CITY OF UKIAH
CITY COUNCIL AGENDA
Special Meeting
CIVIC CENTER COUNCIL CHAMBERS
300 Seminary Avenue
Ukiah, CA 95482
May 3, 2017
5:00 p.m.

WORKSHOP

1. ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. AUDIENCE COMMENTS ON NON-AGENDA ITEMS

The City Council welcomes input from the audience. If there is a matter of business on the agenda that you are interested in, you may address the Council when this matter is considered. If you wish to speak on a matter that is not on this agenda, you may do so at this time. In order for everyone to be heard, please limit your comments to three (3) minutes per person and not more than ten (10) minutes per subject. The Brown Act regulations do not allow action to be taken on audience comments in which the subject is not listed on the agenda.

4. WORKSHOP

a. Annual Police Department Strategic Plan Review and Discussion.

5. ADJOURNMENT

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection at the front counter at the Ukiah Civic Center, 300 Seminary Avenue, Ukiah, CA 95482, during normal business hours, Monday through Friday, 8:00 am to 5:00 pm.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the bulletin board at the main entrance of the City of Ukiah City Hall, located at 300 Seminary Avenue, Ukiah, California, not less than 72 hours prior to the meeting set forth on this agenda.

Dated this 28th day of April, 2017.
Kristine Lawler, City Clerk

City of Ukiah

ITEM NO.: 4a

MEETING DATE: May 3, 2017

AGENDA SUMMARY REPORT

SUBJECT: ANNUAL POLICE DEPARTMENT STRATEGIC PLAN REVIEW AND DISCUSSION

Summary: Annually, the Police Department presents the progress of our strategic plan goals. At this workshop, the department will present our 2016-17 performance review, and our 2017-18 work plan.

Background: To help us meet our goal of keeping Ukiah safe, we have adopted a long-term strategic plan called, *Measuring What Matters Most*. Our desire is to deliver quality police services, and to measure the delivery of these services through clearly defined performance measures that affect both safety and quality of life in Ukiah.

Our five goals for the effective delivery of police services are:

- Reducing Crime and the Fear of Crime
- Improving the Quality of Life in Our Neighborhoods
- Enhancing Community and Police Partnerships
- Developing Personnel
- Continued Accountability

In 2017, for our first goal, reducing crime, the Ukiah Police Department (UPD) achieved an 18 percent decrease in property crimes and our community's violent crime rate did not increase. To provide a sense of how well our officers are performing, UPD solved 77 percent of violent crimes committed in our community, compared to the state average of 46 percent.

Our second strategic plan goal is to improve the quality of life within our neighborhoods, and during this last year we spent a significant amount of time in this area. We began to merge the activities of our crime prevention specialist with our Special Enforcement Team to continue to reduce blight and address other quality-of-life issues. Our team worked with 317 businesses and community members to help them take steps to prevent crimes from occurring, and our team engaged in 544 active investigations.

Transients continue to cause significant problems in Ukiah. To help us in this area, UPD has begun working with the City Manager's Office. Together, we've initiated an Innovation Team focused on collaborating with community partners to find alternative solutions to the long-term homelessness and transient problems we face. These issues account for more than 40 percent of our arrests, and significantly influence the number of calls for police services, which currently averages 81 per day.

Continued on Page 2

RECOMMENDED ACTION(S): No action required; Receive report and provide staff with direction.

ALTERNATIVES: N/A

Citizens advised:	N/A
Requested by:	N/A
Prepared by:	Chris Dewey, Chief of Police
Coordinated with:	Sage Sangiacomo, City Manager
Presenter:	Chris Dewey, Chief of Police
Attachment:	1. 2016-17 Presentation

COUNCIL ACTION DATE: _____: ☐ Approved ☐ Continued to_____ ☐ Other _____

RECORDS APPROVED: ☐ Agreement: _____ ☐ Resolution: _____ ☐ Ordinance: _____

Note: Please write Agreement No. in upper right corner of agreement when drafted.

Approved: _____
Sage Sangiacomo, City Manager

This high workload has significantly reduced the amount of time our officers are available for proactive functions like traffic enforcement. As a result, the number of traffic accidents during the past year has remained higher than our ten-year average.

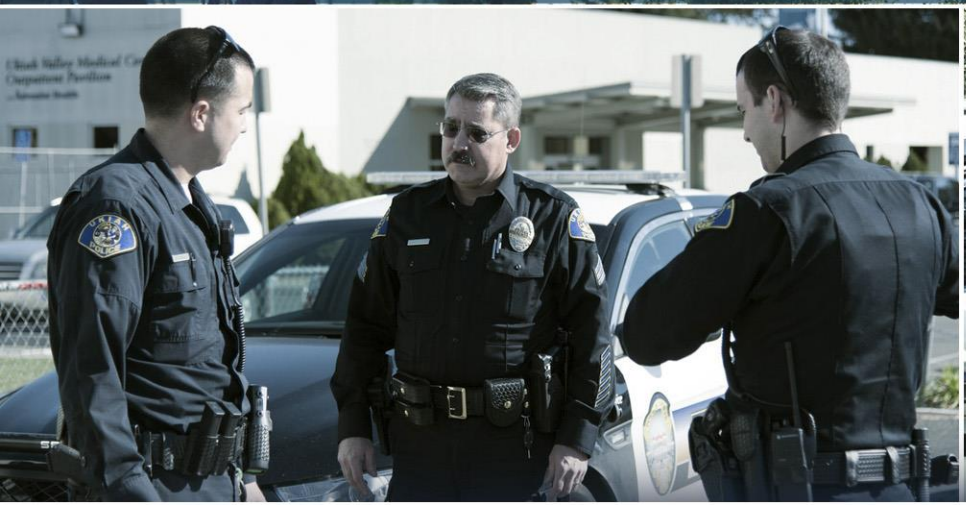
Violent crime also continues to be a significant concern in our community. The State of California has reduced state prison populations through a program called Realignment, a program that relocates state inmates to county jails or into local communities while on probation. The Department of Corrections estimates that more than 70 percent of those in prison are involved with violent activities, and it is these criminally sophisticated prisoners who are now being released into Ukiah and other small communities around the state.

Discussion: During this workshop, staff will present the findings of our 2016-17 Performance Report, our accomplishments for the 2016-17 fiscal year, and our work plan for the coming year. And, after presenting our report, staff will be seeking to invite discussion with the Council about our report for the last year, and our intended work plan for 2017-18.

FISCAL IMPACT:				
Budgeted Amount in 16-17 FY	**New Appropriation Source of Funds (Title & No.)**	**Account Number**	**Budget Amendment Required**	**Previous Contract or Purchase Order No.**
N/A	N/A	N/A	Yes ☐ No ☒	N/A

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT



SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

2016 Performance Report

OUR DEPARTMENT'S MISSION HAS ALWAYS REMAINED THE SAME – TO MAKE UKIAH AS SAFE AS POSSIBLE.

To achieve our mission, our department has embraced a long-term strategic plan with 5 specific goal areas. These goal areas and the measurement of our performance in reaching them is the purpose of this annual strategic plan report card.

We hope that you will enjoy this report, and that our report card will give you a picture of our department's performance during the last year. Equally important, we hope this report will give our department and the community an understanding of the work ahead of us for the coming year.

You will see within this report that our dispatchers, records personnel, community service officers and officers provided exceptional service solving violent and property crime within the Ukiah community.

I am extremely proud of the work our department's personnel provide to the Ukiah community and the partnership we have developed with the community to promote public safety and crime prevention. As part of our commitment to Ukiah, our staff operates with three organizational values in mind; principles upon which we base our policing:

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

PROFESSIONALISM – We value dedicated, highly trained personnel with a 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.

OUR STRATEGIC GOALS

- Reducing crime and the fear of crime
- Improving the quality of life in our neighborhoods
- Enhancing community and police partnerships
- Developing our personnel
- Continued accountability

CHRIS DEWEY, Police Chief

The men and women of the Ukiah Police Department thank you for your support. Together we make Ukiah a better community in which to live, work and visit.

We hope this information about our department and our accomplishments helps define the value we bring to Ukiah. If you'd like more information please visit ukiahpolice.com.

