

UKIAH

POLICE DEPARTMENT

Measuring What
Matters Most

Strategic Plan 2010—2015



A Message From The Chief

In 2008, the Ukiah Police Department embarked on a strategic planning process to establish our goals and priorities for the subsequent five-year period. What follows is our Strategic Plan 2010-2015, entitled *Measuring What Matters Most*.

Our goal was to build on our accomplishments and to measure, in a quantifiable manner, our ability to deliver quality service through clearly definable goals and performance measurements. Key to our strategic planning process was obtaining broad participation from the community to define what is important in terms of safety and quality of life in the city of Ukiah. Our planning process included the following:

- Compiling statistics on crime and police services, and producing an Annual Report;
- Implementing a community survey—to which almost 1,000 residents responded—to find out how safe citizens felt and the most important safety issues to address;
- A survey of the Department's employees to identify what's working and what needs improvement;
- A forum with 29 key community leaders to define broader issues, such as the economic crisis, impacting law enforcement;
- A meeting with the Ukiah City Council members and City leadership to solicit feedback; and
- Staff and strategic planning team meetings to explore the implications for the Department.

With this information serving as the basis for our decision-making, we reviewed the Department's core values, redefined our Vision and Mission, and established five specific goals for our strategic plan:

- ◇ Reduce Crime and the Fear of Crime
- ◇ Improve the Quality of Life in Our Neighborhoods
- ◇ Enhance Community and Police Partnerships
- ◇ Develop Personnel
- ◇ Continued Accountability

Completing the strategic planning process during these fiscally demanding times has truly been a challenge, as we work through the difficult process of reducing the budget, and downsizing our work force. Yet, despite these fiscal challenges, I am extremely proud of the work of the Ukiah Police Department members who continue to be committed to serve our community. I firmly believe *Measuring What Matters Most* will allow us to achieve an even higher level of service despite these economic challenges. Together we can make Ukiah a better place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Dewey'.

Chris Dewey
Chief of Police

Our Vision

Police and citizens working together to create a safe community in which to live, work, raise a family and visit.

Our Mission

In partnership with the community, the Ukiah Police Department shall use its resources to provide quality public safety services, to enforce the law, to prevent crime, and to protect the safety and security of all.

Our Values

Safety

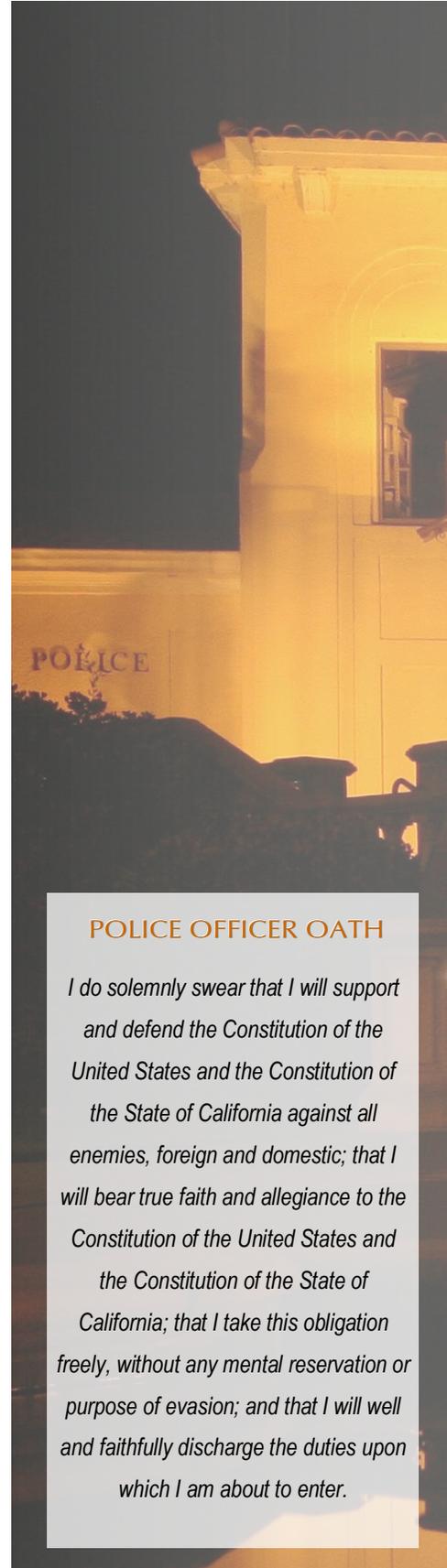
We value human life and strive to enable our Officers and citizens to be safer and our citizens less likely victimized by crime.

