworn Placentia Police Officers. The program involves youth from 14 to 21 years, participating in police-related training, ride-alongs, community service events and competitions. Explorers learn about state and federal law, court procedures, police patrol techniques and organizational skills, providing a first-hand perspective on policing. Placentia Explorers volunteer a cumulative 2,000 hours per year, working events and training. They are members of the designated Placentia Community Based Organizations (CBOs) that are funded by the North Orange County Public Safety Task Force.

# GOALS AND OBJECTIVES

## GOAL 1. **Prevent and Suppress Crime**

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The primary missions of the Placentia Police Department is to create a safe and secure environment for those who live and work within our community. By taking a proactive approach to addressing criminal activity and quality of life issues, we intend to further strengthen community relationships based on safety, trust and positive interaction.

**RECOMMENDATION:** Utilize community-based policing strategies and data-driven policing to identify problems and address them through proactive enforcement and crime prevention. Our commitment to educating community members and maintaining strong community partnerships, through open and transparent communication, is a critical component in our model of preventing and suppressing crime.

## GOAL 2. **Rebuild and Maintain Adequate Staffing**

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The Professional Standards Bureau (PSB) is responsible for recruiting new employees to the Department. Once employees are hired, the Department must strive to make this an enjoyable place to work with career satisfaction, professional development, and motivation.

**RECOMMENDATION:** The Department must be aggressive in recruiting efforts by seeking out qualified candidates. We must be flexible in our hiring process structure, such as the method of applying, location of interviews, and day and time of meetings with applicants. We exercise proactive and positive communication with them so they know we are interested in having them on our team. We will work vigorously with the Placentia Human Resources Department to fill all positions and act on timely recruitment for future openings. We will remind staff of their importance in our community and recognize members for their accomplishments. We will seek out individuals who want to serve our community and ensure candidates are screened for any past history of racial discrimination, which will not be tolerated.

# GOALS AND OBJECTIVES

## GOAL 3. Increase Employee Mentoring and Staff Development

The Department strives to provide the best police service to the community of Placentia. The best way to maintain employee excellence, improve employee longevity, and to promote filling opportunities from within the Department, is through a strong focus on staff development and mentoring.

**RECOMMENDATION:** All unit supervisors will adopt a focus on preparing their unit employees departmental growth and expose employees to completing projects and work at the next level for their position. Succession planning will be an area of major focus in the effectiveness of each supervisor and delegating tasks for the development will be an area of supervisory performance for annual evaluations. All supervisory and management personnel will expose their direct subordinates to a higher level of project work, critical thinking and decision making, advanced training, risk management, and professional staff development to assure we have qualified internal candidates to fill promotional opportunities. Mentoring and Staff Development will become a unified focus of all levels of the department.



# GOALS AND OBJECTIVES



## GOAL 4. Reduce Homelessness Complaints and Support the Navigation Center

Placentia has a significant homeless population and it faces challenges in balancing the needs of homeless individuals with quality of life concerns from its residents, business owners, and visitors. Homeless encampments within the City are highly scrutinized by the community. With litigation related to the Boise Decision (case law) and a recent settlement agreement with several North Orange County Cities, the Department's ability to consistently provide effective solutions related to managing the public safety concerns regarding homelessness and reducing Placentia's homeless population has been challenging.

**RECOMMENDATION:** Placentia is collaborating with the other North Orange County Cities in completing a navigation center in Placentia, and another in Buena Park, to provide shelter and wraparound services to our homeless population. The navigation center will be completed and opened in the second quarter of 2020. Placentia's Patrol Officers, led by our Homeless Liaison Officers (HLO), will continue outreach and engagement efforts and work to place individuals in the navigation center whenever possible. Officers will also provide enforcement to anti-camping laws when appropriate and when navigation center beds are available to these individuals. Officers will continue to work with other City Departments and resources in a collaborative effort in addressing public safety concerns stemming from Placentia's homeless encampments.

# GOALS AND OBJECTIVES

## GOAL 5. **Improve Traffic Safety**

Traffic collisions remain a significant public safety concern. Studies have shown that enforcement levels of traffic violators have a direct impact on the rate of traffic collisions and DUIs. Additional traffic enforcement, traffic safety and DUI education is needed to reduce future collisions and reduce the incidence of driving under the influence.

