

— RIVERSIDE —  
**POLICE DEPARTMENT**

# **STRATEGIC PLAN**

## **— 2021 - 2024 —**

OUR COMMUNITY | OUR DEPARTMENT | OUR RIVERSIDE



[RPDonline.org](http://RPDonline.org)



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## Mayor

Patricia Lock Dawson

## City Council Members

Erin Edwards	Ward 1
Clarissa Cervantes	Ward 2
Ronaldo Fierro	Ward 3
Chuck Conder	Ward 4
Gaby Plascencia	Ward 5
Jim Perry	Ward 6
Steve Hemenway	Ward 7

## City Manager

Al Zelinka

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# CHIEF'S MESSAGE



## A MESSAGE FROM THE CHIEF OF POLICE



As your Chief of Police, I am pleased to introduce our community to the Riverside Police Department's 2021 – 2024 Strategic Plan "Our Community Our Department Our Riverside." This plan continues us down the path to where we, our city government, and our community members and business owners expressed their law enforcement to progress. In line with the City of Riverside's 2021-2025 Strategic Plan and with a strong focus on the 21st century pillars of policing, this document was the result of lengthy but persistent work by our sworn and civilian department personnel, our community partners, and city leaders and I personally thank each and every person who participated in the development process.

You may notice some different goals in this plan compared to those of the past. Items like social media, employee wellness, use of technology, and how we are facing the challenges from 2020. However, one thing that has not changed is our desire to work collaboratively with our community to improve quality of life, communication, and the safety of all who live, work, and enjoy our city of arts and innovation.

I invite you to delve into our strategic plan as it will provide direction and accountability in how we protect our neighborhoods and prioritize our mission to keep Riverside a safe and secure city. It includes detailed descriptions of our ongoing efforts to work with the community in order to create a safer, more inclusive, and more prosperous city for our residents, businesses, and visitors.

Respectfully,

Larry V. Gonzalez, Chief of Police  
Riverside Police Department  
LGonzalez@RiversideCA.gov  
(951) 826-5940

# INTRODUCTION

## INTRODUCTION



Since 1896, the Riverside Police Department (RPD) has developed and implemented strategies that have kept our agency in the forefront of innovative policing. For most of the early years, the department's growth and progress was slow and steady. Evolving social concerns in the late 1960's and 1970's created the impetus for change in the police department. Political activism, rising crime rates and increasing expectations for service resulted in new demands. Training standards and accountability continue to be an important aspect in the development of our officers and staff.

The 2021-2024 Riverside Police Department Strategic Plan, features 5 goals, 8 initiatives and 23 action items. The Department will use this strategic plan as a measure of trust, public engagement, and quality of service. The plan lays out a three-year strategy that will measure accountability, pave the way for our agency to deliver exemplary service, and enhance professional growth through innovation.

## COMMUNITY OVERVIEW



The Riverside Police Department provides policing services for the city of Riverside, California. The 2019 estimated population of Riverside was 331,360, which is the 12th largest by population in California. Other population dynamics include college students during the academic school year attending four major campuses located within city limits. Riverside was founded in 1870 and is the birthplace of the California citrus industry. Riverside is approximately 81.51 square miles.



