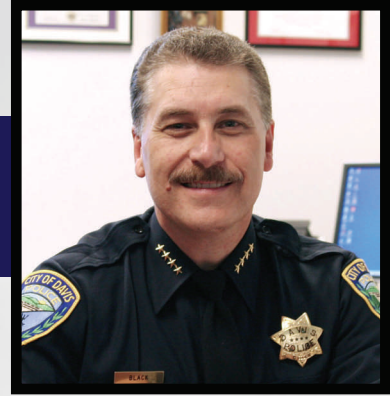


**Attaining the highest quality of life and security
for all who live, work, learn, and visit
in the City of Davis . . .**

**. . . by working with the community
promoting safety and reducing crime.**



Message from our Chief of Police, Landy Black



One of the most difficult aspects of managing a public organization in a republic is responsibly interpreting and meeting the needs of a community, particularly because there is rarely agreement or a unified sense of direction—competing interests can interfere with identifying paths toward success. However, achieving that meaningful sense of direction is exceedingly important for an organization. In doing so, it will direct and guide all significant decisions the institution makes. It will ensure the organization is concentrating its resources on community-focused objectives. In terms of law enforcement and order maintenance—the simplest statement of the Davis Police Department’s mission—the competing desires, concepts, and theories are no less present. From these competing community needs springs the call for a Strategic Plan.

Strategic planning leads to the sort of orientation and clarity necessary for every member of the organization to know what is expected of them, their work groups, and the organization as a whole. When shared outside the organization, it informs the community of both the big picture perspective necessary to understand the depth, breadth and importance of what is being done in their names, as well as being specific enough to explain the day-to-day business that occurs.

A great deal of planning must go into developing the actual Strategic Plan. Of great importance is gathering as much input from all segments of the community and the organization itself. Insufficient or faulty input will sabotage the effort and the outcome – *garbage in, garbage out*. The Davis Police Department’s Strategic Planning Team went to great lengths to identify all of our constituents and stakeholders in the policing and peacekeeping activities undertaken in the City of Davis. Every facet of the community was invited to participate in the development of our Strategic Plan. A detailed explanation of the planning process that we employed is included at the beginning of the Strategic Plan document.

If the Plan appears rigid through its presentation as a matrix, it is not. Any successful Strategic Plan must be flexible, lead to growth, innovation and the expansion of ideas, allow for a changing future and unforeseen developments, and lend itself to continuity with the next strategic planning cycle. The Davis PD Strategic Plan conforms to those concepts and will be administered in that manner.

Therefore, on behalf of the dedicated professionals of the Davis Police Department and the many collaborators in our strategic planning process, I am pleased and proud to introduce the Davis Police Department’s Strategic Plan 2009-2011.

The Strategic Plan Process, Assistant Chief Steve Pierce

The challenges facing society today are enormous: homelessness, financial uncertainty, environmental sustainability, and personal and property security. Changes come at a pace that can seem overwhelming and uncontrollable. One way to bring order back to the chaos is through thoughtful planning. Planning allows an organization to concentrate its attention and resources on the most important issues. Like our 2005-2008 Strategic Plan, the Davis Police Department's 2009-2011 Strategic Plan focuses on the issues identified by the community and by the Department as the most troubling.

The discussions about the 2009-2011 Strategic Plan started in November 2007 when most of the managers and supervisors from the Department met for two days to discuss organizational priorities and to conduct team building exercises. One of the major goals for the retreat was to determine what process we would use to develop the new Strategic Plan. At the end of the two days, a clear course of action was agreed upon. Once again, the managers and supervisors felt community participation was paramount. But, unlike the 2005-2008 Plan, this planning process would be coordinated by a committee that represented a cross section of the organization, rather than an individual. The committee included: Crime Prevention PSS Debra Doroshov, Sgt. Glenn Glasgow, Asst. Chief Steve Pierce, Lt. Dorothy Pearson, and Sgt. Frank Tenedora.

The committee started meeting in the winter of 2008. It organized and conducted six meetings with the community: two based on the current police beat system, one with the business community, one with the Davis Joint Unified School District faculty and staff, one with the UC Davis student government, and one internal to the Department. Our goal was

to collect data on what are the public safety concerns facing our community. Using a modified nominal group technique, the solicited issues were prioritized by the participants.

Some of the issues we heard from the community were a continuation of those expressed in our prior outreach efforts. However, it was clear our prior problem solving had an impact on what we heard during these new community meetings. Many of the prior concerns were not even mentioned during these community meetings. For example, while traffic worries still topped the list, youth issues (which we heard almost nothing about in 2004) were now frequently mentioned.

