

DAVIS POLICE DEPARTMENT



STRATEGIC PLAN

2005 – 2008

PREAMBLE

We recognize that we are government's most visible representative and that we respond to the needs of our customers, 24 hours a day, seven days a week.

We recognize the awesome responsibility to fairly and wisely exercise the unique powers given to us to accomplish our mission.

We acknowledge that we are held to a higher standard; therefore, our personal and professional lives must be exemplary.



Davis Police Department
2600 Fifth Street – Davis, California 95616-7718
Administration: 530.747.5405 - Fax: 530.753.3544
James R. Hyde, Chief of Police

Message from the Chief of Police



Strategic Planning is the foundation for the future of any organization. For the Davis Police Department, our Strategic Plan not only serves as the foundation for how we will provide police services in the future but also serves as the department's vehicle for accomplishing needed change. The way in which we deliver services is founded in our belief in Community Policing. The critical aspects of community oriented policing are problem solving, a focus on service delivery at the neighborhood level, and community partnerships.

This Strategic Plan is a dynamic document that is in a state of constant review and updating. As one goal is achieved, a new challenge will become apparent and that challenge will become the next initiative. Each strategy has been assigned to a specific person and that person should be seen as the expert in the topic area of that strategy. If that individual is reassigned, moves on, retires or becomes unavailable, another person will be assigned the strategy and will develop knowledge, skills and abilities in the topic area.

Additionally, this Strategic Plan includes a timeline and details the strategies utilized to accomplish the objectives. It is the responsibility of the assigned person to coordinate efforts and resources to complete the objectives. The implementation year indicates the year in which the strategy should be completed, not when efforts towards accomplishing the strategy should commence.

Finally, the development of this Strategic Plan was difficult work. Many of the goals and strategies address issues that are very complex and have existed in our community for many years. The people that have contributed to this Strategic Plan deserve a tremendous amount of credit and recognition. They are truly working to make the City of Davis a safe place to live, work, learn, and visit.

Jim Hyde, Chief of Police
Davis Police Department



OUR MISSION

The mission of the Davis Police Department is to attain the highest quality of life and security for all who live, work, learn, and visit in the City of Davis.

We do this by working with the community promoting safety and reducing crime.

TO ACHIEVE THIS MISSION, WE COMMIT TO THESE SPECIFIC VALUES:

- ★ We value our employees and have confidence in their training and abilities.
- ★ We value the law and are committed to the protection of individual human rights.
- ★ We value public service and are committed to continuous service improvement.
- ★ We value community opinion and response as a means of identifying and addressing public safety and quality of life issues.
- ★ We value courtesy, compassion and respect.

THE PROCESS

The Davis Police Department understands that our internal priorities may not always align with the expectations of the community. Though the department has responsibility for resource allocation, the community has expectations for service—what services are provided and how. In developing the strategic goals for the next three years, we made community input in the process a priority. We wanted to know, what does the community want from their police department? As a result, the strategic goals of the department are based solidly on information we learned through the 2004 community meetings.

Throughout 2004 we conducted eight community meetings: six based on geographic location, one specifically for the business community, and one specifically for 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. The information we received was used to establish the six broad goal areas: Leadership and Ethics, Community Oriented Policing and Problem Solving, Public Education, Crime Reduction, Technology and Traffic concerns.

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.

The police department administrative staff took the internal data and the community information and developed six goals statements for the department. Each unit supervisor and manager facilitated one or more meetings within their unit with line employees to develop the specific strategies for each goal statement. All of the strategies developed at the line level were collated and, when possible, redundancy was eliminated. The strategies were then assigned to a unit manager for oversight. The unit manager then set down the timeline for completion of the strategy.

What are the needs and expectations of our community?