STRATEGIC PLAN MILESTONES

These three documents can be found at www.ukiahpolice.com

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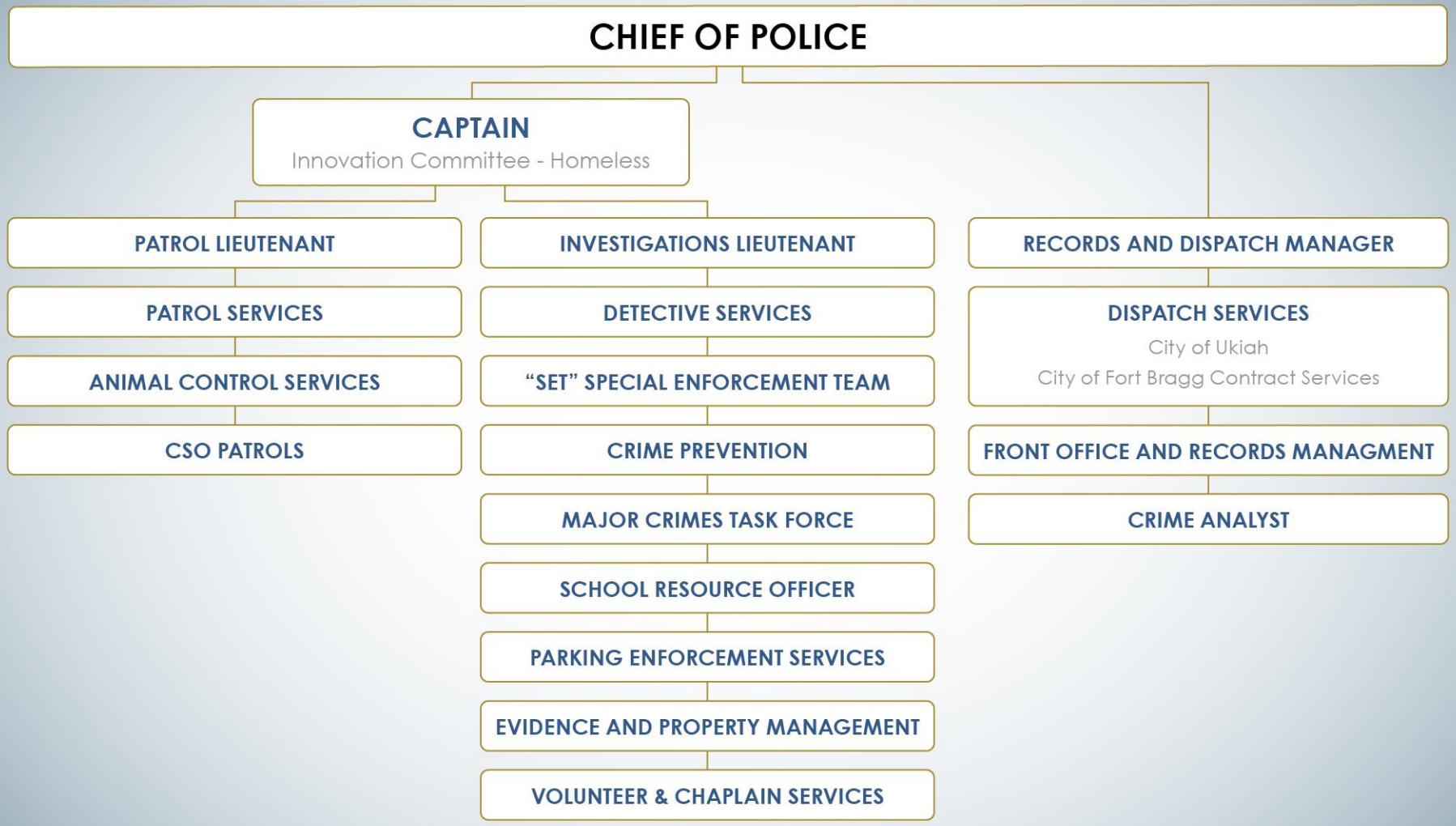
STRATEGIC PLAN GOAL AREAS
GOAL 1
Reduce Crime and the Fear of Crime
GOAL 2
Improve Quality of Life in Our Neighborhoods
GOAL 3
Enhance Community and Police Partnerships
GOAL 4
Develop Personnel
GOAL 5
Continued Accountability

FUNCTIONAL ORGANIZATION



City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

STATISTICAL INFORMATION

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

DEPARTMENT STAFFING

STAFFING HISTORY–POLICE

		Start of Measure S									Start of Measure P			
SWORN OFFICERS	**2004-05**	**2005-06**	**2006-07**	**2007-08**	**2008-09**	**2009-10**	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**2015-16**	**2016-17**	**2017-18**
Chief	1	1	1	1	0.5	0.5	0.5	0.5	0.5	1	1	1	1	1
Captains	2	2	2	2	3	3	3	3	2	2	2	1	1	1
Lieutenants												2	2	2
Sergeant	6	6	6	6	5	5	5	5	6	6	6	6	6	6
Officers	18	18	18	18	18	19	17	17	17	19	19	18	18	18
Measure S Officers	0	4	4	4	4	0	0	0	0	4	4	4	4	4
Traffic Officer	1	0	1	1	1	0	0	0	0	0	0	0	0	0
SWORN OFFICERS AUTHORIZED	**28**	**31**	**32**	**32**	**31.5**	**27.5**	**25.5**	**25.5**	**25.5**	**32**	**32**	**32**	**32**	**32**
AVERAGE ACTUAL STAFFING	25.0	23.3	25.6	27	25.5	25.5	24.6	24.5	24.7	22.9	25.5	30	29	
SUPPORT														
Records Clerks	3	3	3	3	3	2	2	2	2	2	2	2	2	2
(Fire) Administrative Secretary									0.85	0.85	0.85	0.85	0.85	0.85
CSO (Animal & Parking)						4	4	4	4	5	5.5	5.5	5.5	4.5
Crime Analyst														1
Parking and Animal Control	2.5	2.5	2.5	2.5	2.5	0	0	0	0	0	0	0	0	0
UPD Dispatch	6	6	6	7	7	7	7	7	5	5.5	5.5	6	6	6
SUPPORT TOTALS	**11.5**	**11.5**	**11.5**	**12.5**	**12.5**	**13**	**13**	**13**	**11.85**	**13.35**	**13.85**	**14.35**	**14.35**	**14.35**
FUNDED BY FBPD DISPATCH CONTRACT - JUNE 2014 TO JUNE 2019						3	3	3	3	3	3	3	3	3

UNIFORMED CRIME REPORTING

FBI INDEX CRIME CATEGORIES	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
VIOLENT CRIME													
Homicide	0	0	1	1	1	0	0	0	0	0	0	1	0
Rape	8	5	19	14	17	5	13	4	6	8	8	18	15
Robbery	7	11	11	20	16	16	10	18	15	15	21	20	29
Assault	340	369	346	235	430	319	248	250	239	287	318	298	294
VIOLENT CRIME TOTALS	**355**	**385**	**377**	**270**	**464**	**340**	**271**	**272**	**260**	**310**	**347**	**337**	**338**
PROPERTY CRIME													
Burglary	242	189	165	176	213	151	156	154	172	190	194	150	107
Theft	302	291	201	269	237	270	291	250	279	347	328	331	284
Vehicle Theft	46	62	52	45	30	26	19	23	32	27	30	39	40
Arson	3	10	2	1	2	5	3	1	0	0	0	0	0
PROPERTY CRIME TOTALS	**593**	**552**	**420**	**491**	**482**	**452**	**469**	**428**	**483**	**564**	**552**	**520**	**431**
TOTAL FBI INDEX CRIMES	**948**	**937**	**797**	**761**	**946**	**792**	**740**	**700**	**743**	**874**	**899**	**857**	**769**

INDEX CRIME COMMITTED AND SOLVED

	2010	2011	2012	2013	2014	2015	2016
Violent Crime Committed	271	272	260	310	347	337	338
Violent Crime Cleared	87%	89%	89%	84%	83%	84%	77%
State Average	43%	44%	44%	45%	47%	46%	

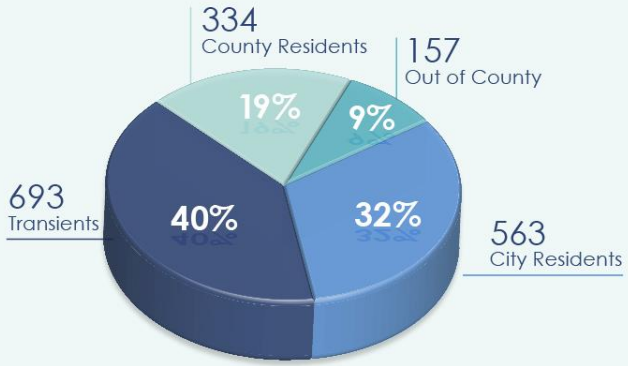
Property Crime Committed	469	428	483	564	552	520	433
Property Crime Cleared	58%	52%	50%	55%	53%	67%	41%
State Average	14%	13%	13%	13%	14%	13%	

ARRESTS, REPORTS, AND CALLS FOR SERVICE

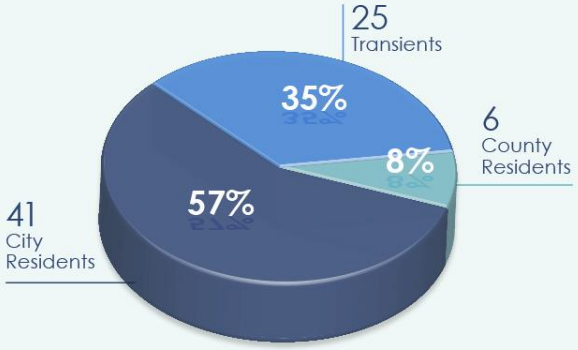
STATISTICAL INFORMATION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Misdemeanor Arrests	1,141	1,278	1,677	1,797	1,522	1,355	1,398	1,362	1,192	1,183	1,313	1,269	1,092
Felony Arrests	587	698	753	658	791	624	660	621	560	557	563	508	420
DUI	160	116	487	411	271	232	165	190	141	135	72	113	115
TOTAL ARRESTS	**1,888**	**2,092**	**2,917**	**2,866**	**2,584**	**2,211**	**2,223**	**2,173**	**1,893**	**1,875**	**1,948**	**1,890**	**1,627**
Crime Reports	4,095	4,140	4,327	4,475	4,412	4,190	3,658	3,664	3,569	3,579	3,909	3,736	3,682
Calls for Police Services	22,822	23,798	26,902	27,937	28,646	28,453	30,210	26,324	25,883	24,821	31,656	32,010	29,477
CALLS FOR SERVICE AVERAGE PER DAY	**63**	**65**	**74**	**77**	**78**	**78**	**83**	**72**	**71**	**68**	**87**	**88**	**81**