**RECOMMENDATION:** The Traffic Division Supervisor will identify the intersections that have the highest collision rates, including DUI traffic collisions, utilizing the Crossroads Collision Reporting system. Traffic collision analysis will be completed each quarter and the Traffic Division Supervisor will present the findings at bi-monthly supervisor meetings and patrol briefings. Efforts will be made by patrol officers to focus their attention on these areas utilizing the 3 “E’s” of traffic, which are Education, Engineering and Enforcement.

Officers utilize traffic stops for observed traffic violations, especially collision-causing violations, in order to decide if they should educate the driver or issue an appropriate citation. Officers will also work with the Traffic Bureau and/or the Traffic Engineer to recommend changes that will help improve the overall traffic safety. Officers assigned to areas of high incidence of traffic collisions will be responsible for proactively working to reduce this problem. Additionally, we will continue to work with the California Office of Traffic Safety (OTS) on a traffic safety campaigns that include education and enforcement.



# GOALS AND OBJECTIVES



## GOAL 6. **Maintain Response Times Under 5 Minutes for Emergency Calls for Service**

Responding to calls for service in a timely manner can be the best community relations tool an agency has at their disposal. The Placentia Police Department realizes that response times to calls for service has a significant effect on measures of public satisfaction and confidence with their police department. Response time can sometimes be a matter of life or death.

**RECOMMENDATION:** The Administrative Division Captain will work collaboratively with our Communications and Records Manager and Patrol Command Staff to maintain or reduce our response times to calls for service. Officers should be dispatched to emergency calls for service with preliminary information and then Dispatchers will provide relevant information as it becomes available. Patrol Supervisors will stay aware of which patrol officers are in the station and mitigate any conditions that prevent a timely and efficient response.

While short response times are highly valued, we remind all first responders to drive in a manner that is safe for the conditions. Also, we do not encourage personnel to unnecessarily rush through their patrol activities, or leave matters unresolved, in an attempt to stay available for incoming calls for service.

# GOALS AND OBJECTIVES

## GOAL 7. Research a Body Worn Camera Program and Present Findings and Recommendations

The Placentia Police Department is one of the last remaining policing agencies in Orange County that does not utilize body worn and/or in car cameras. These recording devices have become standard policing equipment. Based upon the many dynamic and unpredictable incidents Police respond to, we believe there is significant value in implementing a body worn camera program. Video evidence also pays an important roll in police transparency and legitimacy.

**RECOMMENDATION:** The Special Projects Captain will conduct research and facilitate department testing of selected body worn camera platforms. After narrowing down the list of potential vendors, a recommendation for purchase and implementation will be presented to the City Administrator and City Council.



# GOALS AND OBJECTIVES



## GOAL 8. Implement a New Field Training Manual

The Placentia Police Department Field Training Program is an essential part of the learning process for new police officers as they transition from the academy into patrol. As law enforcement continues to evolve, the need for a comprehensive field training manual that focuses on modern adult learning techniques and 21st century policing strategies is essential.

**RECOMMENDATION:** A team comprised of industry experts working alongside the PPD Field Training Coordinator and PPD Administration completed a thorough, up to date and comprehensive field training manual. This manual is comprised of all updated policies and regulations as required by the California Commission on Peace Officer Standards and Training (POST) along with the policies established by the Placentia Police Department. This manual is the catalyst to establishing a solid foundation for new police officers entering the Department with an emphasis on employee retention through modern, generational-based adult learning principles. The field training program is transitioning to this new field training manual.

## GOAL 9. Expand Peer Support Team

The Placentia Police Department Peer Support Team (PST) began in 2018. The PST provides assistance, support, and resources to employees and direct family members during and after difficult times in their personal or professional lives. This program is designed to offer ongoing follow-up support, promote trust, allow anonymity, and preserve confidentiality for persons using peer support within the guidelines of the program.

**RECOMMENDATION:** Continue to develop team members who in turn will support department and retired personnel through personal conflicts, and provide guidance and/or referrals to appropriate professional resources.