CITY OF RIVERSIDE  
**FOUNDED 1870**



POPULATION

**331,360**



**\$91,646**

AVERAGE HOUSEHOLD INCOME

**12<sup>TH</sup>** 

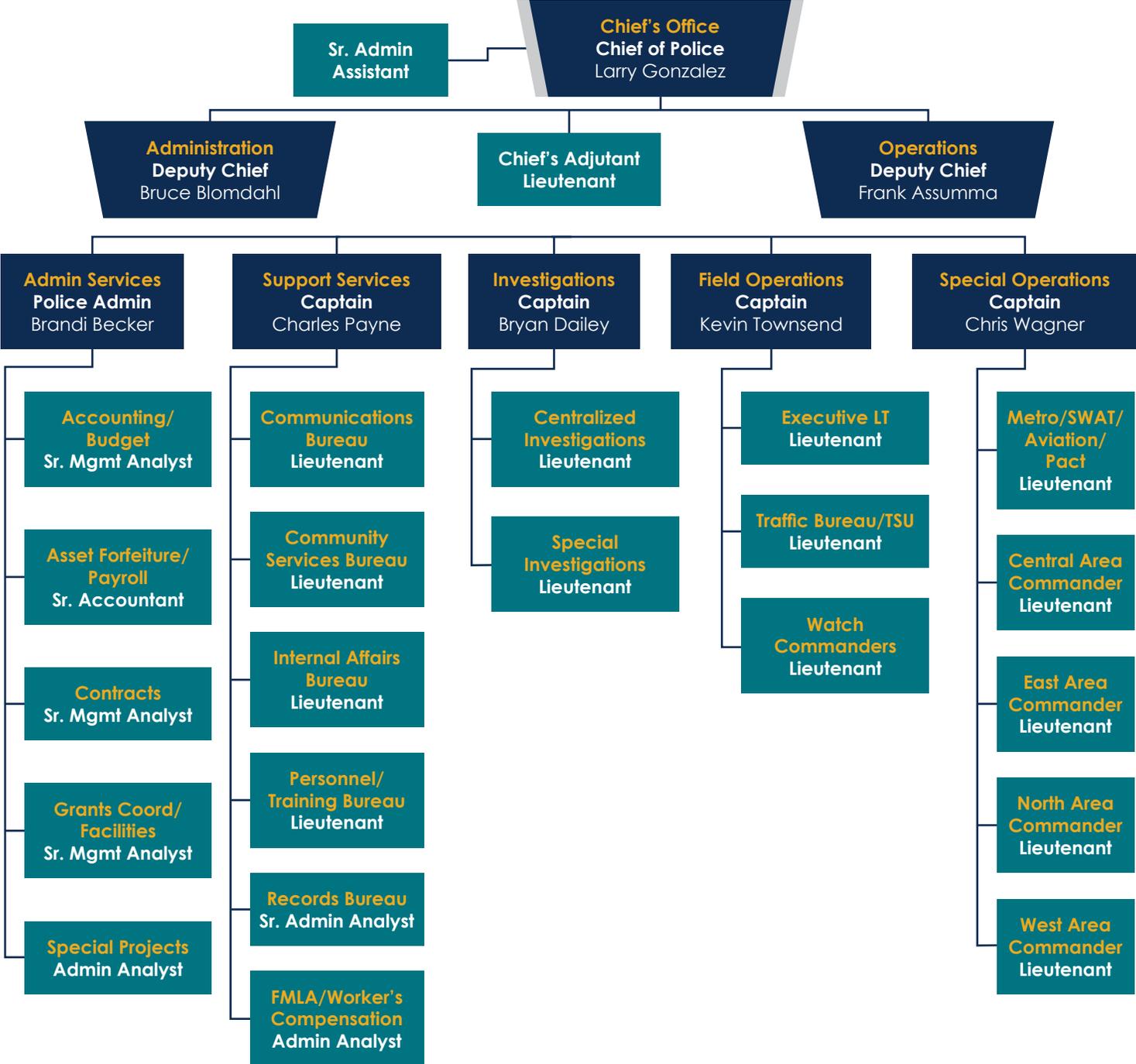
LARGEST POPULATION  
IN CALIFORNIA

# ORGANIZATION OVERVIEW

The senior leadership of the Riverside Police Department consist of the Chief of Police, two Deputy Chiefs, four Captains and Police Administrator.



Staff L-R: Captain Bryan Dailey, Captain Charles Payne, Deputy Chief Bruce Blomdahl, Police Administrator Brandi Becker, Chief Larry Gonzalez, Deputy Chief Frank Assumma, Captain Chris Wagner, and Captain Kevin Townsend



# MISSION & VISION



## MISSION STATEMENT

The Riverside Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the people we serve. We act with humility and grit to reduce fear and crime, while treating all with respect, compassion, and fairness.



## VISION STATEMENT

We will engage our community through exemplary service and unequalled professionalism, while employing a work force that reflects the diversity of our city. We will commit to implementing the latest technology available and best practices to meet the demands of 21st Century modern policing. We will invest in the success of our employees of the Riverside Police Department by providing excellent training opportunities, advancement, and personal growth.

# CORE VALUES



## RIVERSIDE POLICE DEPARTMENT CORE VALUES



### HUMILITY

Humility is the quality of having strength without arrogance. Humble leaders understand the need for others to succeed, and are constantly looking for ways to develop and expand the leadership opportunities of those that work for them. They promote based on skill, talent, hard work, and performance. One with humility is never afraid to admit they can learn from others.



### GRIT

Grit is courage, resolve, and strength of character. One with grit is an indomitable and irrepressible spirit that doesn't back down in the face of failure or obstacles. Grit acts like a driving force for someone to never give up or quit. True leaders have grit, and find a way to navigate the roadblocks, or run through them, to move closer to their vision and goal.

# 21ST CENTURY POLICING

Since its inception in 2016, the Riverside Police Department has strived to reach the goals set forth by the White House final report on **21st Century Policing**. The report offered several best practices that all police departments should strive to adopt. We pledge in this Strategic Plan to continue these best practices and would like to highlight our department's commitment to these principles.



# 21ST CENTURY POLICING

## PILLAR ONE: BUILDING TRUST AND LEGITIMACY



Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community. Pillar one seeks to provide focused recommendations on building this relationship. Here are a few examples of how the Riverside Police Department is working on building trust and legitimacy:

**In-Car Cameras And Body-Worn Cameras (BWC):** RPD began using department-issued digital audio recorders and in-car cameras in the early 2000's, and we eagerly adopted body-worn camera technology when it became available. Every officer is issued a BWC, and we recently underwent a major conversion to the Watchguard camera and digital evidence library system. We have a comprehensive recording policy which recognizes privacy rights, and requires BWCs to be activated during every contact between officers and members of the public.

**Internal Affairs:** Complaints are viewed as opportunities to improve our performance, and each complaint is investigated promptly and thoroughly. In addition to receiving and investigating external complaints, the Office of Internal Affairs conducts periodic internal audits to ensure our personnel are in compliance with department policy and procedures. When deficiencies are observed, corrections are made. Additionally, all external complaints are independently reviewed by an oversight and advisory body known as the Community Police Review Commission (CPRC). The CPRC, which was created "in order to promote public confidence in the professionalism and accountability of the sworn staff of the Riverside Police Department," also reviews all Officer-Involved-Deaths.

**Procedural Justice/Implicit Bias Training For All Sworn Personnel:** All sworn department personnel attend mandatory training centered on Principled Policing – Procedural Justice and Implicit Bias. This training was the result of a collaborative effort between the Commission on Peace Officers Standards and Training (POST), Stanford University, the California Department of Justice, the California Partnership for Safe Communities, and the Oakland and Stockton Police Departments. The training course, which was hosted and staffed by California State University Long Beach, focuses on the four principles of procedural justice, with the goal of creating a broader awareness of both procedural justice and implicit bias in order to build trust and improve public and officer safety.

**Data-Driven Decision And Policy Making:** From 2002-2006, RPD engaged in a multi-year traffic stop data collection effort. This undertaking represented one of the department's earliest and most significant steps in becoming more self-aware and transparent with the community. Since that study was concluded, we have built upon the results to demonstrate our commitment to fair and equitable enforcement of the law. We have a department policy which clearly prohibits racial and bias-based policing.

Officers undergo periodic training to understand the negative outcomes associated with racial profiling. Beginning January 1, 2021, RPD began collecting "stop data" pursuant to the Racial and Identity Profiling Act of 2015 (RIPA). This information will be reported to the State of California Department of Justice to assist with studies related to racial and identity profiling, as well as the drafting of policies and regulations.

