

Public Safety Plan 2012

**Worthington Police Department
Worthington Fire Department**





Worthington Police



Worthington Fire & Rescue



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EXECUTIVE SUMMARY

In the fall of 2009, the City of Worthington undertook a two-part process of preparing a strategic action plan. The first part of the process consisted of gathering input from City Council, staff and the community. The second part included a staff retreat to address all aspects of the action plan. Objectives were formed along with a new mission and vision statement. Impediments, goals, direction and responsibilities were also addressed.

The City Council decided that the strategic direction of Worthington would be to “commit to best practices and innovation”. They adopted four goals to facilitate this new direction with one of them being a Public Safety Plan that included ARMER and a new CAD/RMS system. Chief Michael Cumiskey was given the responsibility to write and present the Public Safety Plan to City Council.

It was quickly discovered that there were no law enforcement public safety plans in existence, so the Worthington Police Department would be on the cutting edge of developing new ideas and documentation.

The Police Department’s leadership was convened to add a vision statement to the current mission statement. Next, every member of the department was involved, including dispatch, records and licensed peace officers, with the philosophy that if the public safety plan was truly a document for our department, then everyone should have a voice. Personnel were grouped according to job assignments and given the task of identifying impediments, goals, and core values needed to achieve the mission and vision.

Every group produced separate and similar ideas in meetings directed by Chief Cumiskey. In addition, potential problems and/or deficiencies were identified and each member was assigned to give long and short term goals for themselves, their shift and the department. All of the information was put together and condensed by staff to the most important and workable ideas.

Chief Cumiskey and Captain Dybevick worked with Fire Chief VonHoldt to develop Fire Department goal areas and incorporate the goal areas and SMART objectives into the Public Safety Plan.

The Public Safety Plan was written with the values, impediments and goals being chosen by all members of the department. The impediments were given narrative description and the goals were defined and given SMART objectives.

The Public Safety Plan was written over a long time frame and is the product of every member of our department and members of the Fire Department. It is a very unique public safety document and one that will be a change agent and a structural part of the Police and Fire Departments and the City.

WORTHINGTON POLICE DEPARTMENT

PUBLIC SAFETY PLAN

Mission Statement

Serving Worthington with honor and integrity by providing community oriented law enforcement and emergency services to all people

Vision Statement

The Worthington Police Department will be a united, community-minded organization dedicated to professionalism and committed to responsible and equitable public service through values reflecting our vigilance for the safety and well-being of our community.

Core Values

Honesty
Integrity
Professionalism

Goal Areas

Training
Equipment
Technology
Communication
Facilities
Personnel
(issues, morale, opportunities, development)
Operations
Staffing
Legislative Actions

WPD PUBLIC SAFETY PLAN

IMPEDIMENTS TO VISION & SUCCESS

- | | |
|--------------------------|--|
| Community | <ul style="list-style-type: none">* Community Perception of Department* Immigrant Perception of Law Enforcement* JBS Relations and Comportment* Substandard Quality of Life |
| Government | <ul style="list-style-type: none">* City Council Support – Relations/Communication* City Administration Support* Management Issues* City/County Operational Differences |
| Fiscal | <ul style="list-style-type: none">* City/Department Budgets* LGA Cuts* Work Schedule/Overtime & Time Off |
| Management/ Staff | <ul style="list-style-type: none">* Education/Advancement* Lack of Buy In* Lack of Cohesiveness* Minimal Staffing* Inconsistency |
| Personnel | <ul style="list-style-type: none">* Morale* Attitude* Unity* Ownership* Image* Selfishness* Resistance to Change* Physical Fitness* Family |

WPD PUBLIC SAFETY PLAN

IMPEDIMENT DESCRIPTIONS

The Worthington Police Department's public safety plan has identified 25 general impediments to our vision and success and organized them into five categories. The following is a brief description of each category, including its impediments.

Community:

The community's positive perception of the Worthington Police Department is an important aspect of our work and it plays a very important role in our success to do everything from controlling traffic to investigating crimes. We have also created a more detailed category with "immigrant perception of law enforcement". We realize that law enforcement in countries where our immigrant population originates is vastly different from Worthington. We also realize that some immigrants come from communities where corruption and excessive use of force are common and where basic civil rights don't exist.

JBS is our community's largest employer with a roster of approximately 2,400 people. They are also the largest employer of our area's immigrant population. The manner in which JBS represents itself to our department, to our community and to its employees, has a huge effect on our success. Our mutual relations can affect more than just the City and JBS and misunderstandings on behalf of either entity can cause a ripple effect throughout our community.

