

## Status as of July 2010 - Leadership and Ethics Strategies

**Goal:** *We will foster ethical leaders at all levels of the organization through the implementation of ethical and leadership based education, succession planning, mentoring, and role model based leadership.*

*Through these actions, we will promote and encourage decision making at the lowest possible level, initiative, creative problem solving, and enhanced trust among all tiers of the organization and within the community.*

Leadership and Ethics Strategies	Responsible	Timeline	Status
1. Develop a succession plan. The plan should minimally include: <ul style="list-style-type: none"> <li>▪ A promotional academy. The academy will be given at least once annually to line level employees interested in promoting to a supervisory position.</li> <li>▪ A Department sponsored leadership program for line level employees. This program will be given at least once a year to employees interested in developing leadership, mentoring, and coaching skills. This program will be developed and run by line level employees and supervisors (i.e., Leading from the Line).</li> <li>▪ Specialized training to supervisors on how to mentor/coach/develop employees they supervise. Emphasis should be on developing ethical employees and an ethical organization.</li> </ul>	Pierce	Ongoing	Available as there is organizational interest. Retooling the strategy.
2. Evaluate and revise the training plan contained in the Career Development Manual.	Waltz	2 years	Department Training matrix of every Officer and Dispatcher completed and delivered to Patrol Lieutenants and Dispatch Supervisors so they can counsel employees regarding developing a personal training plan.
3. Develop an internal survey instrument. The survey would collect data on employees' thoughts and feelings towards the work environment (e.g., resources available, policies and procedures, relationships between units and up and down the chain of command). Results would be used to make changes and engage in internal dialogues.	Pytel	1 year	Surveyed in Fall 2009 and will survey again in Fall 2010. Engaging in internal dialogues. Ongoing
4. Develop a concept plan and an implementation schedule for the construction of the new public safety training facility. This would include a master plan for the entire site, not just the range.	Pierce	3 years	This is still on the City Council Goals list.
5. Seek funding and build the range part of the training facility.	Pierce	3 years	Depends on #4 above

## Status as of July 2010 – Youth Issues Strategies

**Goal:** *The Davis Police Department is dedicated to promoting and ensuring the safety, education, and welfare of all young people throughout the city. We are committed to encouraging young people to avoid drugs and gangs, stay in school, and contribute positively to society.*

Youth Issues Strategies	Responsible	Timeline	Status
1. Implement at least one School Resource Officer (SRO) position. The plan should include: <ul style="list-style-type: none"> <li>▪ The creation and coordination of an elementary school outreach program involving officers in the classroom.</li> <li>▪ Coordination of police/student outreach efforts (e.g., mid-night basketball).</li> <li>▪ Coordination of campus walkabouts by patrol officers</li> <li>▪ Coordination of drug and alcohol education programs on campus.</li> </ul>	Pytel	1 year	Done and ongoing
2. Give at least two “Know Your Rights” seminars designed for high school aged participants and their parents per year.	Pytel, SRO La Fond	Ongoing	Will try to schedule one for Fall 2010
3. Create a DVD that could be shown to students and officers about how to have a successful police/youth interaction. Work with UCD and Davis High in the creation and production of the video.	Pytel, Sgt. Tenedora	2 year	Project assigned to Sgt. Tenedora
4. Conduct at least one bike rodeo per year at each of the primary schools.	Pytel, Sgt. Rifredi	Ongoing	Doing it. Responsibility changed to Rifredi.
5. Conduct at least one child seat inspection event per year.	Pytel, Sgt. Rifredi	Ongoing	Modify to on appointment basis. Need to recertify officers. Responsibility changed to Rifredi.
6. Conduct a comprehensive review of the Youth Services Unit. The evaluation should minimally include: <ul style="list-style-type: none"> <li>▪ Does it have clear goals?</li> <li>▪ Do the goals have measurable and achievable objectives and strategies?</li> <li>▪ Are there sufficient resources to accomplish its mission?</li> <li>▪ Are the right resources allocated to the Unit (i.e., officers vs. civilians)?</li> <li>▪ A review of the effectiveness of the Diversion Program</li> <li>▪ A review of the gang officer position in the Unit</li> </ul>	Waltz, CA Machado	2 years	Some work on this completed. Full review is coming soon.
7. Review and update the current Citizen’s Academy program. Modify the program to include topics relevant for high school students. Market the updated program in the high schools.	Pytel, PSS Reynolds	1 year	Done
8. Develop and implement NET program for kids. Incorporate it into the Youth Academy.	Waltz, PSS Reynolds	1 year	Will be part of a larger school based program. Will schedule including NET in 2011 Youth Academy.
9. Expand Cadet program and find more training opportunities to 13 years or more age group.	Pytel, PSS Reynolds	Ongoing	Done