# 21ST CENTURY POLICING

**Initiating Positive Non-Enforcement Activities:** RPD engages the community through a wide variety of programs designed to help officers and community members get to know each other outside of their traditional roles. Many of our officers serve as mentors and coaches throughout the community, with a special focus on at-risk youth. Programs include the Riverside Youth Judo Club, Opportunities with Education, Teen Academy, Citizens Academy, Youth Council, Teen 2 Teen, Riverside P.L.A.Y., Police Explorer Post 714, Raincross Boxing Academy, and El Protector, which focuses on our Spanish speaking community members.

In February of 2021, we began a pilot program in conjunction with leadership coaching and consulting firm BEK Impact Corp. The “Changing Outcomes Program” focuses on transforming individuals and communities by disengaging biases and developing personal relationships, with the goal of increased community collaboration.

## PILLAR TWO: POLICY AND OVERSIGHT



Pillar two emphasizes that if police are to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement, and fostering cooperation.

**Community Police Review Commission (CPRC):** The CPRC has provided independent oversight to RPD since 2000, including reviewing all external complaints and officer-involved deaths. By ordinance, the purpose of the CPRC is “...to promote effective, efficient, trustworthy, and just law enforcement in the City of Riverside, and to bring to the attention of the City its findings and recommendations in regard to law enforcement policies and practices. Further, it is the purpose of this ordinance to ensure good relations between those who enforce the laws and the diverse populace whom they serve so that the public will take pride in local law enforcement and those who enforce the law will take pride in their service to the public.”

The CPRC also engages in continuous public outreach efforts, helping to ensure the community and its police department are working as partners to improve the quality of life of our residents, while reducing crime and fear of crime.

**Chief's Advisory Committee (CAC):** The Chief's Advisory Committee was created in 2001 and is made up of a diverse group of business leaders, community activists, youth representatives, and other citizens. Monthly meetings provide opportunities for dialogue and public feedback. The overall purpose of the Chief's Advisory Committee is to “provide a forum where key stakeholders can act as a community resource for the Chief in the development of strategies, sharing community concerns, and increasing public trust.” These practices are essential to our ongoing community policing efforts.

**Constitutional Policing Advisor:** The Advisor will be tasked with enhancing internal accountability, ensuring the Department is in compliance with constitutional policing practices, adherence to reformative legislation, and providing an auditing and oversight component to the Chief and the Department.

# 21ST CENTURY POLICING

The Advisor will advance the cross-cutting threads of the City's strategic plan. The Advisor will build trust by having a visible presence within the Community and the Department to ensure that transparent policing practices reflect the values of the Community and the City.



**De-Escalation Emphasized In Training And Policies:** Our policies and practices prioritize the use of de-escalation techniques and less-lethal force options over lethal force whenever possible. The following highlights demonstrate our ongoing commitment to this philosophy:

**Integrating Communication, Assessment, and Tactics (ICAT):** Our department has been a leader in adopting and training the "Integrating Communication, Assessment, Tactics" crisis intervention model. This program was created to enhance the safety of the public and officers when dealing with a subject who is armed with a weapon other than a firearm. Officers are trained to recognize signs of behavioral crisis and mental illness, and utilize this knowledge, along with time and distance, to help resolve conflict without the need for deadly force.

**Less-Lethal Options:** RPD officers are equipped with a wide array of less-lethal force options. These tools have been designed and implemented in order to minimize the likelihood of deadly force being used when dealing with violent, or potentially violent, subjects.

Some of these less-lethal options include:



OC (pepper) Spray



Batons



Tasers



Less-lethal "bean bag" shotguns



40 mm kinetic energy impact weapons



Pepper Ball System

**Early Warning System (EWS):** RPD utilizes an "Early Warning System" as a proactive, non-disciplinary risk management tool. EWS tracks individual officers' involvement in complaints and violations of department policy, as well as critical incidents such as vehicle pursuits and uses of force. EWS is used to alert the department to the potential need for training and/or education as well as changes in policy, strategy, or tactics. EWS benefits the department and community by helping to identify negative behavior, reduce liability, and increase the likelihood of desired outcomes.

**Supervisory Administrative Reviews (SARS):** On a daily basis, RPD supervisors provide critical oversight by reviewing a variety of incidents to ensure our officers are adhering to policy and procedures. At a minimum, this includes all reportable uses of force, property damage, vehicle pursuits, officer-involved traffic collisions, and K9 bites/apprehensions. Multiple layers of accountability exist to ensure each incident is thoroughly reviewed and documented. The review process begins with a Sergeant, then by the employee's Lieutenant, followed by the division Captain, and the Office of Internal Affairs. As part of this process, supervisors read all related reports and view all available recordings from body-worn cameras and in-car cameras. During the review process, supervisors determine whether the incident qualifies for entry into the Early Warning System (EWS).

**External Deadly Force Investigations:** In 2020, RPD entered into a voluntary agreement with the Riverside County District Attorney's Office and the Riverside County Sheriff's Department to have all officer-involved shootings independently investigated by an outside agency. Under this new process, investigators from the

# 21ST CENTURY POLICING

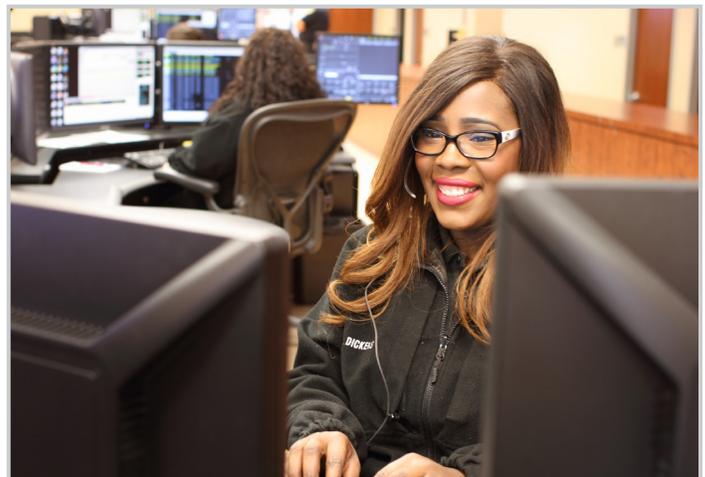
county's Force Investigations Detail (FID) will serve as the primary case agents for any officer-involved shooting or other use of force by RPD personnel, which is likely to result in death. RPD will continue to provide support for such investigations, but FID will be responsible for investigating the case and presenting it to the District Attorney's Office for their review. It is our hope that this increased level of transparency helps to build additional public trust.