STATISTICAL DATA

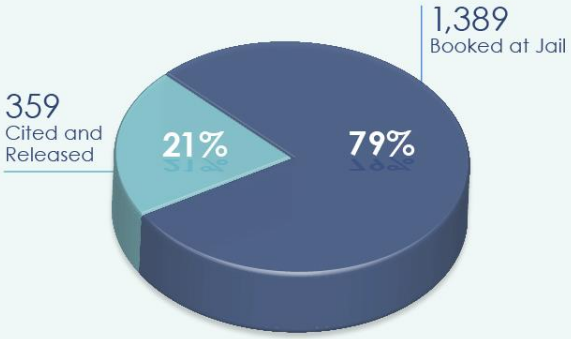
ARREST DEMOGRAPHICS



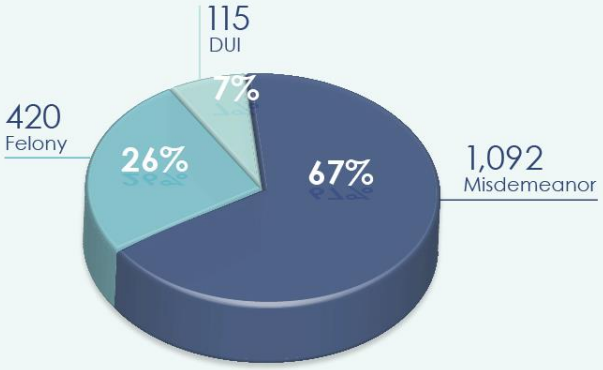
MENTAL HEALTH DETENTIONS



ARREST DISPOSITION

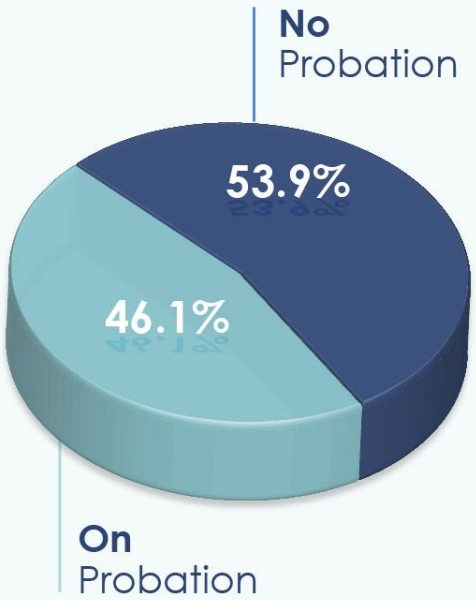


CRIME BREAKDOWN

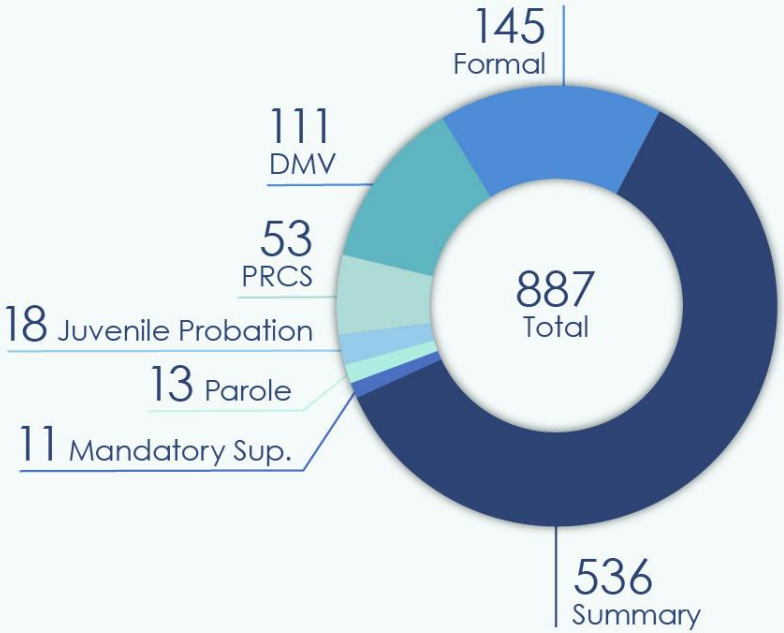


PROBATION STATISTICS

PROBATION VS. NON-PROBATION ARRESTS



PROBATION ARREST BREAKDOWN



TRAFFIC ENFORCEMENT, AND TRAFFIC ACCIDENTS

TRAFFIC INFORMATION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CITATIONS													
Moving Citations	455	549	855	837	451	720	664	693	358	545	478	545	442
Speeding Citations	373	340	313	256	118	232	162	39	83	207	120	374	342
Non-Moving Citations	230	302	318	247	143	120	115	101	55	139	220	278	368
TOTAL CITATIONS	**1,058**	**1,191**	**1,486**	**1,340**	**712**	**1,072**	**941**	**833**	**496**	**891**	**818**	**1,197**	**1,152**
ACCIDENTS													
Property Damage	125	115	106	139	102	108	86	89	63	90	168	141	145
Injury	69	63	53	62	41	44	39	31	47	29	37	29	31
Fatal	0	1	0	0	0	1	0	0	1	0	2	0	0
TOTAL ACCIDENTS	**194**	**179**	**159**	**201**	**143**	**153**	**125**	**120**	**111**	**119**	**207**	**170**	**176**

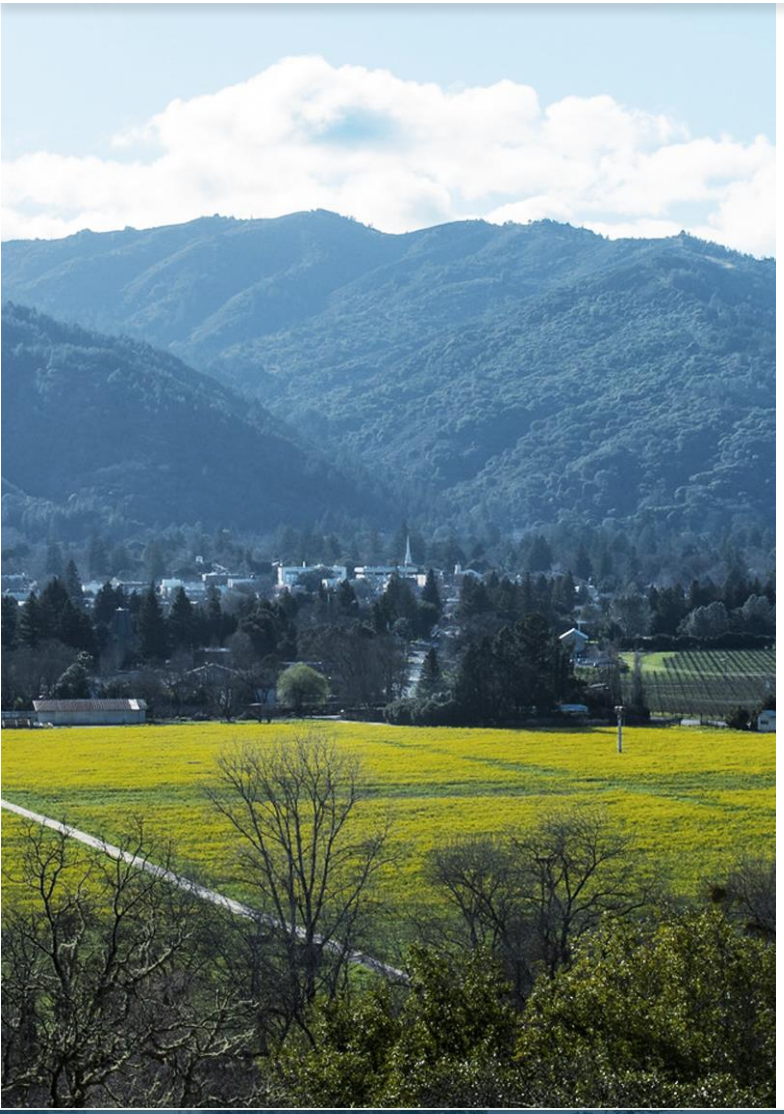
City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 1 – REDUCE CRIME AND THE FEAR OF CRIME

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME



PROGRESS WE HAVE MADE

HIRING AND RECRUITMENT

- 3 new officers, 1 new dispatcher, 1 new CSO, 1 new crime analyst

TARGETED ENFORCEMENT

- Shopping centers, preventative work, and homeless issues

MID-LEVEL PROBLEM-SOLVING MEETINGS

- Frequent meetings with Sergeants to problem-solve issues

CONTINUING EMPHASIS ON COMMUNICATION

- Utilizing social media and other media sources to keep our community informed

UTILIZATION OF VOLUNTEERS / CHAPLAIN / COMMUNITY PARTNERS

- Working to establish alternative solutions, long-term outlook on issues

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME

WHAT'S IN THE WORKS

Ideas to improve success

CITY INNOVATION COMMITTEE

- Establishing new collaborative partners and researching alternative solutions

PARTNERING WITH TASK FORCE, SWAT AND OTHER ORGANIZATIONS

- Utilizing regional partnerships for work on gangs, increased probation/parole and high risk activity

RESEARCH AND ESTABLISH INTERNAL REVIEW PROCESS

- Crime statistical review to best utilize work force

INCREASE PARTNERSHIPS WITH CITY DEPARTMENTS

- Clean-ups, parades, community events

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME

CHALLENGES WE FACE

What's limiting our success

CALL VOLUME

- Average 81 per day

INTERNAL RESOURCES

- Days: 3 Officers, 1 CSO, 1 Supervisor
- Nights: 2 Officers, 1 Supervisor

JAIL SPACE AND BOOKING POLICIES

- Citing-out misdemeanors and citing-out warrants result in a continuation of problems.