# GOALS AND OBJECTIVES

## GOAL 10. Review Patrol Beats and Recommend Changes Based Upon Call Volume

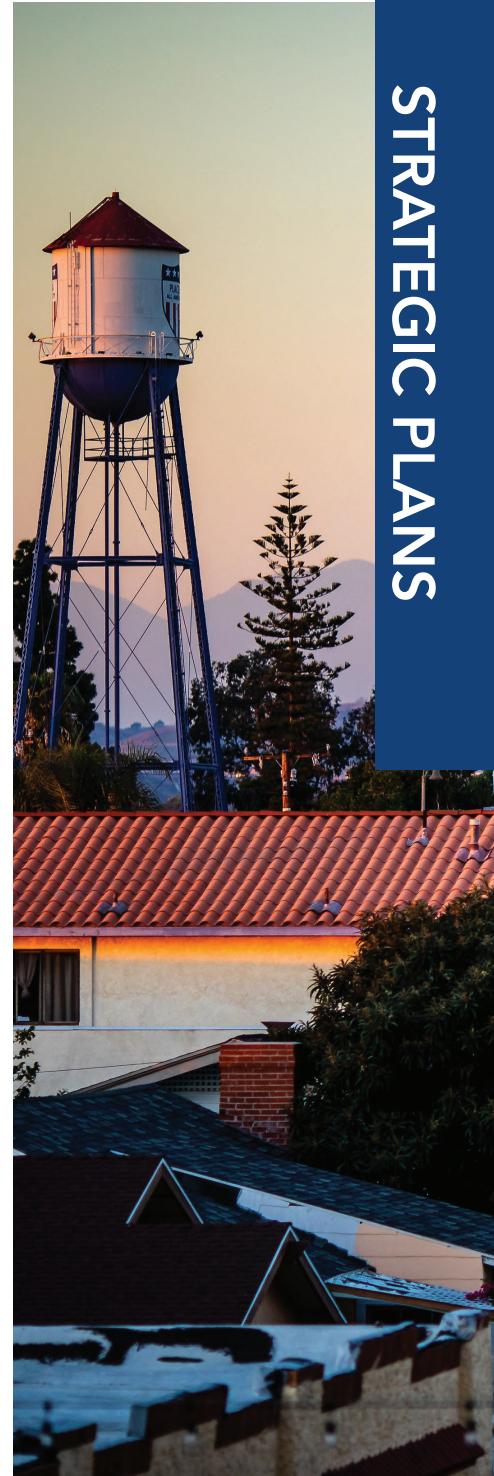
The Placentia Police Department's patrol beats have been unchanged for many years. The current division is geographically based and it does not reflect a balance for call volume. Patrol beats should allow for an equitable distribution of work load based upon data and an analysis of the workload.

**RECOMMENDATION:** The Department should analyze calls for service data to determine the size and boundaries of patrol beats. We should deploy a data based beat system, wherein beats are determined by workload and call volume. The Operations Division Captain will oversee the project, working with the Crime Analyst and the Patrol Division Lieutenants in completing a proposal for a new beat plan. The proposed plan will be presented to Command Staff and upon approval, it will be implemented in Patrol.

## GOAL 11. Maintain Fiscal Efficiency

Maintaining the police department budget is a complex task. Successful management of the budget relies on our ability to keep spending on track with achieving our objectives, while not overspending. Unplanned overtime and other unexpected expenses require regular review and adjustment of expenditures.

**RECOMMENDATION:** In order to maintain fiscal efficiency, the Sr. Management Analyst will schedule monthly meetings with Command Staff to review progress on spending, revenue and overtime projections, and to discuss any changes necessary to stay within budget. Command Staff budget meetings will occur prior to scheduled meetings with the Finance Department.