Meetings with

- ***Community***
- ***Businesses***
- ***UCD Students***

Listen to our employees and analyze our systems

Formation of six banner goal statements

STRATEGIC PLAN

This report summarizes the Davis Police Department's three year strategic plan (2005-2008). It presents strategies that will, as they are implemented, be the means through which the Davis Police Department strives to meet the public safety needs of our community.



Davis Police Department's Strategic Plan 2005-2008 has been developed to help focus the department which continues to be a 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
- ★ Limited financial and human resources

To succeed as a police organization, we must manage these factors effectively. This management requires:

- ★ Leadership
- ★ Openness to change
- ★ The creativity and integrity of our employees

As a result, our strategic direction for the next three years focuses on six key elements:

- 1. Leadership and Ethics**
- 2. Community Oriented Policing and Problem Solving (COPPS)**
- 3. Technology**
- 4. Crime Reduction**
- 5. Traffic**
- 6. Public Education**

1 Leadership and Ethics – Change and Our People

Never before has the officer on the street been impacted by so much change: complex technology, organized and semi-organized crime, commuter traffic problems, increased community expectations, and new strategic partnerships are just some of the issues faced by today’s police professionals. It is imperative that we survive these changes and that we manage them effectively. To do so, we must understand how significant changes occurring in the community or work environment are impacting our people.

Through a new departmental focus on organized ethics and the cultivation of expertise in leadership in all our employees, we believe that the dynamics of change may be positively managed. Our people are one of the community’s greatest assets and we will continue to focus on supporting and strengthening our team. The next three years will see a renewed emphasis on the creation of ethics training, supervisory leadership training, the recruitment process and the training and retention of highly skilled employees. We will develop a peer support program to sustain our most valuable asset, our employee.

Goal Statement

We will develop ethical leaders at all levels of the organization by implementing ethics and leadership training, succession planning, mentoring and role modeling. This will result in decisions made at the lowest possible level to encourage initiative and creative problem-solving, enhancing trust upward, downward, laterally and within the community.

Leadership and Ethics Strategies	Responsible	Timeline
Develop a supervisory leadership program.	Chief Hyde Captain Pierce	1 year
Develop an ethics training program.	Chief Hyde Captain Pierce	1 year
Develop an organizational employee survey regarding ethics and leadership.	Chief Hyde Captain Pierce	1 year
Develop and implement a program for critical incident stress management.	Chief Hyde Dr. J. Latow	1 year
Provide mentoring programs for entry-level employees.	Lt. Pytel	1 year
Provide training for collateral, specialized and promotional positions within six months of assignment.	Lt. Pearson	1 year
Review and revise an annual department-wide training report analysis.	Lt. Pearson	1 year
Continued development of Officer In Charge/Field Training Officer position.	Lt. Pytel	3 year
Develop a Police Officer Standards and Training approved Field Training Officer training class.	Lt. Pytel	3 year
Prepare employees for promotion through training.	Lt. Pearson	Ongoing

2 | **Community Oriented Policing and Problem Solving (COPPS)**

The best example we can provide of the importance of this element is through our continued and strengthened focus on preventing crime and informing the public about what is happening in their community. Many people believe that the world (and by extension, their community) is not as safe as it once was. The Davis Police Department recognizes the influence we have over this issue. We believe that the role of the department goes far beyond law enforcement and maintaining public order. It is clear to us that preventing crime from happening is crucial to influencing the quality of life in Davis. We also understand that crime prevention is a joint effort between the department and the community; however, we strongly believe it is our role to lead the charge. In addition, we see that opportunities exist to make changes to the ways we allocate resources and approach law enforcement. In the next several years we will pilot several programs to assist our citizens in keeping informed and prepared. For example, we will expand our volunteer program in both function and numbers, including our Cadet program and our youth and citizens academies. Also, we will develop a comprehensive neighborhood based patrol plan.

Goal Statement
We will develop and implement problem-solving endeavors in partnership with the community in order to promote safety and reduce crime.