RE-CATEGORIZE CRIMES

- Lower penalties for drugs, thefts, prior crimes and assaults

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 2 – IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

PROGRESS WE HAVE MADE

SPECIAL ENFORCEMENT TEAM

	2015	2016
Total Cases	203	544
Arrests	65	100
Cases closed	163	505
Ukiah City Code citations issued for smoking, drinking alcohol, dogs, abandoned vehicles	24	44
Abandoned vehicles/expired registration tows	24	81
Marijuana investigations	14	75

CRIME PREVENTION ACTIVITY

	2015	2016
Business visits	219	237
Follow-up visits	71	80
Crime Prevention training and presentations	8	10
Crime Prevention brochures	24	44
Boys and Girls Club	28	48
Volunteer hours	158	200
Shopping carts	310	244

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

WHAT'S IN THE WORKS

Ideas to improve success

MERGE SUPERVISION (INTEGRATE UNITS)

- Special Enforcements activities
- Crime Prevention activities
- School Resource Officer
- Major Crimes Task Force

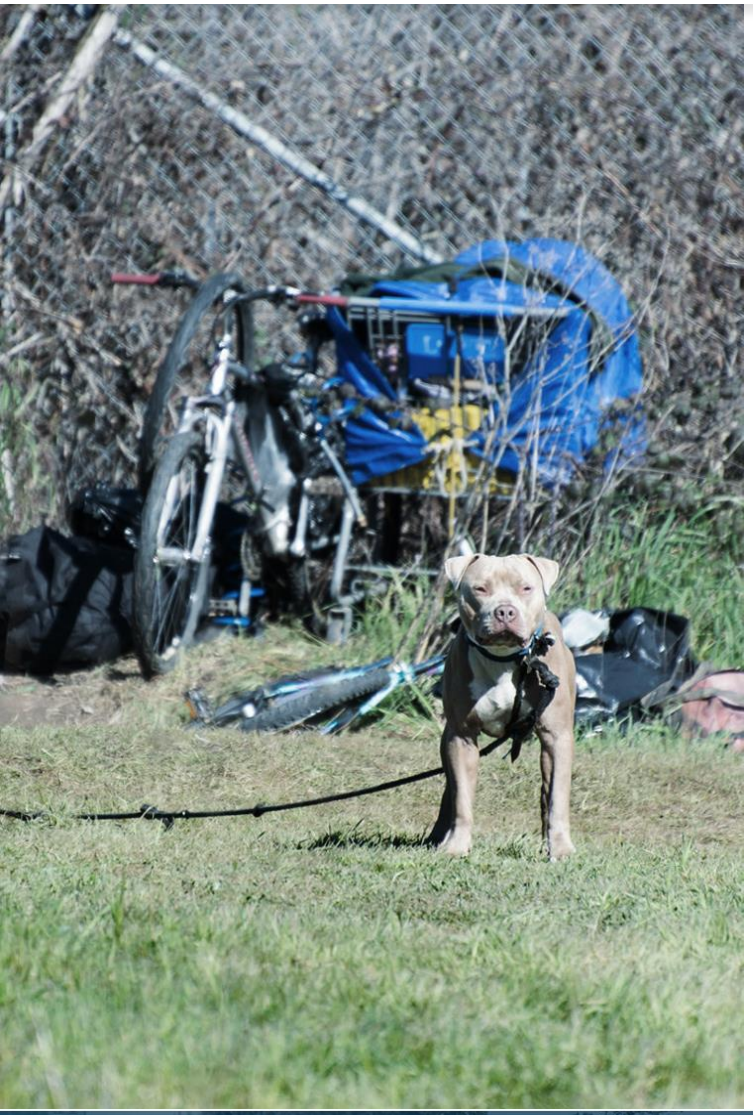
INCREASED TRAINING TO PROVIDE:

- Crime Prevention Through Environmental Design (CPTED)
- Extra patrol/stolen vehicle hot-sheets published daily
- Expanding volunteer activities
  – chaplain and community partners
- Focus enforcement of problem areas
  – parks and shopping centers

HOMELESS INNOVATION COMMITTEE

- Team approach to outreach and problem-solving

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS



CHALLENGES WE FACE

What's limiting our success

HOMELESS POPULATION

- Quality of life issues
- Safety concerns vs. criminal activity
- Trash and pollution concerns

MARIJUANA, DRUGS AND GANGS

- Law changes
- Cultivation
- Safety concerns

CODE ENFORCEMENT

- Illegal activity including hoarding, dumping and trash

COMMUNITY PARTNERSHIPS

- Team approach to problem-solving

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 3 – ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

2016 COMMUNITY PARTNERS

Boys and Girls Club
Community Health Projects
Continuum of Care Committee
Gang Resistance is Paramount (GRIP)
Health and Human Services Agency
Healthy Mendocino
Homeless Services Action Group
Mental Health (Manzanita Project and RCS)
Mental Health Services Act Committee
Project Sanctuary
Services Clubs
Stranger Danger Training
Tapestry Family Services
Ukiah Community Center
Ukiah Main Street
Ukiah Reads
Ukiah Valley Medical Center Advisory Board
Youth Projects

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

Too often, police departments measure young officers by statistics alone, as though their total contributions can be measured by arrests, tickets written, or radio calls handled. Though these reportable, identifiable statistics do indicate productivity, statistics and numbers reveal only part of the picture.

Community engagement and community partnerships are key in reducing crime in our neighborhoods and in addressing community concerns.

Community engagement activities allow officers to build and maintain lasting relationships and community trust.

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 4 – DEVELOP PERSONNEL

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

GOAL 4: DEVELOP PERSONNEL – Our Investment

POST PERISHABLE SKILLS (Mandated by Law)

	calendar year		
	2014	2015	2016
Emergency Vehicle Operations (8 hrs/2 yrs)	136 hrs		244 hrs
Firearms Use of Force (8 hrs/2 yrs)	192 hrs	136 hrs	135 hrs
Arrest and Control (8 hrs/2 yrs)	88 hrs	244 hrs	240 hrs
Crisis Communication Skills (4 hrs/2 yrs)	34 hrs		

POST MANDATED TRAINING

	calendar year		
	2014	2015	2016
CPR / 1st Aid (8 hrs/2 yrs)	136 hrs		244 hrs
Domestic Violence (4 hrs/2 yrs)	192 hrs	136 hrs	135 hrs
Racial Profiling (4 hrs/5 yrs)	88 hrs	244 hrs	240 hrs

UPD CORE SKILL REQUIREMENTS

	calendar year		
	2014	2015	2016
Drug Recognition (16 hrs)	40 hrs	96 hrs	40 hrs
Traffic Collision Investigation (40 hrs)	120 hrs	240 hrs	80 hrs
Interview Skills (40 hrs)		40 hrs	80 hrs
Drunk and Drugged Driving Investigation (16 hrs)	16 hrs	256 hrs	
Firearms Rifle Course (16 hrs)		416 hrs	
Emotional Survival	136 hrs	240 hrs	

GOAL 4: DEVELOP PERSONNEL – Our Investment

2016 CONTINUAL TRAINING REQUIREMENT (Mandated 24 hrs/2 yrs/per officer)

	calendar year		
	2014	2015	2016
Canine Agitator		16 hrs	
Canine Management Course		24 hrs	24 hrs
Critical Incident Stress Management (Peer Support)		24 hrs	
Drug Abuse Recognition		24 hrs	
Drug Recognition Expert		40 hrs	
Field Training Officer		80 hrs	80 hrs
Field Training Officer Update		72 hrs	24 hrs
Senior Officer - Leadership Development Course		240 hrs	
Management Development Course		108 hrs	104 hrs
Supervisor Development Course			80 hrs
Sherman Block Leadership Course			172 hrs
Public Records Act			48 hrs
Managing Body Camera Records			8 hrs
Crime Stats and UCR Reports			8 hrs

	calendar year		
	2014	2015	2016
Crime Prevention			40 hrs
Active Shooter Training			8 hrs
FBI Crime Scene			24 hrs
ICS 300/400			40 hrs
School Resource Officer			40 hrs
Radar			32 hrs
White House 21st Century Policing Briefing			8 hrs
Child Abuse Investigation			72 hrs
Advanced Gang Investigations			32 hrs
Craigslist Investigations and Fraud			16 hrs
FBI Executive Development			32 hrs
New Patterns of Leadership			16 hrs
Homicide Investigation			80 hrs
Legal Update			120 hrs

The California Commission of Police Officer Standards (POST) reimburses two-thirds of our training costs.

GOAL 4: DEVELOP PERSONNEL

RECRUITMENT AND RETENTION CHALLENGES

CONCERNS

- Lack of qualified applicants
  – Officers: 25/15 written; 14/7 oral
  – Dispatch: 12/7 written; 7/4 oral
- Length of training
  – Officers: 36 weeks; Dispatch: 18 weeks
- Available housing
- Workload, overtime, and job stress

OPPORTUNITIES

- Continuous hiring
- Over-hiring strategies
- Proposed CSO to Officer / Dispatcher development program
- Employee Health Strategies
  – New Officer and family orientation
  – Peer support

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 5 – CONTINUED ACCOUNTABILITY

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

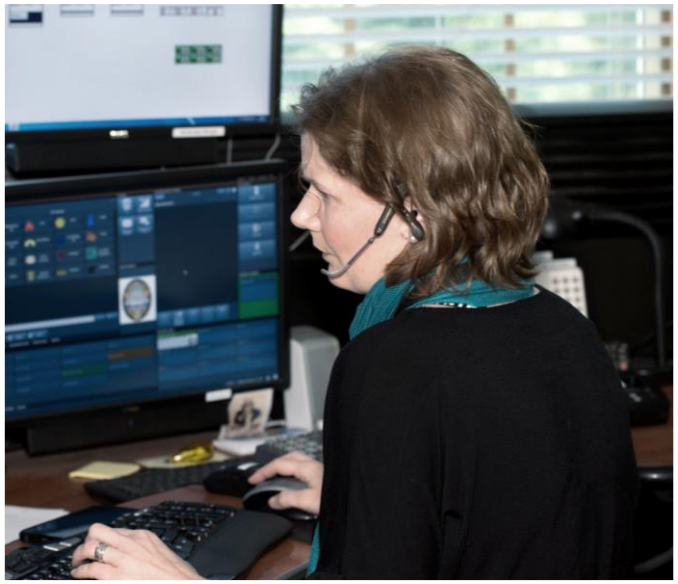
GOAL 5: CONTINUED ACCOUNTABILITY

CITIZEN COMPLAINTS

	2012			2013			2014			2015			2016		
	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained
Non-Criminal	0	0	0	4	4	0	6	6	0	4	3	1	3	3	0
Criminal - Felony	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Criminal-Misdemeanor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