We also believe that the influx of new people to Worthington, along with limited rental property, has created a certain substandard quality of life. People are living in spaces not zoned or condoned for habitation, which has created dangerous and unsanitary living conditions in some cases. The City of Worthington has even passed new ordinances and focused enforcement on property owners to try and combat the problems.

Government:

The Worthington Police Department relies on the City Council's and City Administration's support in order to successfully, professionally and effectively complete our mission. Just as the police department members rely on the consistent and supportive leadership of Chief Cumiskey, we all rely on the consistent, supportive City leadership to get the job done. Impediments, real or perceived, arise from incomplete communications, misunderstandings and too few opportunities to dialogue for clarification before action is taken.

Management issues develop when it appears there are management inconsistencies or perceived micromanaging. Whether the management issues are real or perceived it has a negative effect between management and employee relations and can become a roadblock to success.

We also have to take into consideration that the police department shares facilities with the Nobles County Sheriff's Office, District Court, the Nobles County Attorney's Office, and Nobles/Rock Community Corrections. This can and has caused problems too, because the City and the County have different rules, policies and people making decisions possibly affecting all entities.

Fiscal:

The State of Minnesota is experiencing a huge financial crisis. Our department budget, along with the other departments, is under scrutiny. Recent cuts to local government aid with the threat of further cuts leaves everyone in a state of uncertainty. We are also in a union negotiation year, which has added more questions to our employees' futures. Our department is already short staffed and we have obligations to keep Worthington safe and to serve its residents. Being the only 24-hour entity in the city, the department has done its best to staff the department safely, productively and conservatively at an expense to our employees.

Management/ Staff:

Everyone at the Worthington Police Department is expected and encouraged to be leaders and to take charge of special programs that our department offers. These programs are outlined each year in our operations overview to city council and include Neighborhood Watch, Safe & Sober, National Night Out, Special Olympics, Crime Free Multi-Housing, etc. We cannot offer promotion and advancement available in larger departments and this can be seen as a problem leaving employees to feel stagnant and unappreciated.

We also encourage our employees to further their education through formal college classes and through specialty law enforcement training. The problem of money arises again. The city offers very little reimbursement for college credits and the department has a limited budget for training.

Both impediments listed above, along with many others, can lead to lack of buy-in from department members and lack of cohesiveness as a team. To compound the problem, take away the officers' time off and tell them to work when staffing is needed so they cannot escape from a high stress occupation.

Personnel:

The last category deals with the officers/employees themselves. It is their morale within the department, including their attitude with the public, supervisors, employees and family. Do they have ownership and pride in themselves, their department, their supervisors and administrators and their city? Are they taking care of themselves and their lives? Does the employee come to work and give of themselves to their team and to the city in which they serve or are they selfish and only look out for themselves?

Any one of the personnel influences could be the biggest impediment of all and any one of them could be affected by any of the others.

WPD PUBLIC SAFETY PLAN

GOALS AREAS

The Worthington Police Department has identified nine general goal areas that we feel are needed to help remove impediments, create a better work environment and improve our department's service to the community.

Training:

Training and education are not only deemed as a very important aspect of our officers' employment, it is also mandated by the State of Minnesota. The police department wants to keep offering as much training and education as we can. An informed, well-rounded, well-educated officer only improves our department and our city. It also offers a goal-driven area in lieu of unavailable advancement. We would also like the City of Worthington to raise its \$500.00 annual reimbursement for college credits. The reimbursement is antiquated and needs to reflect the cost of current college credit hours.

SMART Objective: The Police Department will always encourage & support further education & training for all of our employees. Each employee's direct supervisor will include educational and training goals in their yearly review. (Targeted Impediments: Community, Fiscal, Management/Staff and Personnel)

Equipment:

The police department has the most diverse personnel equipment needs in the city, most of which is mandated by the state, OSHA, and policy. Keeping current with equipment helps our personnel perform their jobs safely and effectively. It also demonstrates that we, as a department and a city, care about our employees.

SMART Objective: Each employee's equipment will be reviewed annually by the Captain, or by request, for replacement and maintenance to ensure proper safety & functionality for each employee. (Targeted Impediments: Community and Personnel)

Technology:

The City of Worthington and the police department have partnered to introduce the biggest technological leap in department history by implementing the Law Enforcement Data Systems (LEDS) records management system and computer aided dispatch. We are also in the process of changing the radio system to ARMER & introduce 800mhz radios.

In the modern era of law enforcement, everything needs to be recorded and taped. We must keep reinvesting in our technology to be effective in the court system, protect us from liability and to offer adequate, professional services to our community.