Professionalism

We value dedication, highly trained personnel and commitment to the standards of the law enforcement profession.

Community Service

We value the privilege to provide effective, efficient and equitable service. We respect the members of our community, the importance of a combined crime prevention alliance and the opportunity to provide a united policing effort.



POLICE OFFICER OATH

I do solemnly swear that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.

GOAL No. 1

REDUCE CRIME AND THE FEAR OF CRIME

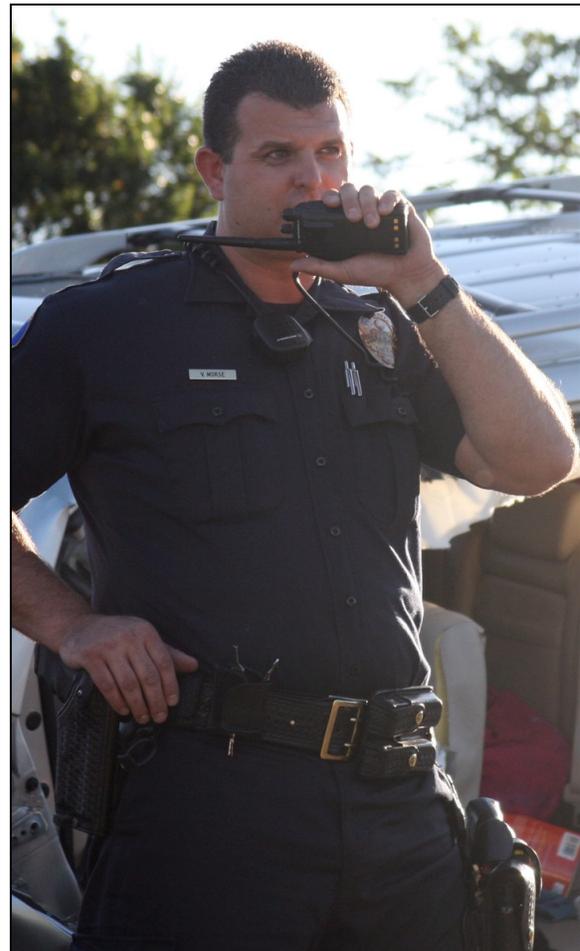
Measurement 1a

Reduce the level of violent and nonviolent crime in Ukiah by 5%, measured by the Uniform Crime Report (UCR).

Action Plan

- ◇ Directed Enforcement Operations (DEO) will analyze community crime problems weekly, analyze high crime areas, research best practices in crime prevention and enforcement, respond to changing crime trends, and provide the Department's Focus of the Week and other directed enforcement focus.
- ◇ DEO will target repeat offenders of crime through probation and parole searches, and other investigative techniques.
- ◇ The Department will maintain clearance rates on the four (4) FBI Index Crime Categories (murder, rape, robbery and burglary) above the national average.