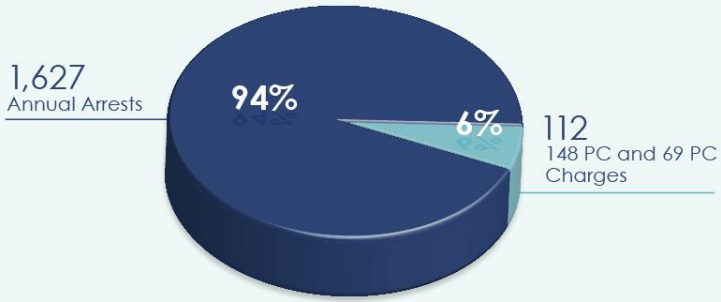
RESPONSE TIME CHART

	2012	2013	2014	2015	2016
Priority 1 - In-Progress Crimes Against Persons	5:03	8:39	5:37	5:42	5:48
Priority 2 - Calls for Police Service / Reports of Crime	11:52	12:01	12:06	11:14	8:24
Priority 3 - Quality of Life Complaints / Traffic / Transient Issues	17:24	19:36	20:18	18:47	14:48
Average Calls per Day	71	68	87	88	81
Annual Calls for Police Services	25,883	24,821	31,656	32,010	29,477
Average Available Staffing	24.7	22.9	25.5	30	29

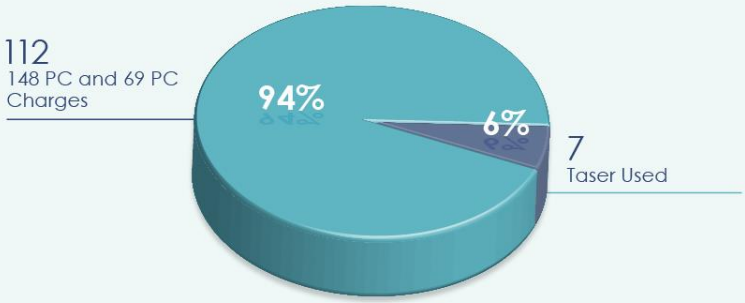


GOAL 5: CONTINUED ACCOUNTABILITY

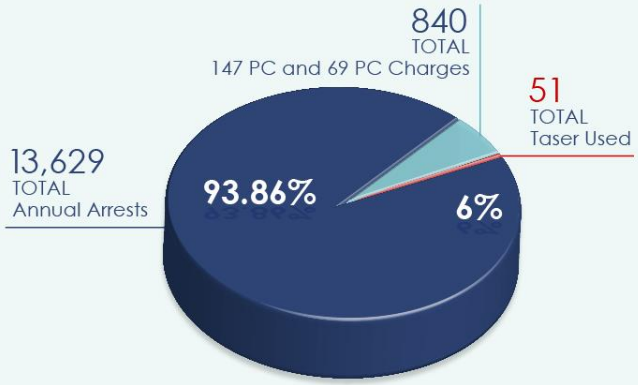
2016 TOTAL ARRESTS AND 148 PC/69 PC ARRESTS



2016 PERCENTAGE OF TASER USE ON 148 PC/69 PC ARRESTS



2010-2016 TOTAL ARRESTS 148 PC/69 PC CHARGES AND TASER DEPLOYMENT



2010-2016 TASER USAGE ON 148 PC/69 PC ARRESTS

YEAR	TOTAL ANNUAL ARRESTS	TOTAL 148 PC/69 PC CHARGES	TASER USED
2010	2,223	88	10
2011	2,173	123	7
2012	1,893	113	5
2013	1,875	98	3
2014	1,948	165	11
2015	1,890	141	8
2016	1,627	112	7
TOTALS	**13,629**	**840**	**51**

GOAL 5: CONTINUED ACCOUNTABILITY

PROGRESS WE HAVE MADE

HIRED DEPARTMENT CRIME ANALYST

- Use of Force reporting to DOJ
- Development of statewide racial profiling report standards

COMPLETED MDT & IN-CARE CAMERA PROJECT

- Cameras in all patrol cars
- MDT access at Supervisor desks
- Body camera upgrade in progress
- Ability to review and evaluate officer performance

ADVANCED LEADERSHIP TRAINING FOR SUPERVISORS

- Mandatory daily briefing training
- Mandatory daily policy training
- Incorporate department training assignments into evaluations

REVIEW AND REFRESH FIELD TRAINING PROGRAM

- All level review of daily observation reports
- Core value system integration

EXPAND PEER SUPPORT PROGRAM

- New officer and spouse support program
- Stress management education program

GOAL 5: CONTINUED ACCOUNTABILITY

WHAT'S IN THE WORKS

Ideas to improve success

CONTINUE SUCCESSION PLANNING

- Pending retirements
- Officers, dispatchers, front office personnel

ADVANCED CRIME ANALYST TRAINING

HOST ADDITIONAL TRAINING

- Emotional survival
- Peer support

COMPLETE BODY CAMERA PROJECT

PROMOTIONAL DETECTIVE AND SERGEANT TESTING

ADVANCED EMERGENCY MANAGEMENT TRAINING FOR NEW SUPERVISORS

GOAL 5: CONTINUED ACCOUNTABILITY

CHALLENGES WE FACE

What's limiting our success

HOMELESSNESS

- Individual rights vs. community expectations
- Misdemeanor and citation crimes decriminalized
- Lack of jail space
- Increasing sophistication (less prison=more jail=more probation)

IMMIGRATION DISCUSSION

- Local concerns
- Current legislation

NEW POLICING/AUDIT EXPECTATIONS

- Racial and Identity Profiling Act of 2015 (RIPA)
  - – Data collection and reporting
  - – RIPA Board / anticipated date 2018/19
- Policing expectations and transparency
  - – 21st century policing expectations
  - – 6 pillars of policing
  - – Community trust
  - – Racial/trans-gender/sexual LGBT (bias factors / expectations)
  - – Increased legislative reporting requirements
    - Use of force/contact

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

WORK PLAN – ACHIEVEMENT AND GOALS

SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

WORK PLAN REPORT: 2016 ACHIEVEMENTS

	FOCUS AREAS	WORK IN PROGRESS	RESULTS
GOAL 1 Reduce Crime and the Fear of Crime	**PATROL STAFF** ▪ Calls for service ▪ Targeted enforcement –Transient issues –Gangs and drugs	▪ **DEVELOP NEW STAFF** ▪ **PREVENTION ACTIVITIES** ▪ **PRIORITIZATION OF LIMITED RESOURCES**	**11% Decrease in reportable crime** **4% Increase in traffic accidents** **Violent crime rate remains steady** **17% Reduction of property crimes**
GOAL 2 Improve Quality of Life in Our Neighborhoods	**SPECIAL ENFORCEMENT TEAM** ▪ Clean-up and safety violations ▪ Address quality of life complaints	**CONTINUE:** ▪ Code enforcement ▪ Quality of life complaints ▪ Business support ▪ Crime prevention	**81 cars removed** **244 Shopping carts removed** **237 Businesses visited**
GOAL 3 Enhance Community and Police Partnerships	**COMMUNITY ENGAGEMENT** Demands for police service ⟷ Available proactive policing time	**COMMUNITY PARTNERSHIPS** ▪ Gang resistance/education ▪ Homeless services ▪ Street medicine ▪ Drugs & alcohol ▪ After school service organizations	**TEMPORARY VS. LONG-TERM PROBLEM SOLVING**
GOAL 4 Develop Personnel	**UPD CORE SKILL DEVELOPMENT** ▪ Drugs ▪ Traffic accidents ▪ Interview skills ▪ Use of force	**ONGOING MANDATED TRAINING** ▪ Driving ▪ Use of force ▪ Crisis communication ▪ Domestic violence	**29,477 Calls for service** **0 Sustained complaints**
GOAL 5 Continued Accountability	**TRANSPARENCY EXPECTATIONS** ▪ Crime analyst ▪ New reporting standards	**CONTINUING OFFICER DEVELOPMENT** ▪ Core values culture ▪ Leadership development ▪ Use of force review	**CHANGING DEMANDS OF OFFICER PERFORMANCE.**

WORK PLAN REPORT: 2017 GOALS

	EXTERNAL FACTORS	OUR ACTIVITIES	MEASUREMENTS OF SUCCESS
GOAL 1 Reduce Crime and the Fear of Crime	▪ Higher-than-average violent crime ▪ Traffic accident & pedestrian safety ▪ High workload/calls for service	▪ Gang enforcement ▪ Transient strategies ▪ Traffic enforcement (when available)	▪ **Work to reduce violent crime** ▪ **Work to reduce vehicle and pedestrian accidents**
GOAL 2 Improve Quality of Life in Our Neighborhoods	▪ Homeless & transient services ▪ Code enforcement ▪ AB109 prison population ▪ Prop 47 realignment ▪ Lack of jail space	▪ Blight reduction ▪ Prioritization of calls ▪ Focused enforcement	▪ **Work to reduce transient impacts** ▪ **Work to reduce property and drug crimes**
GOAL 3 Enhance Community and Police Partnerships	▪ Community partnerships ▪ Community expectations	▪ Continue work with our community partners ▪ Encourage officer engagement	**PROBLEM-SOLVING PARTNERSHIPS AND COMMUNITY TRUST**
GOAL 4 Develop Personnel	▪ Young workforce ▪ Increased mandated training requirements	▪ Recruitment ▪ Department training plan ▪ Department value system ▪ Performance review system	▪ **Maintain low complaint ratio** ▪ **Monitor use of force**
GOAL 5 Continued Accountability	▪ New mandates in record keeping and data collection	▪ Maintain response times ▪ Continue implementation of crime analyst	**PREPARE FOR:** ▪ **Racial and Identity Profiling Act of 2015 (RIPA)**