**Civil Liability Incident Review Panel (CLIRP):** The Department is currently in the process of creating the Civil Liability Incident Review Panel (CLIRP). This panel will be comprised of RPD supervisors and subject matter experts, as well as staff from the City Attorney's Office. The panel, along with the involved officers, will participate in a methodical review and de-briefing of critical incidents. The panel will focus on those incidents that expose RPD and the City of Riverside to significant liability. Each of these non-punitive critiques will provide an opportunity for an honest assessment of our performance and tactics, while helping to identify needs for training, tools and equipment, or changes to policy and procedure.

## PILLAR THREE: TECHNOLOGY & SOCIAL MEDIA

Pillar three guides the implementation, use, and evaluation of technology and social media by law enforcement agencies. To build a solid foundation for law enforcement agencies in this field, the U.S. Department of Justice, in consultation with the law enforcement field, should establish national standards for the research and development of new technology including auditory, visual, and biometric data, "less than lethal" technology, and the development of segregated radio spectrum such as FirstNet.

These standards should also address compatibility, interoperability, and implementation needs both within local law enforcement agencies and across agencies and jurisdictions and should maintain civil and human rights protections. Law enforcement implementation of technology should be designed considering local needs and aligned with these national standards. Finally, law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.



**Integrated Computer-Aided Dispatch (CAD) and Record Management System (RMS):** The Department recently completed a major upgrade to our Computer-Aided Dispatch and Records Management Systems. Prior to the upgrade, the systems were antiquated and disconnected. The new system allows information sharing between both systems dramatically improving functionality. This upgrade also made it possible to utilize a "paperless" report writing system, which is easily accessible in patrol vehicles as well as at each of our police stations.

**Body-Worn Cameras (BWCs):** BWCs significantly increase police accountability and transparency, while also reducing instances of force being used, complaints against officers, and providing valuable evidence in criminal cases. All of our sworn officers are issued Watchguard body-worn cameras, which are required to be activated during every contact with members of the public. BWCs supplement the in-car cameras and digital

# 21ST CENTURY POLICING

audio recorders we have been using for many years. Supervisors are required to perform periodic, random audits of recordings to ensure our personnel are adhering to department policies, and providing the quality of service expected of our personnel.

BWCs are also extremely valuable when it comes to training, reviewing critical incidents, and conducting debriefings. They provide us with the ability to reflect on our practices and tactics in order to make improvements when appropriate. RPD also recognizes the inherent privacy implications that come along with BWC use. Our policies have been carefully crafted to ensure that the privacy rights of our officers and community members are respected during the creation, retention, and dissemination of any BWC recordings.

**Public Safety Enterprise Communications System (PSEC):** RPD recently joined the Riverside County Public Safety Enterprise Communications System, also known as PSEC. In doing so, we greatly enhanced our ability to communicate with surrounding agencies. This increased interoperability has tremendous benefits, especially during critical incidents, local emergencies, and natural disasters. As a digital system, PSEC replaced an older analog communication network which was known for having many “dead spots” throughout our region. The PSEC system consists of 71 separate radio sites throughout four counties in California and Arizona. Department personnel can now communicate with other agencies throughout the county using their portable and car radios.

**Leveraging Social Media:** RPD uses social media to connect with our community, in addition to sharing information about crime, safety, and services. Our agency has active accounts on Facebook, Twitter, YouTube, and NextDoor. Visitors to our sites will find press releases, public service announcements, critical incident debrief videos, and details about community activities, which can provide opportunities to interact directly with members of the police department.

**Crime Analysis Unit:** The Crime Analysis Unit is responsible for identifying and analyzing patterns and trends in crime by using various data sources within the department, as well as from other neighboring jurisdictions. Staff participates in crime suppression meetings and provide verbal and spatial analysis of crime data. Staff will provided case support for detectives and officers by analyzing and mapping cell phone data, gathering open source intelligence, and conducting various database searches. They are also considered the sole clearinghouse for all departmental statistics related to reported crimes within the City.

**Computer Forensics:** Two detectives are assigned full-time to computer forensics. One works in-house and the other is assigned to a multi-agency task force led by the FBI, known as the Orange County Regional Computer Forensics Laboratory. Both detectives are responsible for collecting and preserving digital evidence and support the rest of the department by handling highly specialized computer forensic services, including accessing locked or encrypted devices and recovering data related to criminal investigations.



**Unmanned Aircraft System (UAS):** After several years of research and development, the department implemented a “drone” program. The UAS team is supervised by a lieutenant and two sergeants. We currently have about a dozen officers who operate as FAA certified UAS pilots. The program was carefully designed to ensure the public’s privacy rights are respected, while significantly expanding our ability to provide public safety services. We are committed to using drone technology ethically, and have a comprehensive policy which strictly adheres to FAA regulations, constitutional law, and accepted best practices. Our policy specifically prohibits random surveillance, routine patrols, and the weaponization of our drones. The UAS are used for all of the following:

- **Perimeter searches**
- **Search & Rescue Missing persons**
- **Foot pursuits**
- **Barricaded suspects**
- **Mapping (crime scene traffic accident)**
- **City sponsored community events**
- **Supporting fire operations**
- **Training and recruitment**

# 21ST CENTURY POLICING

## PILLAR FOUR: COMMUNITY POLICING & CRIME REDUCTION

Pillar four focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with neighborhood residents to coproduce public safety. Law enforcement agencies should, therefore, work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Specifically, law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety. Law enforcement agencies should also engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.