PART 1 VIOLENT / PROPERTY CRIME			
	2007	2008	2009
VIOLENT CRIMES			
HOMICIDE	1	1	0
RAPE	14	17	5
ROBBERY	20	16	16
ASSAULT	235	430	319
TOTAL	270	464	340
PROPERTY CRIMES			
BURGLARY	176	213	151
LARCENY / THEFT	269	237	270
VEHICLE THEFT	45	30	26
ARSON	1	2	5
TOTAL	491	482	452
TOTAL VIOLENT AND PROPERTY CRIMES			
	761	946	771



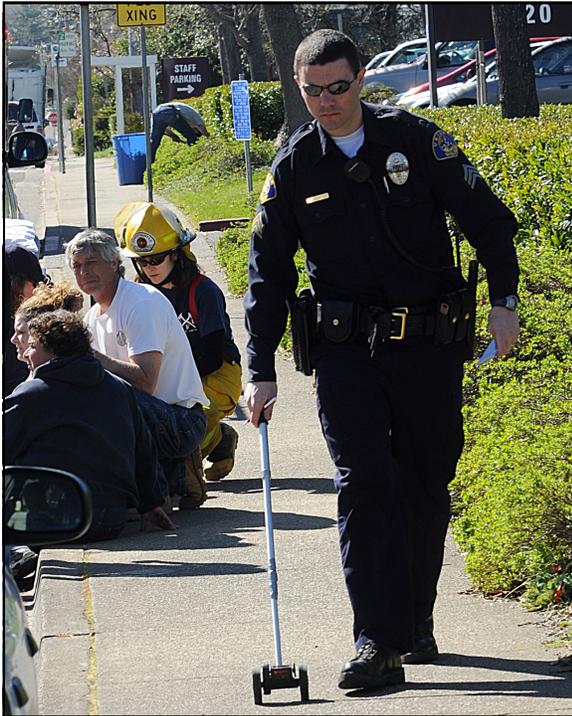
FACT!

NUMBER OF REPORTS FILED

2007—4,475

2008—4,512

2009—4,190



FACT!

CASES PROSECUTED BY THE DISTRICT ATTORNEY

2009—79%

1,048 of
1,329 submitted
By UPD



Measurement 1b

Decrease the fear of crime in Ukiah as measured by an annual Community Survey, and compared to the previous reporting period.

Action Plan

- ◇ The Department will distribute a community survey to all City residents annually. The purpose of the survey is to gauge residents' views on crime and the fear of crime.
- ◇ The Department will distribute an Activity, Incidents and Arrests Report weekly to the media and the City Council.
- ◇ The Department will distribute a Crime Trend Summary Report, including crime incidents and arrests, monthly via the Department's website, radio announcements, email notification systems and/or print media.

2008 COMMUNITY SURVEY

HOW SAFE DO YOU FEEL WITHIN THE CITY OF UKIAH? *Moderately Safe / Very Safe* **84%**

THE TOP 5 MOST IMPORTANT COMMUNITY SAFETY ISSUES TO ADDRESS?

1. Gang-related Activity
2. Methamphetamines
3. Marijuana
4. Homelessness
5. Irresponsible Driving

GOAL No. 2

IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

Performance Measurement 2a

Reduce Calls For Service in Designated Areas by 5%.

Action Plan

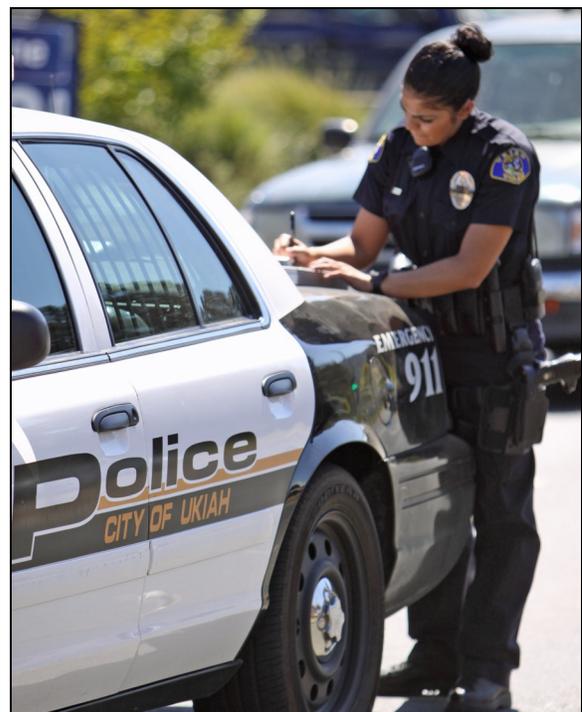
- ◇ Track and analyze Calls For Service trends and notify residents in affected areas via the Department's website and the email notification system.
- ◇ Directed Enforcement Operations (DEO) will provide targeted enforcement of neighborhood problems, e.g., marijuana growers, meth producers, abatement, traffic education, and traffic enforcement.
- ◇ Patrol Officers will provide extra patrol based on the Focus of the Week to saturate the areas designated as the top locations in an effort to reduce Calls For Service in the area.
- ◇ Patrol will ensure the safety of pedestrians, bicycle and vehicular