BUDGET: FISCAL YEAR 2017-18

FY 2016-17 BUDGET

- ✓ Replace officers' portable radios
  - 20 years old
  - Current radios obsolete
- ✓ Replace patrol cars
  - Two per year Capital Fund
- ✓ Reclassify CSO as a crime analyst
  - Mandated reporting
  - Video evidence collection
  - Crime trends

FY 2017-18 BUDGET

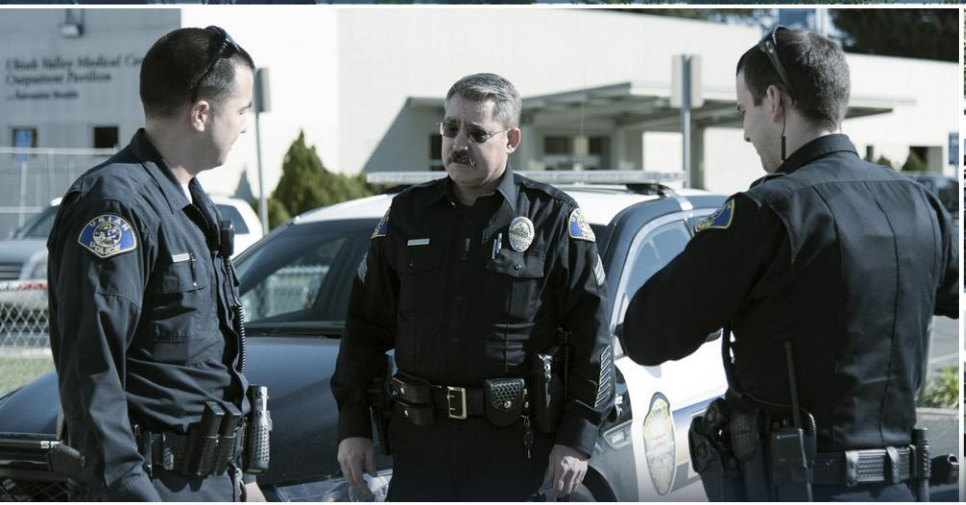
- Replace patrol cars (General Fund)
- Purchase special event programmable signs (other funding)
- Tasers (asset forfeiture)
- Part-time CSO to Officer – Dispatcher recruitment and development program

LONG TERM

- Add additional sworn officer to concentrate on traffic enforcement
- Add additional sworn officer to act as a School Resource Officer (SRO) working on truancy related issues

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

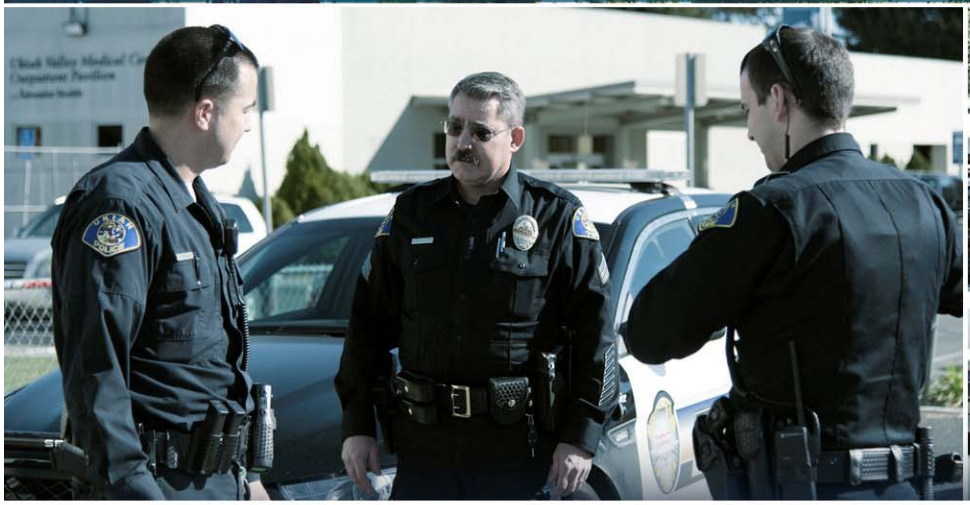


SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

2016 Performance Report

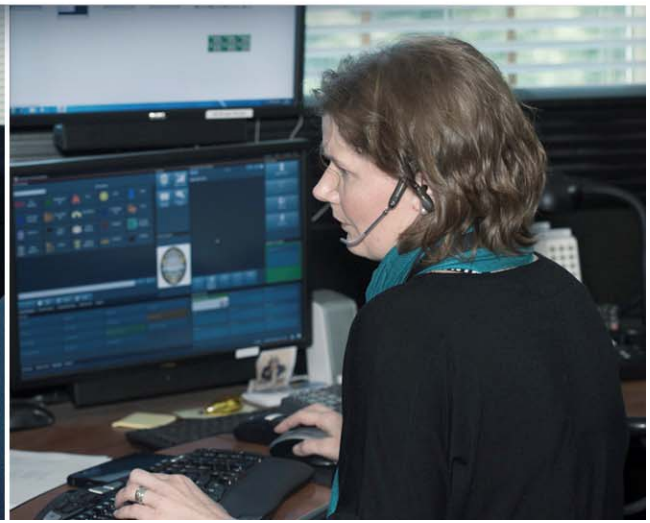
City of UKIAH, CALIFORNIA

POLICE DEPARTMENT



SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

2016 Performance Report



OUR DEPARTMENT'S MISSION HAS ALWAYS REMAINED THE SAME – TO MAKE UKIAH AS SAFE AS POSSIBLE.

To achieve our mission, our department has embraced a long-term strategic plan with 5 specific goal areas. These goal areas and the measurement of our performance in reaching them is the purpose of this annual strategic plan report card.

We hope that you will enjoy this report, and that our report card will give you a picture of our department's performance during the last year. Equally important, we hope this report will give our department and the community an understanding of the work ahead of us for the coming year.

You will see within this report that our dispatchers, records personnel, community service officers and officers provided exceptional service solving violent and property crime within the Ukiah community.

I am extremely proud of the work our department's personnel provide to the Ukiah community and the partnership we have developed with the community to promote public safety and crime prevention. As part of our commitment to Ukiah, our staff operates with three organizational values in mind; principles upon which we base our policing:

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

PROFESSIONALISM – We value dedicated, highly trained personnel with a 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.

OUR STRATEGIC GOALS

- Reducing crime and the fear of crime
- Improving the quality of life in our neighborhoods
- Enhancing community and police partnerships
- Developing our personnel
- Continued accountability

CHRIS DEWEY, Police Chief

The men and women of the Ukiah Police Department thank you for your support. Together we make Ukiah a better community in which to live, work and visit.

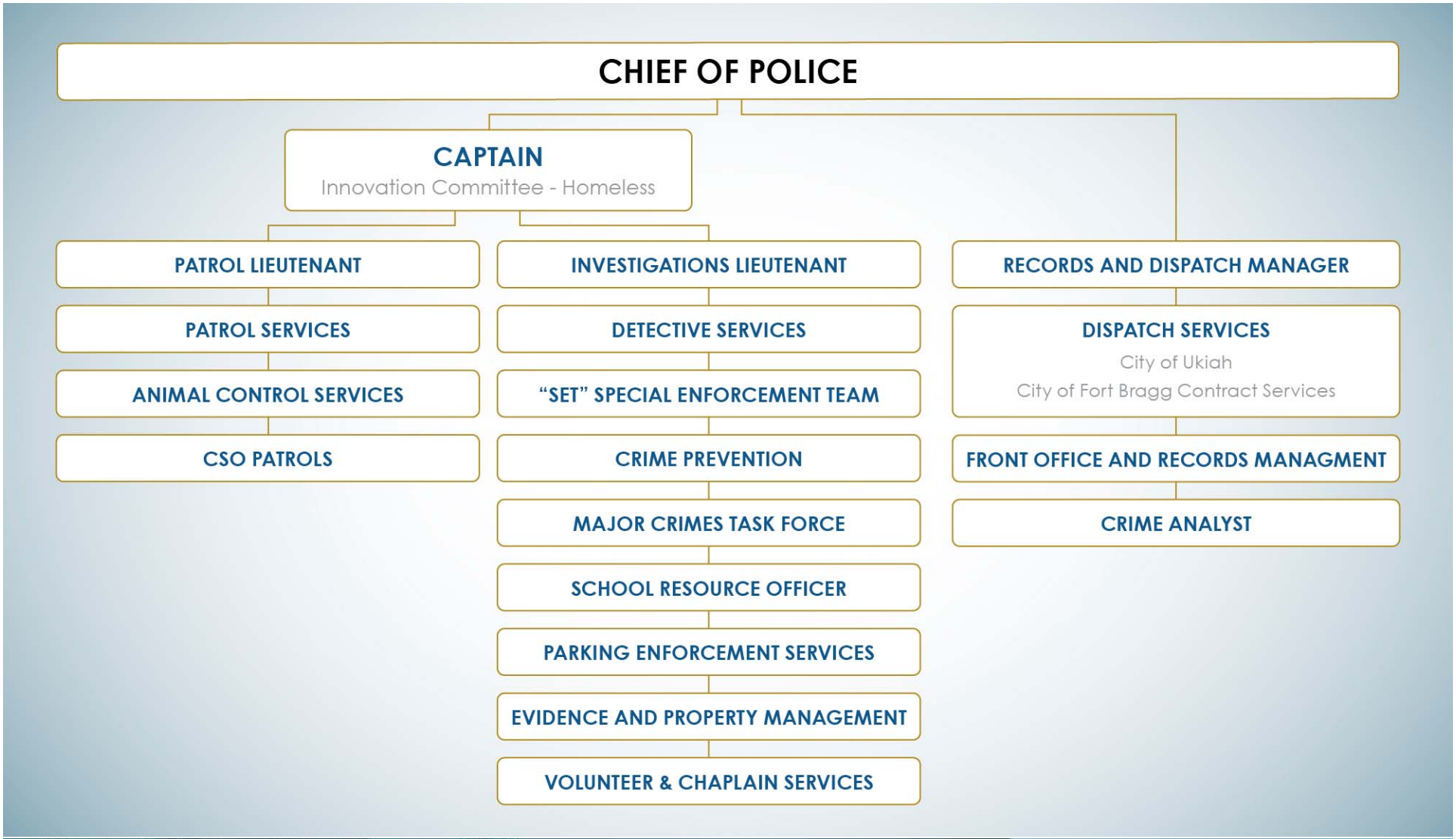
We hope this information about our department and our accomplishments helps define the value we bring to Ukiah. If you'd like more information please visit ukiahpolice.com.