**Community Services Bureau (CSB):** The Community Services Bureau was created with the specific goal of strengthening the relationship between RPD and our community. CSB specializes in building long-term and positive relationships between youth, business leaders, faith-based organizations, and various community groups. Many of these programs are focused on Riverside's youth, teaching them critical life skills and helping to develop them into future leaders. The Department youth programs are designed to educate college and high school students in leadership skills and self-awareness, and to develop law-abiding residents who care and respect the community. Personnel in the CSB coordinate the Police Department's community programs including the Citizen's/Teen Academy, Crime Free Multi-Housing, Police Explorer Program 714, Neighborhood and Business Watch, Opportunity With Education (OWE), Teen 2 Teen, the Volunteer Unit, You Are Not Alone (YANA), and Youth Court. CSB also coordinates and tracks all community programs, facilitates media events, and assists staff in other divisions with community outreach.

**Problem-Oriented Policing (POP):** For many years, RPD has utilized the problem-oriented policing model to address unique and long-term challenges to public safety. Each of the four Neighborhood Policing Centers has several POP officers assigned, and they work with a wide variety of internal and external partners to address crime and quality of life issues in their respective areas. These issues include complicated and ongoing problems such as neighbor disputes, landlord-tenant issues, and locations which generate repeated calls for service for non-criminal matters. POP officers are experts at identifying the underlying conditions which cause these ongoing problems and developing a response that will lead to a long-term resolution. They work with residents and businesses through the community to monitor the problems after being addressed to ensure they don't persist. POP officers also participate in the "Safe Parks" program, working to ensure that city parks and recreation facilities are safe for the community.

**Post-Release Accountability And Compliance Team (PACT):** PACT is a multi-agency team which includes four RPD officers and an RPD sergeant. They work side-by-side with personnel from the Corona Police Department, Riverside County Probation Department, Riverside County District Attorney's Office, and the Bureau of Alcohol, Tobacco, Firearms, and Explosives. PACT conducts compliance checks on probationers, parolees, and career criminals who are actively involved in criminal activity or likely to re-offend. They focus on violent criminals and those who have absconded from supervision. By partnering with probation officers, they are also able to connect offenders with various resources which are needed to successfully reintegrate into society after incarceration.

# 21ST CENTURY POLICING

## PILLAR FOUR: COMMUNITY POLICING & CRIME REDUCTION

**Family Justice Center:** RPD has numerous investigators who specialize in domestic violence, sexual assault, child abuse, human trafficking, and elder abuse. These detectives utilize a multi-disciplinary approach, which includes partnering with a large group of private and government entities to ensure the victims of such crimes receive the support they need as they recover and participate in the criminal justice process. RPD personnel who handle such crimes work out of the Family Justice Center in downtown Riverside, which also houses personnel from the Riverside County District Attorney's Office, Child Protective Services, Adult Protective Services, and many independent service providers. The consolidation of these services allows victims and their families to access education and guidance, safety plans, medical care, counseling and legal services, relocation assistance, and more, all under one roof.



**Public Safety And Engagement Team (PSET):** In 2019, RPD joined a newly created team designed to “maintain order in public spaces while also providing homeless individuals a pathway out of homelessness.” PSET is comprised of RPD officers who work side-by-side with personnel from other city departments such as the Office of Homeless Solutions, Community and Economic Development, Code Enforcement, and Parks, Recreation, and Community Services. They work together to address crimes such as panhandling and illegal camping while connecting homeless individuals with needed resources and assistance.

**Community Behavior Health Assessment Team (CBHAT):** RPD partnered with the County of Riverside/Riverside University Health System to form two Community Behavioral Health Assessment Teams. Each team is made up of a dedicated RPD officer and a licensed clinical therapist, who work together every day and respond to calls for service involving individuals suffering from mental illness and/or behavioral disorders. These teams are specially trained to identify and deal with persons in crisis, and conduct long-term follow up in order to ensure affected individuals get the treatment they need.

## PILLAR FIVE: TRAINING & EDUCATION

Pillar five focuses on the training and education needs of law enforcement. To ensure the high quality and effectiveness of training and education, law enforcement agencies should engage community members, particularly those with special expertise, in the training process and provide leadership training to all personnel throughout their careers.

**New-Hire Orientation And Post Certified Police Academy:** RPD provides all sworn personnel with several forms of orientation and training as they embark upon their law enforcement career. The pre-academy prepares new recruits for the life of a police officer trainee. During the pre-academy, special emphasis is placed on physical fitness and conditioning, nutrition, and communication, ensuring that police officer trainees will be capable of meeting the intense challenges of the six-month-long police academy ahead of them.

Our agency utilizes both the Riverside County Sheriff's Department Basic Academy and the San Bernardino County Sheriff's Department Basic Academy. Both are highly respected for the quality of training they provide, and meet or exceed all of the minimum training standards set forth by the California Commission on Peace Officer Standards and Training (POST). During the academy, police officer trainees gain the critical knowledge, skills, and abilities necessary to render high quality service. They are exposed to a broad curriculum, varying from ethics and complex legal principles to emergency vehicle operations and firearms training. They are introduced to community policing, taught to appreciate and respect cultural diversity, and learn about the importance of strong interpersonal skills and community relations.

# 21ST CENTURY POLICING



Immediately after graduation, new police officers attend a two-week new-hire orientation course. During this phase officers visit nearly every unit within the department and are exposed to policies and expectations dealing with principled policing, use of force, the complaint process, and various forms of oversight. Throughout this time, they work closely with the Field Training Program Coordinator as they prepare for the next phase of their training.

**Field Training Program:** After completing new-hire orientation, all RPD officers begin the Field Training Program. This phase of training usually lasts approximately six months. It represents the first time a newly sworn officer begins applying the theoretical knowledge they have gained up to this point, in a “real world” setting. During the Field Training Program, trainees ride with a variety of experienced and highly respected senior officers who have been carefully selected, and themselves specially trained, in order to help develop and mentor our newest officers. The trainees ride with each Field Training Officer, or FTO, for about one month before being reassigned to a new partner. In most cases, trainees are specifically reassigned in such a manner that they are exposed to all shifts and every geographical area of the city throughout the Field Training Program. They also go through several special phases of training where they are partnered with a FTO from the Traffic Bureau, Problem Oriented Policing team, and SWAT.