# GOALS AND OBJECTIVES

## STRATEGIC PLANS



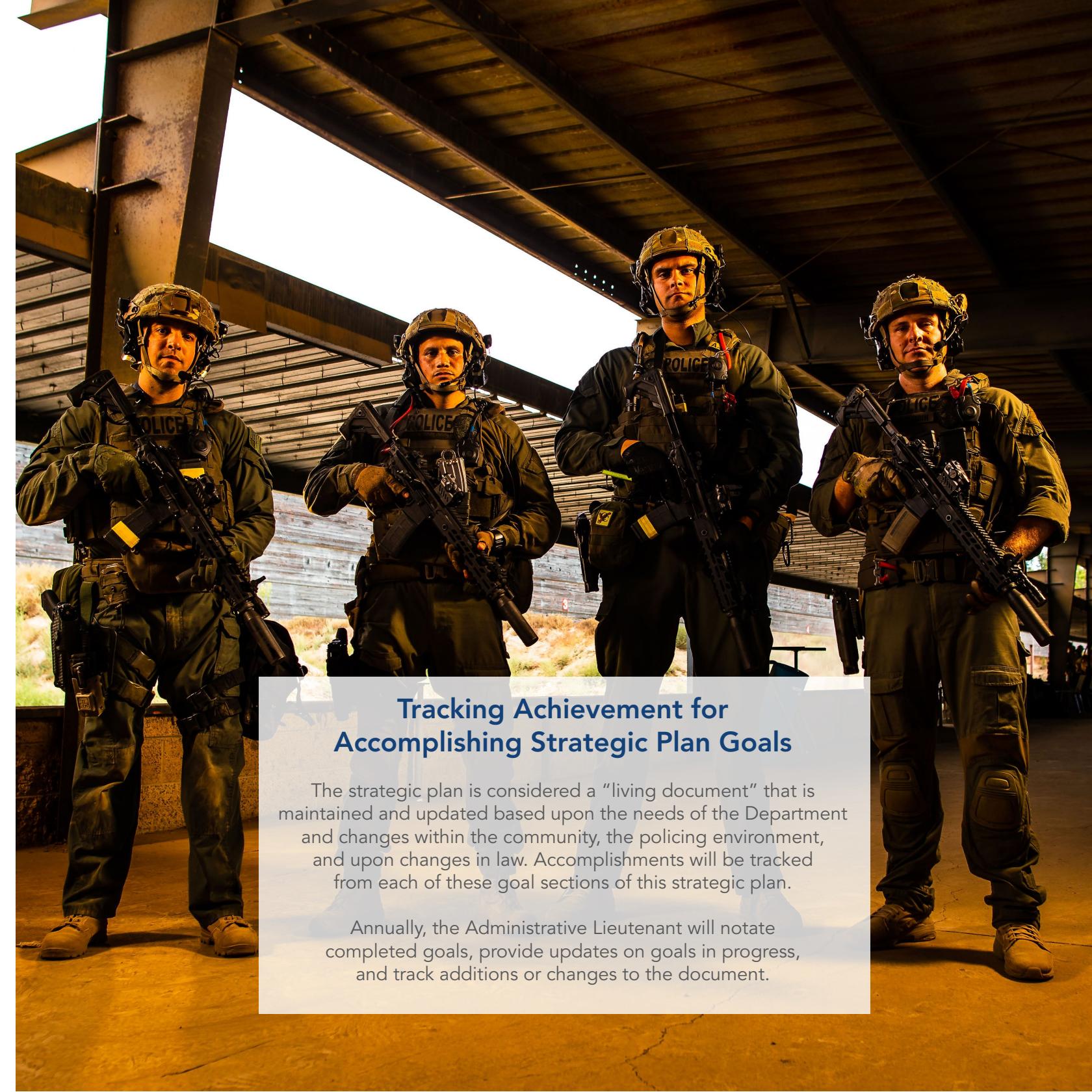
### GOAL 12. **Maintain Pandemic Readiness**

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During the first half of 2020, the City and Police Department's greatest focus was maintaining operations during COVID-19 and providing services in a safe manner. Following the recommendations of the Center for Disease Control (CDC) and the Orange County Health Care Agency (HCA), many changes were made in how we interact with the public, schedule our employees, use personal protective equipment and practice social distancing. We increased our COVID related communication and maintained a constant focus on implementing strategies to keep employees safe and healthy while carrying out our objectives in maintaining the public's safety.

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**RECOMMENDATION:** In the probable case of future COVID infection increase or any other pandemic, we will implement timely and effective strategies as we did during the 2020 pandemic. We will maintain sufficient supplies of personal protective equipment (PPE) for our employees. Working with HR, we will re-implement proven strategies to avoid infection, provide timely employee testing, and implement up to date CDC and Health Care Agency recommendations. Operations and scheduling will be reviewed and changes will be made to support employee infection prevention and overall health.



## Tracking Achievement for Accomplishing Strategic Plan Goals

The strategic plan is considered a “living document” that is maintained and updated based upon the needs of the Department and changes within the community, the policing environment, and upon changes in law. Accomplishments will be tracked from each of these goal sections of this strategic plan.

Annually, the Administrative Lieutenant will notate completed goals, provide updates on goals in progress, and track additions or changes to the document.

# PLACENTIA POLICE DEPARTMENT



2019



YARY

**CITY OF PLACENTIA POLICE DEPARTMENT**

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(714) 993-8164

[www.placentia.org](http://www.placentia.org)