All of the problems brought out of these meetings were grouped into broad categories:

1. Leadership and Ethics
2. Youth Issues
3. Technology
4. Crime Reduction
5. Traffic Safety
6. Public Education

The committee then created Goal Statements for each of the broad categories.

Using the Goal Statements as a guide, each unit supervisor and manager facilitated one or more meetings within their unit with line employees to develop the specific strategies for accomplishing each Goal Statement, while focusing on the problem issues brought out by the community. 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/implementation. The unit manager then set down the timeline for completion of the strategy.

* *Some of the proposed solutions were unmistakably operational directives. While they were not included in the Strategic Plan, they were retained on a separate list for the Department to consider and implement.*

1.

Leadership & Ethics Strategic Goal

Goal Statement

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.

In modern law enforcement, the concepts of leadership and ethics should be thought of as a single concept. Through ethical leadership, organizational leaders develop trust, respect and credibility among organizational members and the community at large. Ethical leadership must be dispersed throughout the entire organization, both vertically and laterally, to achieve success. As an organization, we must teach, promote and hold members accountable to the concept of ethical leadership so that it continues to saturate our organizational culture.

We can accomplish this goal:

- ◆ Through utilizing trained department members to instruct both line level and supervisory personnel on the concepts of ethical leadership and the ramifications if we fail.
- ◆ Through succession planning and mentoring of all employees.

- ◆ By consistently evaluating our performance both internally and through feedback from the community.



The next three years will see a continued emphasis on ethics training, supervisory leadership training, and retention of our highly skilled employees.

Ethical leadership is a concept that our organization embraces and truly believes is vital. If our leaders fail to practice and promote ethics they will be ineffective; it would perhaps be catastrophic.



Leadership and Ethics Strategies	Responsible	Timeline
<p>1. Develop a succession plan. The plan should minimally include:</p> <ul style="list-style-type: none"> ◆ A promotional academy. The academy will be given at least once annually to line level employees interested in promoting to a supervisory position. ◆ 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). ◆ Specialized training to supervisors on how to mentor/coach/develop employees they supervise. Emphasis should be on developing ethical employees and an ethical organization. 	Asst. Chief Pierce	Ongoing
<p>2. Evaluate and revise the training plan contained in the Career Development Manual.</p>	Lt. Waltz	2 years
<p>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.</p>	Captain Pytel	1 year
<p>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.</p>	Asst. Chief Pierce	3 years
<p>5. Seek funding and build the range part of the training facility.</p>	Asst. Chief Pierce	3 years

2.

Youth Strategic Goal

Goal Statement

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.



We believe if our youth are reached at an early age, they can develop strong, positive attitudes and trust towards police officers along with respect for the law in their journey through life toward the goal of maturity and good citizenship.



The Davis Police Department will continue to seek opportunities to interact with our young community members through non-enforcement activities. We will do this through outreach programs that educate and foster positive relationships between

our youth and our officers. We will evaluate our processes periodically to ensure our goals and objectives in this area meet the needs of the community.



It is our firmest belief that every young person has a right to the opportunity to succeed. Our youth are our best investment in the future. We look forward to the challenges ahead, the partnership with the community and the community's support for our efforts in providing opportunities and building relationships.



Youth Issues Strategies	Responsible	Timeline
1. Implement at least one School Resource Officer (SRO) position. The plan should include: <ul style="list-style-type: none"> ◆ the creation and coordination of an elementary school outreach program involving officers in the classroom. ◆ coordination of police/student outreach efforts (e.g., mid-night basketball). ◆ coordination of campus walkabouts by patrol officers ◆ coordination of drug and alcohol education programs on campus. 	Captain Pytel	1 year
2. Give at least two “Know Your Rights” seminars designed for high school aged participants and their parents per year.	Captain Pytel, SRO	Ongoing
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.	Captain Pytel, SRO	2 year
4. Conduct at least one bike rodeo per year at each of the primary schools.	Sgt. Phan	Ongoing
5. Conduct at least one child seat inspection event per year.	Sgt. Phan	Ongoing
6. Conduct a comprehensive review of the Youth Services Unit. The evaluation should minimally include: <ul style="list-style-type: none"> ◆ does it have clear goals? ◆ do the goals have measurable and achievable objectives and strategies? ◆ are there sufficient resources to accomplish its mission? ◆ are the right resources allocated to the Unit (i.e., officers vs. civilians)? ◆ a review of the effectiveness of the Diversion Program ◆ a review of the gang officer position in the Unit 	Lt. Waltz C.A. Machado	2 years
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.	PSS Reynolds	1 year
8. Develop and implement NET program for kids. Incorporate it into the Youth Academy.	Lt. Waltz PSS Reynolds	1 year
9. Expand Cadet program and find more training opportunities to 13 years or more age group.	PSS Reynolds	Ongoing

3.