Following the POST-approved Field Training Program model, officers are provided with “comprehensive guidelines and structured learning content to facilitate newly-assigned peace officers transitioning from an academic setting to field training where they gain hands-on experience forming the foundation of their career.” Each phase of training builds upon the previous one, and provides the new officer with unique experience and knowledge. They are exposed to increasingly complex situations and investigations, and are required to demonstrate proficiency by passing written and/or oral examinations as they progress through training. Their FTOs and supervisors provide guidance and direction as they develop competence. They are also evaluated in Daily Observation Reports, Weekly Training Progress Reports, and End of Phase Reports, which memorialize their progress and demonstrated competency.

**In-Service Training:** Once an RPD officer successfully completes the Field Training Program, they are finally capable of operating as a solo officer. At this point, they are assigned to a patrol squad under the direct supervision of a patrol sergeant. However, their training doesn't stop there. All RPD officers, regardless of their tenure and experience, attend various forms of in-service training. Some of this training is informal and/or discretionary, such as daily roll call discussions about RPD policies and tactics during the debriefing of critical incidents. Other training is provided in order to comply with legislative mandates, and the minimum training standards set by POST. As part of these requirements, all RPD officers undergo periodic and recurring formal training on the following topics:

Use of force

Racial and  
cultural diversity/  
racial profiling

High speed  
vehicle pursuits

Domestic  
violence

First Aid and CPR

# 21ST CENTURY POLICING

## PILLAR FIVE: TRAINING & EDUCATION

After several years, many officers transfer to a temporary special assignment, such as one of our Problem Oriented Policing teams or the Traffic Unit. Upon transferring, they are sent to relevant training which helps provide them with new skills and abilities that are aligned with their expanded duties. The same is true for newly promoted detectives, who attend an 80-hour core course which is part of the esteemed Robert Presley Institute of Criminal Investigation. They learn how to properly and competently conduct follow-up investigations, including fundamentals such as case management, interview and interrogation techniques, and search warrant preparation. After completing this course, they can attend various specialty courses which are specific to their assignment, such as those dealing with child abuse, burglary, and narcotics.

**Critical Issues And Tactics (CIT):** All RPD officers are also required to attend periodic training related to various perishable skills. Our department combines these training topics into a week-long session known as CIT, which officers attend every other year. CIT training includes mandated topics such as:



**Arrest and control/  
defensive tactics**



**Tactical firearms/force  
options simulator**



**Driver's training  
and awareness**



**Tactical/interpersonal  
communication**

By including these mandated topics dealing with perishable skills into a week-long training session with additional content, we are able to expose our personnel to a variety of constantly evolving training material. Some of this material is provided and presented through partnerships with private and community-based organizations, which is based on federal recommendations and serves to further expand our officers' social interaction and breadth of knowledge.

In the past, such training has included the following:

- **Integrating Communication, Assessment, and Tactics (ICAT)**
- **Interaction with international students from the University of California, Riverside**
- **Less lethal and electronic weapons**
- **Visits to the Museum of Tolerance**
- **Wellness – understanding stress**
- **Tactical response to school/community violence**
- **Procedural justice and implicit bias**
- **Changing outcomes program**

**Training Resources And Technology:** In order to provide this level of quality training to our personnel, RPD utilizes various forms of technology and has invested in a wide variety of resources. Each of our stations is equipped with up-to-date audio/visual equipment, set up for planned or impromptu presentations such as reviewing internet-based videos or PowerPoint slides. Our officers have access to various web-based training platforms and resources, such as the POST online learning portal and Lexipol, as well as electronic copies of various legal codes and the California Peace Officers Legal Sourcebook through the software platform CopWare. At the Lincoln Street station, where our patrol officers are based, we have a six-lane, indoor shooting range which is staffed by two full-time civilian range masters.

At the Magnolia Avenue police facility, where our Training Bureau is located, we have a dedicated training room capable of hosting around sixty attendees comfortably. The room is equipped with laptops and high-speed internet access to facilitate online and web-based learning. There is also a state of the art force options simulator, which is used to train our officers about less lethal options and the appropriate use of deadly force. During tactical training scenarios, RPD officers also use Simunition brand non-lethal training guns and ammunition, which provides for another safe and effective way to conduct realistic scenario-based training.

# 21ST CENTURY POLICING

**Supervisory/Leadership Training:** As an officer gains tenure at RPD, they are exposed to additional training and have the ability to take on collateral duties and transfer to special assignments. These expanded roles and responsibilities serve as opportunities to enhance and increase their leadership abilities. For some officers, their first formal leadership training results from being selected as a Field Training Officer. In this capacity, they are taught about the importance of serving as a positive role model. They are instructed in adult-learning concepts and how to apply in non-traditional settings. They learn to objectively evaluate trainees, and provide the constructive criticism and meaningful feedback necessary for growth. They learn how to document their training efforts and the trainee's progress. Other officers may become canine handlers, School Resource Officers, or serve in a number of other assignments. Each new assignment comes with new expectations and demands, providing our officers with tremendous opportunity for growth. In the near future, RPD will be implementing a line-level leadership program designed for all of our officers to attend after they complete their probationary period. This course will focus on leadership issues that affect all ranks, such as ethical decision-making and communication skills.

All newly promoted sergeants are required to attend an 80-hour POST approved supervisory course. Within a year of being promoted, our sergeants also attend courses which teach them how to conduct internal affairs investigations and supervise various critical incidents, such as homicides and officer-involved shootings. All of our supervisors attend formal training on the Incident Command System, which helps to ensure RPD is capable of managing complex situations such as natural disasters and protests/mass demonstrations. Each year, several of our sergeants are selected to attend the highly regarded and sought after Sherman Block Supervisory Leadership Institute. This nine-month long program was specifically designed to stimulate personal growth, leadership, and ethical decision-making in California front-line law enforcement supervisors.