## Status as of July 2010 – Crime Reduction Strategies

**Goal:** *We will reduce crime in the City of Davis by building a community that is resistant to criminal activity and by focusing our resources on addressing existing and emerging crime trends. We will build a safer community by expanding Neighborhood Watch, public safety education, and other forms of community involvement.*

Crime Reduction Strategies	Responsible	Timeline	Status
1. Conduct a comprehensive staffing analysis for the Investigations Unit to determine if appropriate resources are allocated. Analysis will minimally include: <ul style="list-style-type: none"> <li>▪ Number of cases assigned to the Unit</li> <li>▪ Number of cases cleared by the Unit</li> <li>▪ Types of cases assigned and cleared</li> </ul>	Waltz, CA Machado	1 year	Done with six month update currently being done. Changes being implemented. Still needs to answer if appropriate resources are allocated.
2. Develop handouts and web pages for specific kinds of crime prevention tips (e.g., car burglary); Distribute them through apartment managers, neighborhood watches, associations and other means.	Pytel, PSS Reynolds,	1 year	Ongoing
3. Work with the Community Development Department to ensure Crime Prevention Through Environmental Design (CPTED) principals are followed when designing new neighborhoods, neighborhood shopping centers, and when existing neighborhoods are redeveloped.	Pierce, PSS Reynolds	Ongoing	Ongoing, Moved responsibility to Reynolds.
4. Annually, conduct four sexual assault education programs to fraternities and/or sororities.	Waltz, Sgt. Doroshov	Ongoing	Completed presentations. Program was also offered to UCD PanHellenic Council and Fraternities via Greek Advisors. May combine with DUI education programs. Will contact Student Police Liaison and look into hosting at the Student Health Center.
5. The Department will develop and implement a program to ensure all employees are trained on Community Oriented Policing and Problem Solving (COPPS).	Pytel, Turay	1 year	Done
6. Develop a plan to have all patrol officers trained in Crisis Intervention Training for dealing with persons with mental illness issues and then conduct the training. The training plan should include regular updates for all officers.	Waltz	2 years	Ongoing - Three courses completed with all FTO's trained.
7. Incorporate the marketing of bank 211 tracking programs into the Crime Prevention Unit's bank education classes.	Ivler	Ongoing	Ongoing - Four banks to-date.

## Status as of July 2010 – Technology Strategies

**Goal:** *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*

Technology Strategies	Responsible	Timeline	Status
1. Create a police department Technology Master Plan. The Master Plan should include identifying consistent funding for technology projects and setting up replacement funds for all current significant technology projects.	Pierce	1 year	Working with City IT to get this done.
2. Work with the City Information Systems Division to have dedicated IT Staff at PD.	Chief Black	3 year	No funding in current budget. Examining needs to see if this is still a priority and also to see if other departmental pools of money can go to fund this.
3. Evaluate (if appropriate, conduct a trial) report dictation/transcription programs.	Pytel, switched from Pearson	1 year	Looking for ways to fund this as it is an important next step for getting officers on the street as much as possible.
4. Conduct significant updating of police website. Make the site more interactive and user friendly.	Pytel, Sgt. Tenedora, CA Machado	1 year	Working with City IT to get this done.
5. Install an automated license plate recognition system in at least one patrol car.	Pytel	2 years	No funding
6. Implement in-field fingerprinting scanning capability in patrol cars.	Pytel	2 years	No funding
7. Update technology in interview/interrogation rooms in the Investigations Unit.	Waltz	1 year	System updated
8. Update 9-1-1 hardware and software.	Ivler	3 years	Project completed and operational, June 2010
9. Research, fund, purchase and implement new “reverse 9-1-1” system.	Ivler	3 years	Regional system acquired though not implemented yet, training taking place.
10. Purchase link analysis software for purpose of supporting investigations projects.	Ivler, CA Machado	2 years	\$6,000 - wish list item, dependent on funding
11. Conduct a review of the Crime Analysis Unit to determine appropriate staffing. The review should look at the current and future functions of the Analyst to determine if permanently assigning a part-time person would enhance the functionality of the Unit.	Pytel, CA Machado	1 year	Not done, will do by the end of the year
12. Annually, conduct training on RIMS and RIMS Mobile– often officers forget, or were never taught that RIMS has certain abilities.	Ivler, Supervisors Barry, Candelo, Lyon	Ongoing	Sporadic throughout year, not on annual basis.