Crime Reduction Strategic Goal

Goal Statement

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.

Lowering crime rates and creating a safe environment is a top priority for the Davis Police Department. We will combine suppression of crime through focused enforcement efforts, with community education aimed to build cohesive neighborhoods that are more resistant to crime and disorder.

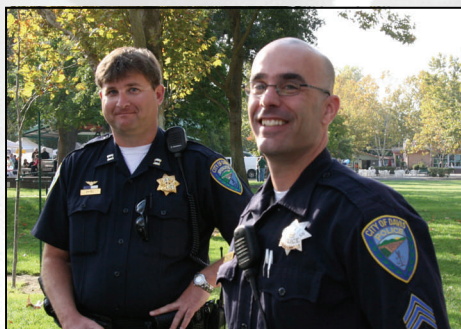
The crime rates in the City of Davis are influenced by the following factors:

- ◆ Generally people feel safe in Davis and are lax about practicing crime prevention skills.
- ◆ Two freeways provide easy-access to anywhere in the city.
- ◆ Because our city is located adjacent to Sacramento and close to the San Francisco Bay Area we are susceptible to various regional crime trends that impact those metropolitan regions.
- ◆ We have a vibrant downtown area that attracts people into our city.
- ◆ Our population grows during the UC Davis academic year. While a very small percentage of UCD students become involved in criminal activity, many fall victim to crimes which could have been prevented.

The Davis Police Department has a limited amount of personnel and is responsible for maintaining law and order in a city of over 65,000 residents. We must allocate our police resources in the most efficient manner possible. To do this we will carefully analyze crime patterns and trends through the use of our Crime Analysis Unit, diligent investigations, and the distribution of valuable intelligence to our officers in the field. Officers are being trained to maximize their effectiveness through creative problem-solving and by working in partnership with the community, private and government organizations, and other law enforcement agencies to reduce crime.

Every day, people who care about this community are determined to maintain a high level of order which is our best deterrent against rising crime rates. To build safer neighborhoods, we will work with residents, business districts, and apartment complex managers to teach crime awareness and prevention skills. We are expanding our Neighborhood Watch Program and have implemented the Crime Free Multi-Unit Housing Program aimed at decreasing crime at apartment complexes. We will teach businesses effective crime prevention tactics to reduce our fraud, theft, and robbery rates. We will continue to work with the bars and UCD student groups to promote a safe environment surrounding our downtown restaurants and bars. We will work on finding effective ways to teach crime prevention skills to UCD students.

Crime Reduction Strategies	Responsible	Timeline
<p>1. Conduct a comprehensive staffing analysis for the Investigations Unit to determine if appropriate resources are allocated. Analysis will minimally include:</p> <ul style="list-style-type: none"> ◆ Number of cases assigned to the Unit ◆ Number of cases cleared by the Unit ◆ Types of cases assigned and cleared 	<p>Lt. Waltz C.A. Machado</p>	<p>1 year</p>
<p>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.</p>	<p>PSS Doroshov PSS Reynolds</p>	<p>1 year</p>
<p>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.</p>	<p>Asst. Chief Pierce PSS Doroshov</p>	<p>Ongoing</p>
<p>4. Annually, conduct four sexual assault education programs to fraternities and/or sororities.</p>	<p>Sgt. Doroshov</p>	<p>Ongoing</p>
<p>5. The Department will develop and implement a program to ensure all employees are trained on Community Oriented Policing and Problem Solving (COPPS).</p>	<p>Captain Pytel Lt. Turay</p>	<p>1 year</p>
<p>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.</p>	<p>Lt. Waltz</p>	<p>2 years</p>
<p>7. Incorporate the marketing of bank 211 tracking programs into the Crime Prevention Unit's bank education classes.</p>	<p>Manager Ivler</p>	<p>Ongoing</p>



4.

Technology Strategic Goal

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

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 systems, 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.

We also plan to capture efficiencies through advanced technology. To achieve this goal we will be reviewing our current systems to determine if we can be more efficient through the use of technology.