Comm. Oriented Policing & Problem Solving Strategies	Responsible	Timeline
Community Oriented Policing & Problem Solving project tracking software.	Mgr. Ivler	1 year
Develop a neighborhood based patrol plan.	Lt. Pytel	1 year
Develop a Neighborhood Link Program (NLP) to identify and email neighborhood crime problems to patrol officers.	Lt. Pytel	1 year
Develop an apartment complex problem solving program.	Lt. Pytel	1 year
Development of a community advisors program.	Chief Hyde	1 year
Expansion of the Volunteers In Policing Service (VIPS) program.	Lt. Pytel	1 year
Develop a Police/UCD liaison position.	Lt. Pytel	3 year
Development of a school outreach program. (Analysis)	Lt. Turay	3 year
Expansion of the Police Cadet Program.	Lt. Pytel	3 year
Expansion of the youth police academy program	Lt. Pytel	3 year
Quarterly community meeting by patrol sector.	Lt. Pytel	3 year
Police department website revision.	Lt. Pearson	Ongoing

3 | **Public Education**

The City of Davis Police Department recognizes and appreciates the vital importance of public education. At Davis PD, one of our most important missions is our public education efforts in the areas of personal safety and the role of law enforcement. Our department works to get our common sense message of tough on crime and pro-safety policies out to the public through a variety of formats, including television appearances, newspaper stories and our website. Our public education programs inform the community about crime prevention and personal safety practices to reduce the likelihood they will become victims of crime.

Goal Statement
We will provide public, timely, and accurate information concerning crime, prevention, resources and opportunities for community participation in crime reduction.

To achieve greater success in this area, we will be developing several new programs over the next three years. These programs include developing a community advisor program, staffing a booth at least once a month at the Davis Farmer’s Market, and an educational television program for outreach and to inform the community of criminal activity and safety tips.

We believe in the power of education and undertake public education efforts with the belief that with the right information, change can occur. We also strive to be a leader among law enforcement agencies in the way we reach out to our community.

Public Education Strategies	Responsible	Timeline
Develop a DPD speaker’s bureau list for employees who would go out and speak on specific subjects.	Mgr. Maraviov	1 year
Have a “crime tip” once a month in the local paper.	Lt. Turay M. Pytel	1 year
Have a crime prevention booth monthly at Farmer’s Market.	M. Pytel	1 year
Have quarterly police community meetings.	Chief Hyde	1 year
Increase proactive educational efforts by the Public Information Officer.	Lt. Turay	1 year
Use local cable T.V. for press releases, most wanted, and missing persons.	Lt. Turay	1-2 year
Use the local radio and cable T.V. for outreach and to convey PD information.	Lt. Turay	1-2 year
Develop and implement a more organized education/presentation schedule for UCD students.	Mgr. Maraviov	2 year
Develop four community educational workshops per year.	Lt. Turay	2 year
Make better use of the substation as a public information center: a) signage, and b) records unit referrals	Lt. Pytel	2 year

4 | Crime Reduction

Reducing crime always rates as one of the top concerns of Davis residents and one of the most important jobs for its police department. The 2005-2008 goals and strategies have been developed by the Department from the priorities identified by working with its staff and through extensive consultation with the local community. The strategies aim to make Davis a safer place for all its residents and visitors, especially people who are vulnerable and repeatedly victimized. Davis PD has already achieved a lot to make the City safer. Members of the department work closely with the local community and other organizations to provide a range of services that aim to reduce crime and the fear of crime, to support victims and to create safer neighborhoods.

Goal Statement
We will reduce crime in the City of Davis by focusing on auto theft, burglary, youth related malicious mischief, drug and alcohol related incidents, sexual assaults, identity theft, gang activity, and emerging crime trends.

Two principal goals must guide the creation of strategies that will result in the reduction in crime and the feeling of safety and security by our community:

- ★ Maintaining order, and
- ★ The creation of law enforcement structures to support that maintenance effort

Having adopted this approach, implementing it on the streets requires that local police units have the resources to do their job properly and the freedom to use them innovatively, and that they be held strictly accountable for the results, whatever they may be.