traffic by providing patrol and radar enforcement to achieve a 10% decrease in accidents.

- ◇ DEO will create and maintain a K-9 Drug Detection Program to reduce and/or prevent drug traffic within the Ukiah community and on school campuses.
- ◇ The Department will distribute Prevention/Safety Tips monthly via the Department’s website and/or print media.
- ◇ The Department will continue planning and providing specialized security services for special events, e.g., bike and foot patrol, for the Community Services Department and other local non-profits.



GOAL No. 3

ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

Performance Measurement 3a

Decrease the number of gang-involved crimes by 5%.

Action Plan

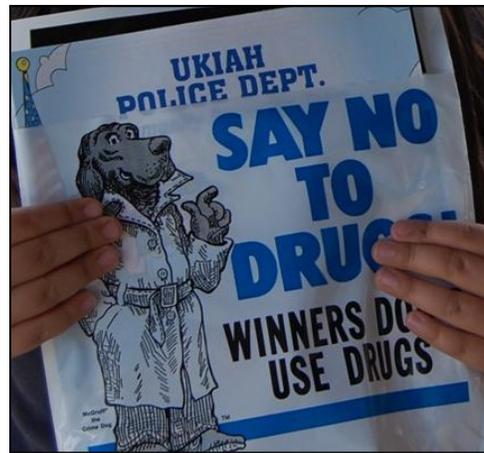
- ◇ The Training Division will train and educate all Officers regarding gang-reduction and gang-suppression strategies.
- ◇ The School Resource Officer (SRO) will contact school staff weekly to identify students displaying gang behavior and handle follow-up contact with the juvenile and parents to provide referrals.
- ◇ The Detective Unit will maintain current information on gang members and track gang crimes.
- ◇ The Detective Unit will increase the number of gang-enhancement prosecutions.
- ◇ The Detective Unit will maintain participation on and co-coordination efforts with the Multi-Agency Gang Suppression Unit (MAGSU).

Performance Measurement 3b

Increase community-oriented policing/partnerships by 10%.

Action Plan

- ◇ The Department will maintain collaborative partnerships with, but not limited to, Gang Resistance Is Paramount (GRIP), the Council on





Domestic Violence, the Ukiah Community Center, the Food Bank, the Homeless Services Work Group, the Health & Human Services Agency Advisory Board, the Rotary, Project Sanctuary, Homeland Security Gang of 5, Sexual Assault Response Team, and Mental Health Services Act Committee.

- ◇ The Department will increase the number of staff that are voluntarily participating on a collaborative partnership and/or involved in community service.

Performance Measurement 3c

Increase community member participation in police-information programs (e.g., email notification systems, UPDs website, crime report mapping tools and other electronic media).

Action Plan

- ◇ Establish electronic mechanisms to increase public access to crime information, including crime report mapping tools, email notification, RSS feeds and other electronic media.
- ◇ Enhance the Department's website to share crime statistics, prevention information, and other police information with the community.



Performance Measurement 3d

Increase youth involvement in police programs (e.g., Cadets and other youth-activity programs).

Action Plan

- ◇ Enhance the Cadet Program by improving the cadet training program and increasing training activities.
- ◇ Distribute educational materials and incentives and promote the Cadet Program at youth-focused events (e.g., Back to School Nights) to increase membership.