SMART Objective: The Chief, Captain & IT Officer will conduct an annual review of all technologies that the department uses to determine its' function, lifespan, usefulness and condition. The review will include, but not be limited to LEDS, GeoLynx, dispatch radio dispatch audio logging systems, alarm systems, mobile radios, portable radios, squad cameras, digital recorders, interview recorders, computers, copiers, printers, and phones. (Targeted Impediments: Community)

Communication:

In law enforcement, communication along with information is the backbone of what we do and how we do it. Open lines of communication through personal contact, email, text messaging, phone calls, instant messaging, memos and by any other means are essential and critical. We will continually attempt to keep open communication timely and impediment free going from the most junior officer to the Chief of Police.

Internal and external communications are of the utmost importance in successfully delivering services to our City. There is no substitute for clear, barrier-free, face-to-face communications; while this is not always possible our aim is to create opportunities to improve internal and external communications. Barriers are the root to poor communications that can unintentionally be very destructive to City operations. Our department has found barrier-free communications are highly desired and we must strive to achieve them if we truly desire to ameliorate our impediments to success.

SMART Objective: The police department will develop an open forum work group consisting of at least one person from each of the department's disciplines (sergeant, patrol, investigations, dispatch and support) to meet quarterly with the Captain to discuss positive and negative areas of concern present in the department. (Targeted Impediments: Management/Staff and Personnel)

SMART Objective: In 2012 the police department will review internal and external communications and develop a plan for timelier, effective communications designed to aid in mission accomplishment. (Targeted Impediments: Community, Government, Management/Staff and Personnel)

SMART Objective: In 2012 the police department will begin publishing a newsletter to inform the public of current events and operations. (Targeted Impediments: Community and Government)

SMART Objective: In 2012 the police department will explore partnering with JBS to host an on-site Citizen's Academy program for JBS staff. (Targeted Impediments: Community)

Facilities:

The Law Enforcement Center in the Prairie Justice Center is a fairly new and great facility. We have experienced that it does have some faults like a continual leaky roof and a poorly designed employee entrance. We have also found that for the facility to remain in good condition for the

future, we need to take care of our portion of the building by respecting our work areas and to report anything that is broken or hazardous and recommend improvements.

SMART Objective: The department safety officer will complete a bi-annual inspection of the Law Enforcement Center and report any and all hazards, deficiencies, leaks, unkempt areas, safety & OSHA violations, etc to the Public Safety Director. (Targeted Impediments: Fiscal and Personnel)

Staffing:

Our goal is to be fully staffed. Because we are the only 24-hour entity in the city, our staffing needs are very different from anyone else, not to mention the potential hazards of our job. Full staffing reduces overtime and promotes a better work environment, happier employees and a safer environment for the officers and the public.

SMART Objective: The Chief will annually review departmental staff needs based on, but not limited to, crime trends and calls for service, community issues related to population growth or decline, demographic changes, corporate growth or decline and geographical changes. The Chief will make staffing recommendations and report findings to the City Administrator. (Targeted Impediments: Government, Management/Staff and Personnel)

Personnel:

Our goal regarding our personnel is directly focused on the impediments that could derail our efforts as an employee or as a department. We want to work hard to have good moral and promote a positive attitude. We want to continue to develop our employees, through training and education, along with value added patrol and special service opportunities. Negative and positive issues that arise need to be addressed in a timely manner. We want to cultivate unity and a sense of ownership in our department and in the City of Worthington.

SMART Objective: The police department will develop an open forum work group consisting of at least one person from each of the department's disciplines (sergeant, patrol, investigations, dispatch and support) to meet quarterly with the Captain to discuss positive and negative areas of concern present in the department. (Targeted Impediments: Management/Staff and Personnel)

Operations:

The Worthington Police Department strives to be the best law enforcement entity in the state. We continually look for ways to be innovative and to improve our department. We attempt to be as efficient and effective as possible and we are always looking unto which are the best practices to adhere. Also, determining how to mold the best practice to fit our city's needs is a priority.

SMART Objective: The Chief and Captain will meet quarterly after each department meeting to discuss the short-term and long-term direction for the police department taking into consideration all of the previous goal areas, the input from the City's administration and the concerns of the

department's employees. (Targeted Impediments: Community, Government, Management/Staff and Personnel).

Legislative Actions:

From time to time our legislators need to hear from their constituents in the field when changes in law will positively or negatively affect the service provided to the public. This also includes legislation hurting our ability to provide adequate services to our residents and visitors.