To achieve this, the Davis Police Department will implement a number of new strategies. We will make suspect information and photos available to officers in the field via their mobile data terminals; we will create a subscriber based crime notification system; we will hold monthly crime view meetings to inform personnel of what type of crimes are occurring and where they are occurring. This naturally requires careful tracking of crime patterns and close communication within the police department in order to target resources appropriately and to place responsibility accurately.

Crime Reduction Strategies	Responsible	Timeline
Develop a neighborhood crime mapping web program for the community.	Lt. Pearson	1 year
Hold a monthly crime analysis review meeting.	Lt. Pearson	1 year
Make crime analysis more readily available to the public and DPD employees.	Lt. Pearson	1 year
Assign two bike patrols in the core area.	Lt. Pytel	1 year
Create a subscriber based crime notification system (DPD “CNN” – Crime News Notification).	Lt. Pytel	1 year
Pass out cell phone stickers with our emergency phone number listed, to businesses that sell cellular phones.	Lt. Pytel	1 year

Crime Reduction Strategies	Responsible	Timeline
Conduct police officer position analysis by division to support staff increases.	Lt. Pytel Lt. Turay	1 year
Develop a gang investigator position.	Lt. Turay	1 year
Conduct dispatch unit operational efficiency and responsibility analysis to determine unit staffing.	Mgr. Maraviov	1 year
Geo-notify drive phone system that alerts businesses and/or residents about criminal activity.	Mgr. Maraviov	1 year
Expansion of neighborhood watch programs and neighborhood associations.	Lt. Pytel	2 year
Make suspect information and photos available to personnel in the field.	Lt. Turay	2 year

5 | Technology

Information technology (IT) systems play an integral part in our ability to provide law, order and safety services to the community. The challenge for us is to provide professional and consistent policing services, twenty four hours a day, throughout a diverse population, supported by a broad range of IT systems. Some parts of the police department IT architecture, such as the 911 emergency phone system, contribute to the protection of community safety, while other systems, such as the police radio network, provide effective coordination of resources and a safety link for police staff working in the field. Managing and maintaining a diverse range of IT systems requires sound planning to ensure our business goals are ably supported by technology tools. Hence, one of the strategies during the next three years is to develop a technology master plan for the police department.

Goal Statement

We will use technology to improve our work efficiency and effectiveness, such as:

- *Increase officer technological independence from dispatch*
- *Increase the time spent by officers in the field*
- *Improve quality of reports*
- *Track problem solving efforts*
- *Increase access to information*

We also plan to capture efficiencies through advanced technology. To achieve this goal we will be adding new hardware and software as well as reviewing our current systems. For example we will be adding:

- ★ Digital in-car video capabilities, and
- ★ Citizen on-line reporting.

Additionally, we will be replacing or upgrading our current:

- ★ Records Management System
- ★ Computer Aided Dispatch System, and
- ★ Our Mobile Data Terminals.

Our primary consideration when considering technology is the need to clearly define the functions to be performed and the working environment in which the system will be employed, while remaining flexible on the specific hardware and software that may be available to meet our functional requirements.

While the employees of Davis Police Department are committed to the use of technology as the means to enhance our performance, improve the delivery of our services and be more responsive to the community's needs, we will not hide behind technology, allow it to isolate us from the community or promote it as the solution to all problems. Technology is simply one more tool, which if properly used, can save us time and effort.