Members of command staff, including those at the rank of lieutenant and above, also have opportunities to attend some of the most prestigious leadership and management programs throughout the country. These include the California Law Enforcement Command College and Executive Development Course, the FBI National Academy, and the Senior Management Institute for Police.

## PILLAR SIX: OFFICER WELLNESS & SAFETY

The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort.

**Safety Equipment And Tools:** All RPD officers are issued a variety of safety equipment, including ballistic vests, which are replaced every five years. We recently acquired ballistic helmets for each officer, and we issue a variety of less-lethal force options which provide our officers with added protection, while simultaneously reducing the likelihood of lethal force being used during violent encounters. Each patrol sergeant's vehicle is outfitted with a ballistic shield and breaching tools, which allows them to be rapidly deployed when needed. Every officer attends "Stop the Bleed" training and is issued a trauma kit, which can dramatically improve the chances of both officers and members of the public surviving traumatic injuries.

Most importantly, we are constantly evaluating new tools, equipment, and technology designed to increase officer safety. For example, several years ago our motor officers evaluated new Kevlar-reinforced uniforms. These uniforms offer significant protection compared to traditional uniforms in the unfortunate event of a motorcycle crash. As a result of the testing and evaluation process, our agency now offers these uniforms to all of our motor officers.

**Maintaining A Culture Of Safety:** At RPD, we are committed to a culture of safety, and our policies and practices reflect this commitment. Officers are required to wear their ballistic vests and seat belts, mandates that are proven to have a positive impact on improving officer safety and survival rates. We teach de-escalation, and promote the belief that tactical retreat can be an appropriate option in some circumstances. Supervisors complete periodic performance evaluations on their subordinates, which include a specific

# 21ST CENTURY POLICING

## PILLAR SIX: OFFICER WELLNESS & SAFETY

category on safety skills. We also utilize an Early Warning System, which tracks officers' involvement in high-risk activities such as uses of force and vehicle pursuits. This non-disciplinary system helps to identify the need for training, which can reduce risk and further contributes to our safety efforts. At RPD, all officers are taught and expected to intervene if they see something unsafe, regardless of rank or tenure.



**Physical Fitness Is A Priority:** Lifetime physical fitness is highly encouraged and fostered at RPD. Through a partnership with the Riverside Police Officers Association, gym facilities are provided and maintained at each of our stations. We have also developed partnerships with local gyms, health clubs, and yoga studios, which offer reduced rates for RPD personnel who in turn support local businesses. Our officers and professional staff participate in numerous department-sponsored charitable sporting events and competitions, including running, softball, baseball, basketball, and women's football. On a regular basis, the City of Riverside sponsors a city-wide "Get Fit Challenge," which incorporates various fitness-oriented lessons as participants strive to meet particular goals, such as losing weight or exercising for a certain amount of time per week.



**Full-Time SWAT Team:** RPD has a full-time SWAT team known as METRO (Multi-Enforcement Tactical Response Operations). These highly trained and specially-equipped officers are responsible for responding to and handling dangerous tactical operations, such as high-risk arrest and search warrants, barricaded subjects, hostage situations, and other operations which require specialized tools and tactics. All members of the METRO team are also cross-sworn as members of the U.S. Marshals Service, and they work in partnership with the Pacific Southwest Regional Fugitive Task Force to track down and apprehend the most violent criminals preying on the citizens of Riverside. The METRO team works collaboratively with Emergency Medical Technicians from American Medical Response, who are trained in tactical/combat casualty care. During pre-planned operations, these medics accompany members of the METRO team and are available to assist our officers or any member of the public who may need immediate medical aid.

# 21ST CENTURY POLICING

Since 2009, RPD has had a policy in place which requires the METRO team to be notified in advance of any pre-planned, high-risk operations including search warrants, arrest warrant services, and probation/parole searches. Using a standardized checklist, officers and investigators can identify whether or not the criteria associated with their operation requires them to provide this notification. If so, the METRO team is responsible for reviewing the details of the upcoming operation and determining whether or not they should assume tactical control over the incident. This vetting process helps to prevent our personnel from becoming involved in dangerous operations which they aren't properly equipped or prepared for.

**Peer Support:** RPD has an active and well-staffed peer support team, comprised of sworn and civilian members of the department at all ranks. These dedicated volunteers make themselves available to assist their co-workers in times of need. They respond to critical incidents such as officer-involved shootings, assist with meal preparation and housekeeping during times of illness or injury, and otherwise provide support and comfort to other department members who may need it. They serve a vital role by being there for those who need advice about private matters, and can connect them with additional resources when necessary. The program is confidential, and peer support team members undergo special training to learn to help others cope with traumatic situations, loss and grief. Several years ago, the Peer Support Team, in partnership with RPD's chaplaincy program and the Riverside Police Officers Association, purchased a copy of Emotional Survival for Law Enforcement for every officer at RPD. Written by a former police officer, the book provides unique insight into the physical and emotional challenges facing our law enforcement officers, along with ways to effectively manage their emotions.



**Employee Assistance Program (The Counseling Team International):** RPD contracts with The Counseling Team International (TCTI) to provide professional counseling and behavioral health services to all of our personnel and their families. In addition to providing traditional counseling and mental health services, TCTI provides "Stand by Status" and Critical Incident Stress Management Services to our agency, responding to highly stressful incidents such as officer-involved shootings and line of duty deaths. All voluntary services are rendered confidentially, and employees can request assistance from TCTI directly without having to involve the department at all.

**City-Wide Wellness Program:** The City of Riverside recently developed an Employee Wellness page, which is accessible via our intranet system. The page is a one-stop resource for current information about improving four primary aspects of one's well-being: Physical, Career, Financial, and Emotional. The mission of the city's Life-In-Balance program is to "provide employees with the tools to make healthy choices while improving engagement in the workplace." In an effort to help our employees build healthy habits, the site features educational offerings on topics such as nutrition, physical fitness, meditation and mindfulness, retirement planning, and more. Visitors to the site can find information ranging from lists of walking trails and bike routes throughout the city, to healthy recipes and free career-building workshops. On-site wellness meetings occur monthly, and on-demand videos are available anytime.