STRATEGIC PLAN MILESTONES

These three documents can be found at www.ukiahpolice.com

5
STRATEGIC PLAN
GOAL AREAS
GOAL 1
Reduce Crime and the Fear of Crime
GOAL 2
Improve Quality of Life in Our Neighborhoods
GOAL 3
Enhance Community and Police Partnerships
GOAL 4
Develop Personnel
GOAL 5
Continued Accountability

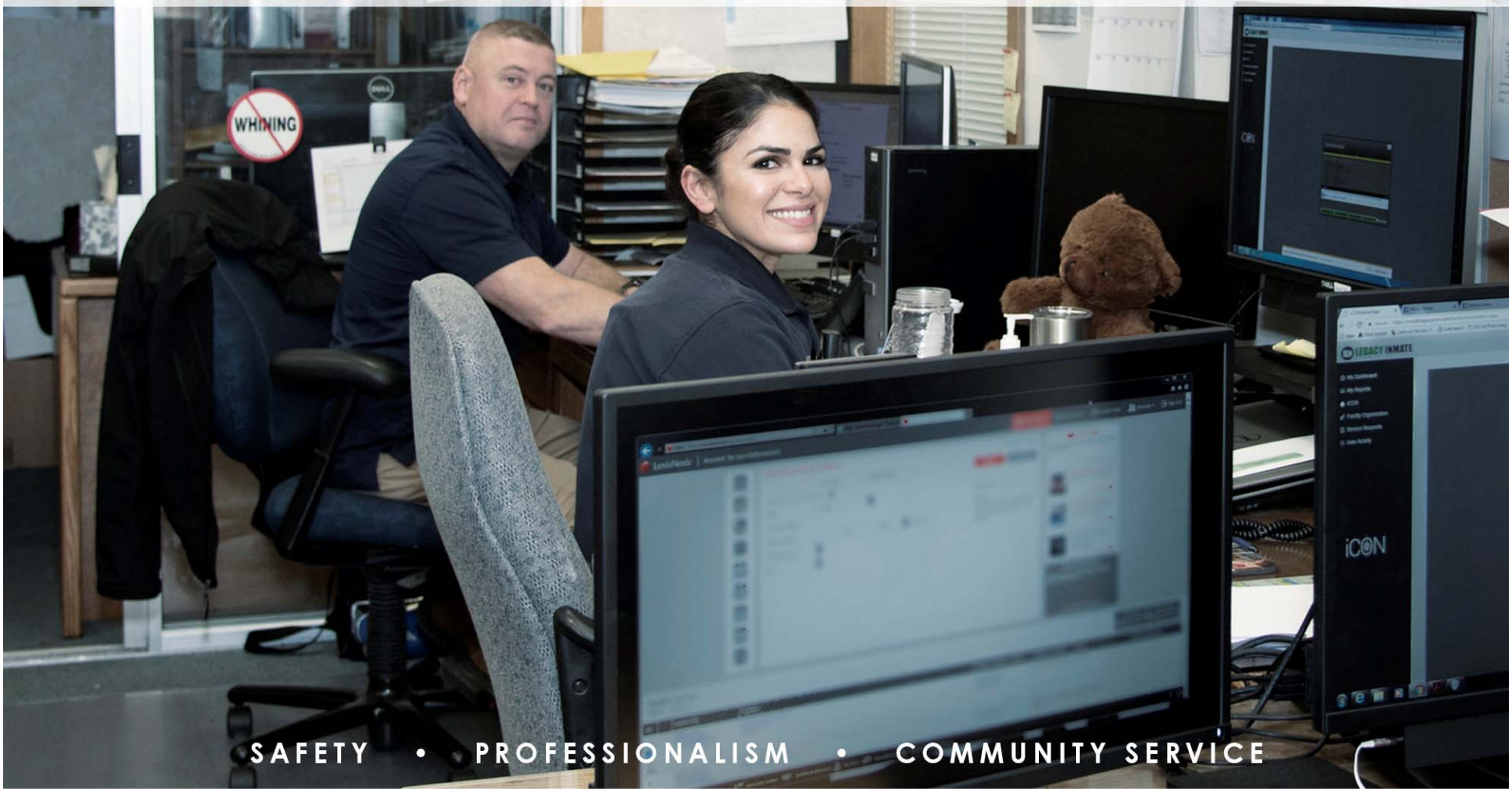
FUNCTIONAL ORGANIZATION



City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

STATISTICAL INFORMATION



SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

DEPARTMENT STAFFING

STAFFING HISTORY–POLICE

		Start of Measure S									Start of Measure P			
SWORN OFFICERS	**2004-05**	**2005-06**	**2006-07**	**2007-08**	**2008-09**	**2009-10**	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**2015-16**	**2016-17**	**2017-18**
Chief	1	1	1	1	0.5	0.5	0.5	0.5	0.5	1	1	1	1	1
Captains	2	2	2	2	3	3	3	3	2	2	2	1	1	1
Lieutenants												2	2	2
Sergeant	6	6	6	6	5	5	5	5	6	6	6	6	6	6
Officers	18	18	18	18	18	19	17	17	17	19	19	18	18	18
Measure S Officers	0	4	4	4	4	0	0	0	0	4	4	4	4	4
Traffic Officer	1	0	1	1	1	0	0	0	0	0	0	0	0	0
SWORN OFFICERS AUTHORIZED	**28**	**31**	**32**	**32**	**31.5**	**27.5**	**25.5**	**25.5**	**25.5**	**32**	**32**	**32**	**32**	**32**
AVERAGE ACTUAL STAFFING	25.0	23.3	25.6	27	25.5	25.5	24.6	24.5	24.7	22.9	25.5	30	29	
SUPPORT														
Records Clerks	3	3	3	3	3	2	2	2	2	2	2	2	2	2
(Fire) Administrative Secretary									0.85	0.85	0.85	0.85	0.85	0.85
CSO (Animal & Parking)						4	4	4	4	5	5.5	5.5	5.5	4.5
Crime Analyst														1
Parking and Animal Control	2.5	2.5	2.5	2.5	2.5	0	0	0	0	0	0	0	0	0
UPD Dispatch	6	6	6	7	7	7	7	7	5	5.5	5.5	6	6	6
SUPPORT TOTALS	**11.5**	**11.5**	**11.5**	**12.5**	**12.5**	**13**	**13**	**13**	**11.85**	**13.35**	**13.85**	**14.35**	**14.35**	**14.35**
FUNDED BY FBPD DISPATCH CONTRACT - JUNE 2014 TO JUNE 2019						3	3	3	3	3	3	3	3	3

UNIFORMED CRIME REPORTING

FBI INDEX CRIME CATEGORIES	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
VIOLENT CRIME													
Homicide	0	0	1	1	1	0	0	0	0	0	0	1	0
Rape	8	5	19	14	17	5	13	4	6	8	8	18	15
Robbery	7	11	11	20	16	16	10	18	15	15	21	20	29
Assault	340	369	346	235	430	319	248	250	239	287	318	298	294
VIOLENT CRIME TOTALS	**355**	**385**	**377**	**270**	**464**	**340**	**271**	**272**	**260**	**310**	**347**	**337**	**338**
PROPERTY CRIME													
Burglary	242	189	165	176	213	151	156	154	172	190	194	150	107
Theft	302	291	201	269	237	270	291	250	279	347	328	331	284
Vehicle Theft	46	62	52	45	30	26	19	23	32	27	30	39	40
Arson	3	10	2	1	2	5	3	1	0	0	0	0	0
PROPERTY CRIME TOTALS	**593**	**552**	**420**	**491**	**482**	**452**	**469**	**428**	**483**	**564**	**552**	**520**	**431**
TOTAL FBI INDEX CRIMES	**948**	**937**	**797**	**761**	**946**	**792**	**740**	**700**	**743**	**874**	**899**	**857**	**769**

INDEX CRIME COMMITTED AND SOLVED

	2010	2011	2012	2013	2014	2015	2016
Violent Crime Committed	271	272	260	310	347	337	338
Violent Crime Cleared	87%	89%	89%	84%	83%	84%	77%
State Average	43%	44%	44%	45%	47%	46%	