Technology Strategies	Responsible	Timeline
Implement a computerized firearms training simulator.	Mgr. Ivler	1 year
Implement Auto View technology for parking enforcement and management.	Mgr. Ivler	1 year
Implement in-car cameras for patrol vehicles.	Lt. Pearson	1 year
Implement patrol automated vehicle locator system.	Lt. Pearson	1 year
Maximize the utilization of wireless technology to access information systems.	Lt. Pearson	1 year
Implement an automated citation program.	Lt. Pytel	1 year
Implement citizen on-line crime or incident reporting.	Lt. Pearson	1-2 year
Replace or upgrade the Records Management, Computer Aided Dispatch, and Mobile Car Computer systems	Mgr. Maraviov Lt. Pearson	1-3 year
Implement a technology training program for staff.	Lt. Pearson Snyder	2 year
Develop and implement a Virtual Briefing system for staff, incorporating: <ul style="list-style-type: none"> ▪ Digital audio shift pass-on information ▪ Digital audio detective division pass-on information ▪ Crime analysis information ▪ Live and/or digital roll call training ▪ Most wanted for the week ▪ Selected in-car camera incident for tactics training. 	Lt. Pytel	2 year
Create an annual department technology master work plan.	Mgr. Maraviov	2 year
Implement an automated evidence and property records system.	Lt. Turay	2-3 year
Develop a plan for a regional public safety training center.	Captain Pierce	3 year

6 | Traffic

During our recent community outreach meetings, traffic issues were clearly identified as the top concern by our citizens. The traffic goals set for this Strategic Plan are a commitment to a community policing strategy of enforcing traffic laws to promote safety and compliance with regulations, and to working in partnership with the community and other public and private entities to resolve traffic problems through education, engineering and participation. The outcome is a safer community for all modes of transportation.

Goal Statement
We will reduce auto collisions which cause property damage and injuries, by identifying and concentrating on problem locations.

The primary purpose of scheduled enforcement is to minimize injury and property damage crashes by promoting a safe and orderly flow of pedestrian, bicycle and motor vehicle traffic. This is accomplished through directed traffic enforcement and high visibility in identified areas. Therefore, the Davis Police Department will undertake a number of strategies to dedicate increased resources to traffic problems, including:

- ★ Implementing a red light photo enforcement program
- ★ Conduct saturation, zero tolerance enforcement on occasion using officers and outside traffic personnel
- ★ Conducting a comprehensive media public education program

We understand that neighborhood traffic complaints and concerns are received from a variety of sources including residents or business persons, elected representatives, neighborhood meetings, other City departments, and from random citizen contacts. In response to these concerns and complaints, the police department will schedule and deploy speed boards for a period of time and then follow up with directed enforcement by either officers in a patrol vehicle or officers on motorcycles. We will also develop a plan to better utilize the existing radar traffic trailers.

Traffic Strategies	Responsible	Timeline
Add traffic radar signs (speed boards).	Lt. Pytel	1 year
Conduct saturation, zero tolerance enforcement on occasion using our officers and outside traffic personnel.	Lt. Pytel	1 year
Implement a comprehensive analysis of where and when collisions occur.	Lt. Pytel	1 year
Implement a good driver, bicyclist, and pedestrian reward program.	Lt. Pytel	1 year
Implement a photo enforcement program at signalized intersections.	Lt. Pytel	1 year
Implement a quarterly Public Works and Police Department traffic accident prevention program.	Lt. Pytel	1 year

Traffic Strategies	Responsible	Timeline
Implement a traffic unit with a dedicated supervisor.	Lt. Pytel	1 year
Increase the number of DUI checkpoints, using reserves at the checkpoints.	Lt. Pytel	1 year
More and better utilization of traffic trailers.	Lt. Pytel	1 year
Park empty/unused police cars in problem traffic areas as deterrence.	Lt. Pytel	1 year
Provide traffic education in schools.	Lt. Pytel	1 year
Regular traffic training for officers.	Lt. Pytel	1 year
Reinstitute bike safety rodeos for kids.	Lt. Pytel	1 year
Staff traffic officers during peak traffic hours.	Lt. Pytel	1 year
Maintain the Davis Safe Streets Program.	Lt. Pytel	2 year
Conduct a comprehensive media public education program.	Lt. Turay	2 year