SMART Objective: The Police Department will review current and relevant local, state and national legislative actions as an agenda item at our quarterly department meetings and communicate our opinions and ideas with administration. (Targeted Impediments: Government, Management/Staff and Personnel)

WPD PUBLIC SAFETY PLAN

SMART OBJECTIVE SUMMARY

- Training:** The Police Department will encourage and support further education and training for all of our employees. Each employee's direct supervisor will include educational and training goals in their yearly review.
- The Police Department will ensure city staff, through their department heads, are current with the National Incident Management System (NIMS) training and that each member has completed the appropriate level of training for their job assignment. This will be completed by December 31, 2012.
- Equipment:** Each employee's equipment will be reviewed annually by the Captain, or by request, for replacement and maintenance to ensure proper safety and functionality for each employee.
- Technology:** The Chief, Captain, & IT Officer will conduct an annual review of all technology the department uses to determine its function, lifespan, usefulness and condition. The review will include, but not be limited to LEADS, GeoLynx, dispatch radio and dispatch audio logging systems, mobile radios, portable radios, squad cameras, digital recorders, interview recorders, computers, copiers, printers, and phones.
- Communication:** The Police Department will develop an open forum work group consisting of at least one person from each of the departments sections to meet quarterly with the Captain to discuss positive and negative areas of concern present inside and outside the department. The Captain will report findings to the Chief after each meeting.
- In 2012 the police department will review internal and external communications and develop a plan for timelier, effective communications designed to aid in mission accomplishment.
- In 2012 the police department will begin publishing a newsletter to inform the public of current events and operations.
- In 2012 the police department will explore partnering with JBS to host an on-site Citizen's Academy program for JBS staff.

- Facilities:** The department safety officer will complete a quarterly inspection of the Law Enforcement Center and report any and all hazards, deficiencies, leaks, unkempt areas, safety & OSHA violations to the Chief of remediation.
- Staffing:** The Chief will annually review departmental staff needs based on, but not limited to, crime trends and calls for service, community issues related to population growth or decline, demographic changes, corporate growth or decline and geographical changes. The Chief will make staffing recommendations and report findings to the City Administrator.
- Personnel:** The police department will develop an open forum work group consisting of at least one person from each of the departments sections to meet quarterly with the Captain to discuss positive and negative areas of concern present in the department. The Captain will report back to the Chief after each meeting.
- Operations:** The Chief and Captain will meet quarterly after each department meeting to discuss the short term and long term direction for the police department, taking into consideration all the previous goal areas, the input from the city administration and department employee concerns.
- Legislative Actions:** The police department will review current and relevant local, state, and national legislative actions and an agenda item at our quarterly department meetings and communicate our opinions and ideas with city administration.

WORTHINGTON VOLUNTEER FIRE DEPARTMENT PUBLIC SAFETY PLAN

Mission Statement

Protecting lives and property by providing prompt skillful fire protection and life safety services

Goal Areas

The Worthington Fire Department has identified four general goal areas that we feel are needed to help remove impediments, create a better work environment and improve our department's service to the community

Training:

Training is an extremely important aspect of being a firefighter and much it is mandated by the State of Minnesota. Our goal is to meet and or surpass all of the State requirements by training all of our members to NFPA standard firefighter I & II. We also require all of our new fire fighters to be 1st responder and defensive driving certified. The fire department uses federal grants, state grants and local funds to train our members several ways. We train and practice internally on a monthly basis. We also partner with MN West Community and Technical College, South Central College, utility companies and private businesses for formal training. Training monthly consists of pumping trucks, relaying water, drafting water and hose operations. We also train for emergency extrication using the jaws of life, fire suppression using a burn trailer and self contained breathing apparatus training. The department also has specially trained members and we encourage and support specialty training that benefits the department and the City. We currently have all of our members specially trained in HazMat awareness and eight trained in Hazmat operations. We have 16 members trained as First Responders, four Emergency Medical Technicians and one Paramedic. The department members are also trained in confined space rescue, natural gas emergencies and cold water rescue and ladder truck operations just to name a few.

SMART Objective: The Fire Department will schedule monthly training topics on and annual basis. The schedule will be completed by July 1 before the upcoming year and will be posted at the Fire Department prior to October 1.

The Fire Department's 2nd Assistant Chief will annually review all departmental training requirements and firefighters' training certifications and report to the Fire Chief to ensure needed and required training sessions are scheduled.

All firefighters appointed after January 1, 2001 will be certified in NFPA Standard Firefighter I and II within 36 months of service. All firefighters appointed prior to the above date will be certified in Firefighter II within 24 months of approving this objective.