We will be replacing or upgrading our current:

- 📁 Digital in-car video setup
- 📁 Our in-car computers and
- 📁 Our 9-1-1 hardware and software

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 a 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
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.	Asst. Chief Pierce	1 year
2. Work with the City Information Systems Division to have dedicated IT Staff at PD.	Chief Black	3 year
3. Evaluate (if appropriate, conduct a trial) report dictation/transcription programs.	Lt. Pearson	1 year
4. Conduct significant updating of police website. Make the site more interactive and user friendly.	C.A. Machado	1 year
5. Install an automated license plate recognition system in at least one patrol car.	Captain Pytel	2 years
6. Implement in-field fingerprinting scanning capability in patrol cars.	Captain Pytel	2 years
7. Update technology in interview/interrogation rooms in the Investigations Unit.	Lt. Waltz	1 year
8. Update 9-1-1 hardware and software.	Manager Ivler	3 years
9. Research, fund, purchase and implement new "reverse 9-1-1" system.	Manager Ivler	3 years
10. Purchase link analysis software for purpose of supporting investigations projects.	Manager Ivler C.A. Machado	2 years
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.	Captain Pytel C.A. Machado	1 year
12. Annually, conduct training on RIMS and RIMS Mobile– often officers forget, or were never taught that RIMS has certain abilities.	Manager Ivler Supervisors Barry, Candelo, Lyon	Ongoing

5.

Traffic Safety Strategic Goal

Goal Statement

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 related issues continue to be a top concern of our community members. 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 result should be a safer community for all modes of transportation.

The primary purpose of scheduled enforcement is to minimize injury and property damage collisions by promoting a safe and orderly flow of pedestrian, bicycle, and motor vehicle traffic. This is

accomplished through directed enforcement and high visibility in identified areas. Therefore, the Davis Police Department will undertake a number of strategies to dedicate available resources to traffic problems, including:

- ◆ Analyzing current traffic conditions and deploying resources accordingly
- ◆ Work in collaboration with the media to assist with our educational function
- ◆ Ensure all Traffic and Engineering surveys are comprehensive and updated regularly.

The Traffic and Patrol Divisions will compile and analyze information obtained from community members, elected representatives, various citizen contacts, and collision statistics. The goal of this analysis will be to work collaboratively with the community in order to address and resolve identified traffic concerns through enforcement and education. We will utilize all available resources including traffic and engineering surveys, radar trailers, the media, Public Works, and other additional avenues.

Traffic Safety Strategies	Responsible	Timeline
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"> ◆ Traffic collision trends ◆ Traffic citation trends ◆ DUI trends 	Captain Pytel C.A. Machado	1 year
2. Add new speed boards and work with Public Works at placing them appropriately around the community.	Sgt. Phan	2 years
3. Work with the City Traffic Engineer to ensure the speed survey is updated by June 2009.	Sgt. Phan	1 year
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.	Sgt. Phan	1 year
5. Conduct radar refresher training every other year for all radar certified patrol officers.	Lt. Waltz Sgt. Phan	Ongoing
6. Have the Crime Analyst provide detailed information on crash data broken down on a monthly and quarterly basis.	C.A. Machado	Ongoing



6.

Public Education Strategic Goal

Goal Statement

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



The role of law enforcement has changed over the decades from a culture of enforcement to one of public education and improving the quality of life of the community we serve. A vital role of law enforcement in today's society is ensuring that citizens are informed of crime trends, major incidents, quality of life issues, crime prevention opportunities, and more.



We must also educate the community on personal safety, neighborhood crime prevention and response strategies, and the role of law enforcement within the community we serve.



This partnership with the community enhances the existing philosophy of the Davis Police Department and plays an important role in reducing crime in our community. We strive to create opportunities for improved communication; obtaining input and active participation from our community. We will continue to accomplish this through quarterly community meetings and expanding the means of marketing the meetings to increase attendance.

Public Education Strategies	Responsible	Timeline
1. Quarterly news articles on crime prevention (Enterprise and Aggie).	PSS Doroshov	Ongoing
2. Participate in high school orientations at beginning of school year.	YIS Petersen SRO	Ongoing
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.	PSS Doroshov Bike Officer	Ongoing
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.	Manager Ivler	Ongoing
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).	C.A. Machado	1 year
6. Provide quarterly crime summaries to Aggie/Hub/ Enterprise.	C.A. Machado	Ongoing
7. Continue quarterly community meetings and expand the means of marketing the meetings to increase attendance.	Lt. Pearson	Ongoing
8. Develop and use police listserv to get information out to the public.	PSS Doroshov C.A. Machado	1 year
9. Link UCD website with Davis PD website.	C.A. Machado	1 year
10. Purchase 40 Neighborhood Watch signs and NW stickers each fiscal year to support NW.	PSS Doroshov	Ongoing
11. Conduct Neighborhood Emergency Training (NET) for interested neighborhoods and groups.	Lt. Waltz PSS Reynolds	Ongoing



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