# STRATEGIC PLAN GOALS

## GOAL 1 – COMMUNITY COLLABORATION

The Riverside Police Department is committed to improving the quality of life by creating a safe environment in partnership with the people we serve. Community policing is a philosophy that emphasizes working with neighborhood residents to co-produce public safety. The Riverside Police Department will work to engage with the community to develop, implement and enhance programs that will improve the quality of life within the community we serve. It is the intention of this department not only to provide the reactive services necessary to ensure public safety, but also to commit to providing the proactive services that will enhance the unity within our community.



### INITIATIVE A: COMMUNITY ENGAGEMENT

ACTION ITEM	LEAD ENTITY
1. Enhance communication between the police department and residents by expanding community policing programs and increasing outreach by forming stronger partnerships with its residents.	Support Services
2. Develop a curriculum that focuses on communication tactics when dealing with public.	Support Services

### INITIATIVE B: SOCIAL MEDIA

ACTION ITEM	LEAD ENTITY
1. Use social media to share crime, safety and services information.	Support Services with assistance from Special Operations
2. Develop a media platform to get a “behind the scene” look how the department conducts its day to day business.	Support Services

# STRATEGIC PLAN GOALS

## GOAL 2 – AUGMENT EMPLOYEE POTENTIAL

The Riverside Police Department recognizes that our employees are our most valuable asset. It is the priority of the Department to promote continued education to maximize training opportunities for our officers, command staff, and civilian employees. The action items of this goal will strive to maximize employee potential and empower employees and supervisors to work efficiently to provide police services to our residents and visitors.

### INITIATIVE A: WORKFORCE DEVELOPMENT

ACTION ITEM	LEAD ENTITY
1. Create an employee-based committee to conduct a timely analysis of critical incidents and formulate appropriate policy and recommendations.	Investigations with assistance from Field Operations
2. Development of civilian specialists to assist with ongoing community issues.	Support Services
3. Field Training Officer (FTO) program enhancements to include FTO assignments to various investigative divisions within the Department.	Field Operations
4. Expanding core competency: Crisis intervention/de-escalation, Interview and interrogation, ICAT and basic crime scene investigation.	Support Services
5. Develop a training plan for all sworn and civilian positions that fosters employee promotion/growth throughout the organization.	Support Services

### INITIATIVE B: EMPLOYEE ACCOUNTABILITY

ACTION ITEM	LEAD ENTITY
1. Enhance communication between rank and file.	Chief's Office
2. Evaluate staff responsibilities and the usage of staff on overtime.	Administrative Services
3. Fill and retain essential vacancies	Support Services

### INITIATIVE C: WORKSHOP FACILITATING

ACTION ITEM	LEAD ENTITY
1. Utilize in-house train-the-trainer experts to provide training to other agencies and charge tuition to augment our training budget.	Support Services
2. Collaborate with community and higher learning institutions to develop training curriculum that will include: <ul style="list-style-type: none"> <li>• Stopped by the police</li> <li>• A family member in crisis</li> </ul>	Field Operations

# STRATEGIC PLAN GOALS

## GOAL 3 – ORGANIZATION ENHANCEMENT AND ACCOUNTABILITY

This strategic goal was identified to improve the safety and security of not only the community, but our employees. The Riverside Police Department has been slow and steadily worked towards a new police facility that would modernize and unify the department workforce. Improved infrastructure will minimize silos and allow technology to work more efficiently, which would better serve the community.

### INITIATIVE A: FACILITY AND INVENTORY

ACTION ITEM	LEAD ENTITY
1. Build a new police headquarters	Chief's Office
2. Enhance building security as needed at all department locations.	Administrative Services with assistance from Support Services
3. Enhance technological infrastructure for remote working.	Support Services
4. Creation of Department inventory replacement and maintenance plan.	Chief's Office

## GOAL 4 – EMPLOYEE WELLNESS PROGRAM

This goal and its key action items will purposefully guide the Riverside Police Department to boost programs aimed at preserving and promoting the physical and emotional health of our employees.

### INITIATIVE A: MENTAL & HEALTH WELLNESS

ACTION ITEM	LEAD ENTITY
1. Create program that fosters a healthy lifestyle.	Support Services with assistance from the Chief's Office
2. Create staff mental wellness program.	Support Services with assistance from the Chief's Office

## GOAL 5 – COMMUNITY WELL-BEING (CITY STRATEGIC PLAN)

In line with Riverside 2025 Strategic Plan, the department has identified three action items, two within enhancing community well-being and one within developing arts, culture and recreation opportunities.

### INITIATIVE A: PUBLIC SAFETY

ACTION ITEM	LEAD ENTITY
1. Foster relationships between community members, partner organizations, and public safety professionals to define, prioritize, and address community safety needs and social service.	Chief's Office
2. Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.	Chief's Office
3. Prioritize safety at parks, trails, arts, cultural, and recreational facilities.	Chief's Office

# STRATEGIC PLANNING PROCESS



This strategic plan was developed by taking into account our current practices, the well-being of our personnel, the safety of the public, and lessons learned from our past. This involved a series of meetings, both small and large in a variety of settings.

Although the department was functioning well when the current administration took over, the challenges of 2020 necessitated police management to constantly shift priorities in order to ensure critical services were maintained and public trust remain intact.



An environmental scan identified trends and issues the department would likely be dealing with in the future. Both external and internal stakeholder meetings assisted in identifying strengths, weaknesses, opportunities and threats to the department. This plan represents a point-in-time snapshot of an ongoing process of strategic planning at RPD that will require constant attention, refinement, and execution.

This Strategic Plan lays out the direction forward for RPD. This plan however, will remain fluid and updated as needed to best serve the public safety and community well-being of our City.

# ACKNOWLEDGMENTS



The Strategic Plan Committee spent many hours in meetings, reviewing and discussing survey responses. All were volunteers and without their efforts, this plan would not have been possible.

## MEMBERS OF THE COMMITTEE

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# RIVERSIDE POLICE DEPARTMENT



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