Staffing:

The Worthington Fire Department consists of 36 members. They are the Chief, 1st Assistant Chief, 2nd Assistant Chief, Safety Officer, Secretary, HazMat Officer, Engineers & Firefighters. Our goal is to maintain a fully staffed department to adequately and safely protect and serve the City of Worthington and all of the residents in our fire district. We also need adequate staffing to provide prompt and effective mutual aid to the police department, sheriffs office, ambulance service and other fire departments. We realize that being a volunteer firefighter is a special calling that can require a large unplanned time commitment. We also realize that keeping the department fully staffed can be difficult. We advertise, use referrals and word of mouth. We require candidates to take a written test along with an agility and skills test. There is an oral interview along with a background. The departments' purpose is to find and keep exceptional firefighters that serve and represent the Worthington Fire Department and the City of Worthington.

SMART Objective: The Fire Department Chiefs will annually review the staffing of the department and determine if the staffing is adequate based on NFPA standards and industry best practices and report their finding to the Public Safety Director.

The Fire Department in 2010 will survey other Minnesota Volunteer (Paid On Call) Fire Departments to determine methods to retain firefighters. This will include identifying a plan that deals with the difficulties in finding and keeping community-oriented firefighters.

The Fire Department will establish and utilize a Recruiting Committee made up of members with 3-5 years of service who will develop a recruiting plan and report to the Fire Chief to authorize a satisfactory recruiting plan. The Recruiting Committee will proceed with the plan upon the Fire Chief's approval.

Communication:

The Worthington Fire Department prides itself on the communication and comradery between its members and we strive to maintain open lines of communication. The department communicates through 24 scheduled meetings per year for all of its members, putting communication skills into practice during active calls for service. The scheduled meetings are for training and business purposes. During each meeting the members are brought up to date with current events, laws, special requirements, and training. We also inspect every piece of equipment from the largest fire truck to the smallest saw and flashlight to make sure everything runs and functions correctly and safely.

SMART Objective: In 2012 the Fire Department will create a communications plan that meets the needs outlined in this goal area. This objective will take in to account available technologies.

Special Volunteer Committees:

A very important goal of the Worthington Fire Department is to maintain its spirit of volunteerism. The department could not function or exist if members did not volunteer countless hours of their time. Two committees that require many volunteer hours are the Board of Inquiry and the Relief Association. The Board of Inquiry is responsible for making sure the department and its members abide by department rules and policies. The Relief Association is responsible for the departments' retirement account and the compliance of the department and its members with the State of Minnesota. There are also other volunteer committees that encompass several aspects of fundraising and special events. The fire department members also volunteer to give dozens of tours each year and they also go to schools, daycares and special events to teach fire safety.

SMART Objective: In 2012 the Board of Inquiry and the Relief Association along with the Fire Chiefs will investigate what can be done to increase departmental participation on committees that would incorporate spreading more responsibility to other members so the most enthusiastic, motivated firefighters don't become overtaxed and burdened.

WFD PUBLIC SAFETY PLAN

SMART OBJECTIVE SUMMARY

Training: The Fire Department will schedule monthly training topics on an annual basis. The schedule will be completed by July 1 before the upcoming year and will be posted at the Fire Department prior to October 1.

The Fire Department's 2nd Assistant Chief will annually review all departmental training requirements and firefighters' training certifications and report to the Fire Chief to ensure needed and required training sessions are scheduled.

All firefighters appointed after January 1, 2001 will be certified in NFPA Standard Firefighter I and II within 36 months of service. All firefighters appointed prior to the above date will be certified in Firefighter II within 24 months of approving this objective.

Staffing: The Fire Department Chiefs will annually review the staffing of the department and determine if the staffing is adequate based on NFPA standards and industry best practices and report their findings to the Public Safety Director.

The Fire Department in 2010 will survey other Minnesota Volunteer (Paid On Call) Fire Departments to determine methods to retain firefighters. This will include identifying a plan that deals with the difficulties in finding and keeping community-oriented firefighters.

The Fire Department will establish and utilize a Recruiting Committee made up of members with 3-5 years of service who will develop a recruiting plan and report to the Fire Chief to authorize a satisfactory recruiting plan. The Recruiting Committee will proceed with the plan upon the Fire Chief's approval.

Communication: In 2012 the Fire Department will create a communications plan that meets the needs outlined in this goal area. This objective will take into account available technologies.

Special Volunteer: Committee: In 2012 the Board of Inquiry and the Relief Association along with the Fire Chiefs will investigate what can be done to increase departmental participation on committees that would incorporate spreading more responsibility to other members so the most enthusiastic, motivated firefighters don't become overtaxed and burdened.