GOAL No. 4

DEVELOP PERSONNEL

Performance Measurement 4a

Increase the overall rating regarding professionalism and service on the Department's Employee Survey by 5%.

Action Plan

- ◇ The Training Division will continue implementation of the 3-Year Employee Training Program for sworn/non-sworn officers.
- ◇ The Training Division will define a Career Development Program and educational opportunities related to advancement.
- ◇ The Department will continue implementation of Core Value (Safety, Professionalism, Community Service) decision-making strategies for daily and situational use.
- ◇ The Training Division will define team-building and other mechanisms to reduce workplace stress.



2008 UPD EMPLOYEE SURVEY

HOW PROFESSIONAL DO YOU THINK UPD OFFICERS AND STAFF BEHAVE WHEN DEALING WITH THE PUBLIC? *Moderately Professional / Very Professional* **97%**

HOW WOULD YOU RATE YOUR CURRENT MORALE LEVEL? *Moderately High / Very High* **86%**



DEPARTMENT PERSONNEL

Chief	1
Captains	3
Investigations	5
Sergeants	5
Patrol Officers	11
Dispatchers	10
School Resource Officer	1
Community Service Officers	2
Mechanic	1
Records	2
Police Chaplain	1
Part time Staff	5

TOTAL EMPLOYEES: 47

TOTAL CADETS: 21



GOAL No. 5

CONTINUED ACCOUNTABILITY

Performance Measurement 5a

A response time of less than 1 minute on Priority One calls, 90% of the time.

Action Plan

- ◇ The Operations Division will monitor and analyze the types of calls handled by various personnel.
- ◇ Dispatch will reduce the average response times from call create time to dispatch time for:
 - Priority One calls – less than 1 minute
 - Priority Two calls – less than 5 minutes
 - Priority Three calls – less than 60 minutes

Priority One calls: in-progress, violent crime, injury traffic collision;

Priority Two calls: in-progress property crime, no-injury;

Priority Three calls: cold calls and follow-up.

2008 COMMUNITY SURVEY

OVERALL, HOW WELL DO YOU FEEL THE Ukiah Police Department DOES IN PROVIDING SERVICES?
Good / Excellent

79%



THE UPD TEAM

Gabriel Aponte	Tim Marsolan
Erik Baarts	Tammy McAsey-Ingle
Gaylene Bartholf	Dave McQueary
Tiffany Breece	Angela Meroshnekoff
Christel Cash	Vince Morse
Josie Castanon	Kevin Murray
Julian Covella	Chelsea Myers
Cedric Crook	Andy Phillips
Chris Dewey	Rick Pintane
Jenny Duskin	Chris Pittman
Carla Dyché	Tracey Porter
Chris Gordon	Karen Rockel
Mariano Guzman	Frank Russell
Greg Heitkamp	Tyler Schapmire
Peter Hoyle	Tanya Schilinsky
Sean Kaeser	Karin Schimka-Ronk
Charlotte Kelley	Andrew Snyder
Fred Keplinger	Trent Taylor
Donna Kiely	Noble Waidelich
Chris Long	Chris Walker
Ross Lunceford	Dan Walker
Michelle Maldonado	Darren Wojcieszak
Sammie Marsh	Justin Wyatt

Performance Measurement 5b

Increase Community Satisfaction of Police Services by 1% annually as measured by an annual community survey.

Action Plan

- ◇ The Department will include in the annual Community Survey questions to gauge citizen satisfaction with police services.
- ◇ Community Service Officer's (CSO's) positions will be created and utilized to reduce sworn officer time involved in processing calls.
- ◇ The Department will develop an on-line mechanism for completing crime reports.
- ◇ The Training Division will develop and implement a Customer Services Training module for all department personnel.





For more information, contact:

UKIAH POLICE DEPARTMENT

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For additional copies of this plan visit www.cityofukiah.com

CHRIS DEWEY, CHIEF OF POLICE