## Status as of July 2010 – Traffic Safety Strategies

**Goal:** *We will improve the safety for those utilizing highways and sidewalks by addressing vehicular collisions and law violations through education, enforcement, analysis, and the identification of those locations which cause property damage and personal injury.*

Traffic Safety Strategies	Responsible	Timeline	Status
1. Conduct a comprehensive staffing analysis for the Traffic Unit to determine if appropriate resources are allocated. Analysis will minimally include: <ul style="list-style-type: none"> <li>▪ Traffic collision trends</li> <li>▪ Traffic citation trends</li> <li>▪ DUI trends</li> </ul>	Pytel, CA Machado	1 year	Done and doing updates
2. Add new speed boards and work with Public Works at placing them appropriately around the community.	Pytel, Sgt. Phan	2 years	Done
3. Work with the City Traffic Engineer to ensure the speed survey is updated by June 2009.	Pytel, Sgt. Rifredi	1 year	Will talk with the City Traffic Engineer. Responsibility changed to Rifredi.
4. Commit one full time officer to dedicated bike enforcement patrols. Expand enforcement efforts to the evening hours and include educational component at all the primary schools.	Pytel, Sgt. Phan	1 year	Done
5. Conduct radar refresher training every other year for all radar certified patrol officers.	Waltz, Sgt. Rifredi	Ongoing	Ongoing. Responsibility changed to Rifredi.
6. Have the Crime Analyst provide detailed information on crash data broken down on a monthly and quarterly basis.	Pytel, CA Machado	Ongoing	Doing - Crash information is coming out with hot sheets.

## Status as of July 2010 – Public Education Strategies

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

Public Education Strategies	Responsible	Timeline	Status
1. Quarterly news articles on crime prevention (Enterprise and Aggie).	Pytel, PSS Reynolds	Ongoing	Moved responsibility to Reynolds.
2. Participate in high school orientations at beginning of school year.	Pytel	Ongoing	Doing it
3. Utilize businesses to improve the distribution of crime alerts and crime prevention bulletins. Ensure information is sent to the Davis Downtown Business Association and the Chamber of Commerce for blast faxing and emailing to employees.	Pytel	Ongoing	Doing it
4. Dispatch will work with the SRO and the school district to conduct annually at least one 9-1-1 education program in at least one classroom at each primary school in Davis.	Ivler	Ongoing	Not started in 2009. Will start this coming school year - Fall 2010
5. Create a public safety tab on the City website to inform the public of crime trends and other pertinent safety information (from any department).	Pytel	1 year	Working with City IT to get this done.
6. Provide quarterly crime summaries to Aggie/Hub/ Enterprise.	Waltz (changed from Pytel)	Ongoing	Updates being delivered via Press Release
7. Continue quarterly community meetings and expand the means of marketing the meetings to increase attendance.	Pytel, switched from Pearson	Ongoing	Will conduct a study to see which neighborhoods are still untouched.
8. Develop and use police listserv to get information out to the public.	Pytel, PSS Reynolds, CA Machado	1 year	Using the email listserves regularly. Moved responsibility to Reynolds and Machado.
9. Link UCD website with Davis PD website.	Pytel, CA Machado	1 year	Done
10. Purchase 40 Neighborhood Watch signs and NW stickers each fiscal year to support NW.	Pytel, PSS Reynolds	Ongoing	Done, Moved responsibility to Reynolds.
11. Conduct Neighborhood Emergency Training (NET) for interested neighborhoods and groups.	Waltz	Ongoing	Will advertise and market the program more.