

It's all about community: Davis Police Department strategic plan

Davis citizens have certain expectations about police service — what services are provided and how. By including community input as an integral part of a department-wide strategic planning process, the Davis Police Department has developed a strong, relevant and responsive multi-year strategic plan that meets community needs. The department asked what the community wanted, and the citizens responded.



CHIEF
JIM HYDE

As a result, the strategic goals of the department were developed based solidly on information learned through public meetings. Strategic planning is the basis for the future of any organization. For the Davis Police Department, the strategic plan provides a foundation for the future as well as a vehicle for accomplishing needed changes. The way we deliver services is founded in our belief in the concept of community policing. The critical aspects of community-oriented policing are problem solving, a focus on service delivery at the neighborhood level and community partnerships.

Throughout 2004, the Police Department conducted eight community meetings: six based on geographical location, one specifically for the business community and one for the UC Davis student population.

During each one of these sessions, we asked the attendees what their concerns were and what the important issues in their neighborhoods were. In addition to seeking community input, we studied ourselves. How are we spending our time? What systems or processes are not working? How do employees feel about the work environment?

Police are skilled at analyzing crime-related problems and identifying solutions, but rarely do we take a step back and ask important internal questions. Information we received from the employees complemented what we heard from our community. We compiled all the information and used it to establish six broad goal areas: Leadership and Ethics, Community Oriented Policing and Problem Solving (COPPS), Public Education, Crime Reduction, Technology and Traffic.

We then developed specific strategies at the line level and assigned individuals to each strategy. That individual becomes the expert in the topic area of that strategy. If that person is reassigned, moves on, retires or becomes unavailable, another person will be assigned the strategy. This helps to ensure that every strategy makes progress. The plan also includes attainable timelines.

The Davis Police Department's Strategic Plan 2005-2008 has been developed to help focus the department in our rapidly changing environment. Like most police organizations today, the department faces challenges and difficult decisions resulting from three major factors: increasing service expectations, more sophisticated criminal activity and

limited financial and human resources. To succeed as a police organization, we must manage these factors effectively. This management requires leadership, openness to change and the creativity and integrity of our public safety employees. The strategic plan is a dynamic document that is constantly being reviewed and updated. As one goal is achieved, a new challenge will become apparent and that challenge will become the next initiative. This is the type of relevancy and responsiveness that the Davis community has requested.

A full copy of the strategic plan can found on the Police Department Web site located at <http://www.cityofdavis.org/police/>.



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A CLOSER LOOK AT OUR COMMUNITY