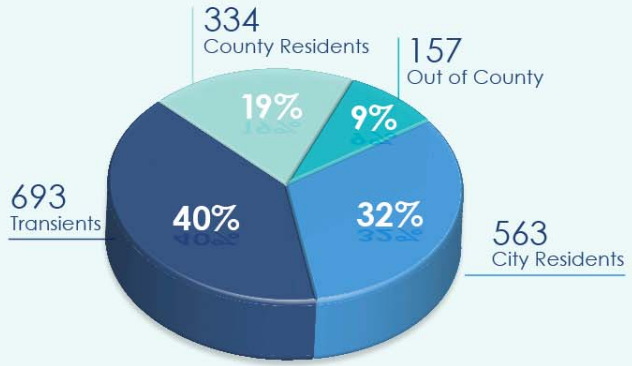
Property Crime Committed	469	428	483	564	552	520	433
Property Crime Cleared	58%	52%	50%	55%	53%	67%	41%
State Average	14%	13%	13%	13%	14%	13%	

ARRESTS, REPORTS, AND CALLS FOR SERVICE

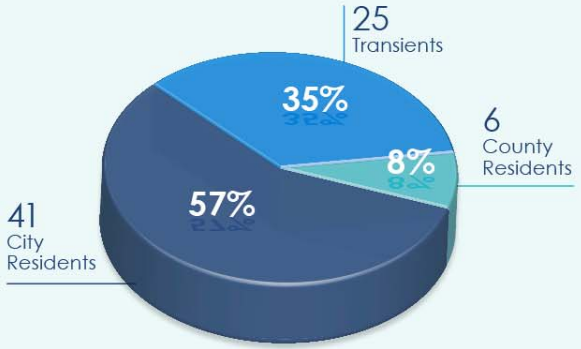
STATISTICAL INFORMATION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Misdemeanor Arrests	1,141	1,278	1,677	1,797	1,522	1,355	1,398	1,362	1,192	1,183	1,313	1,269	1,092
Felony Arrests	587	698	753	658	791	624	660	621	560	557	563	508	420
DUI	160	116	487	411	271	232	165	190	141	135	72	113	115
TOTAL ARRESTS	**1,888**	**2,092**	**2,917**	**2,866**	**2,584**	**2,211**	**2,223**	**2,173**	**1,893**	**1,875**	**1,948**	**1,890**	**1,627**
Crime Reports	4,095	4,140	4,327	4,475	4,412	4,190	3,658	3,664	3,569	3,579	3,909	3,736	3,682
Calls for Police Services	22,822	23,798	26,902	27,937	28,646	28,453	30,210	26,324	25,883	24,821	31,656	32,010	29,477
CALLS FOR SERVICE AVERAGE PER DAY	**63**	**65**	**74**	**77**	**78**	**78**	**83**	**72**	**71**	**68**	**87**	**88**	**81**

STATISTICAL DATA

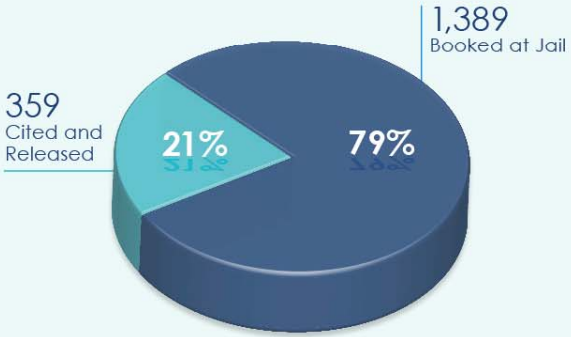
ARREST DEMOGRAPHICS



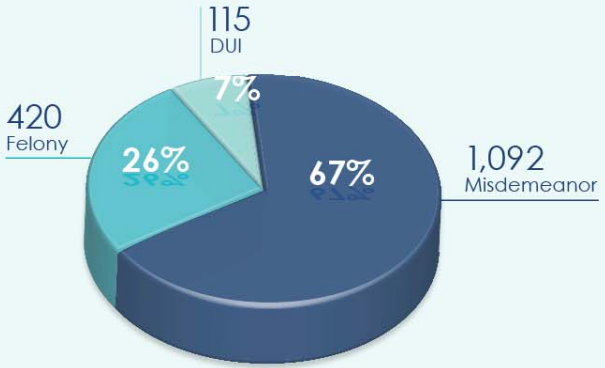
MENTAL HEALTH DETENTIONS



ARREST DISPOSITION

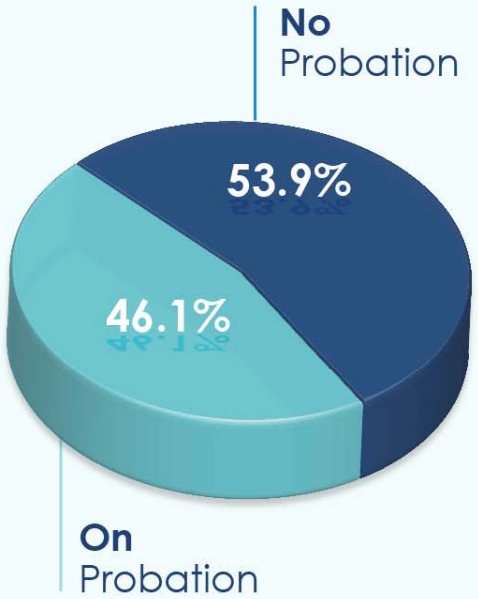


CRIME BREAKDOWN



PROBATION STATISTICS

PROBATION VS. NON-PROBATION ARRESTS



PROBATION ARREST BREAKDOWN

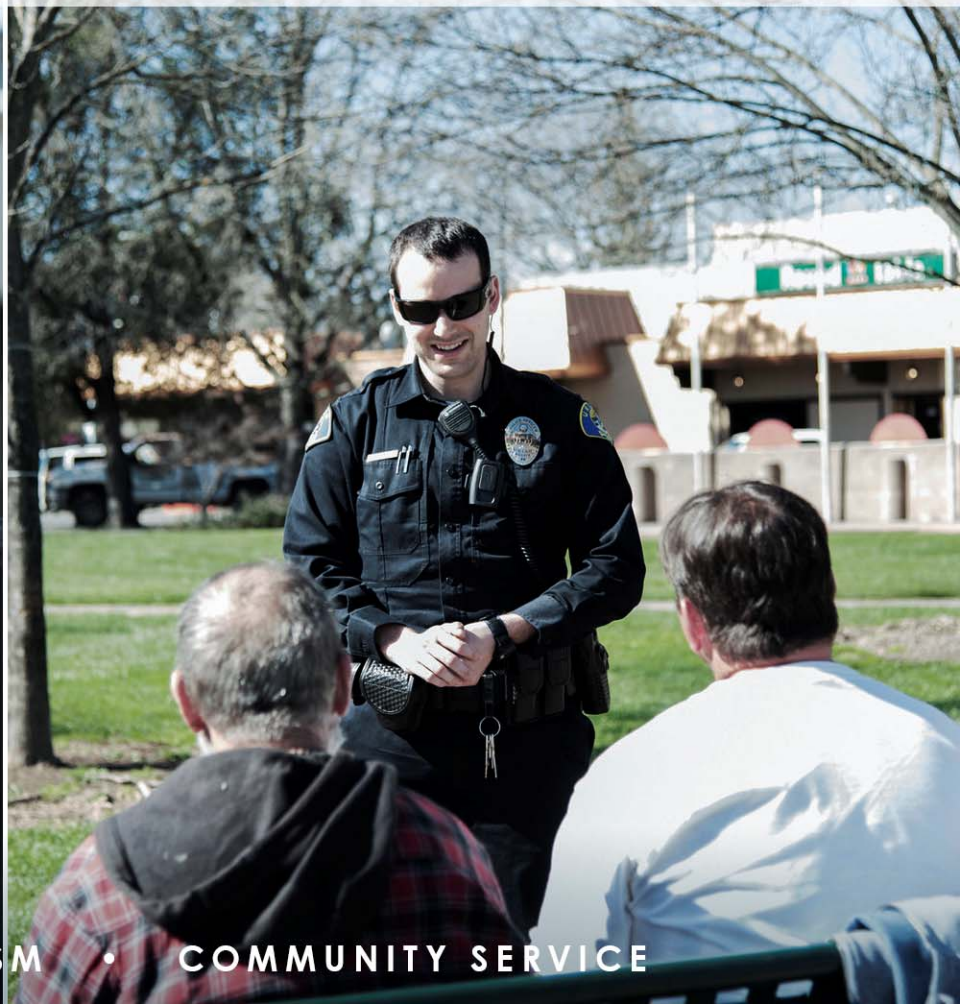
TRAFFIC ENFORCEMENT, AND TRAFFIC ACCIDENTS

TRAFFIC INFORMATION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CITATIONS													
Moving Citations	455	549	855	837	451	720	664	693	358	545	478	545	442
Speeding Citations	373	340	313	256	118	232	162	39	83	207	120	374	342
Non-Moving Citations	230	302	318	247	143	120	115	101	55	139	220	278	368
TOTAL CITATIONS	**1,058**	**1,191**	**1,486**	**1,340**	**712**	**1,072**	**941**	**833**	**496**	**891**	**818**	**1,197**	**1,152**
ACCIDENTS													
Property Damage	125	115	106	139	102	108	86	89	63	90	168	141	145
Injury	69	63	53	62	41	44	39	31	47	29	37	29	31
Fatal	0	1	0	0	0	1	0	0	1	0	2	0	0
TOTAL ACCIDENTS	**194**	**179**	**159**	**201**	**143**	**153**	**125**	**120**	**111**	**119**	**207**	**170**	**176**

City of UKIAH, CALIFORNIA

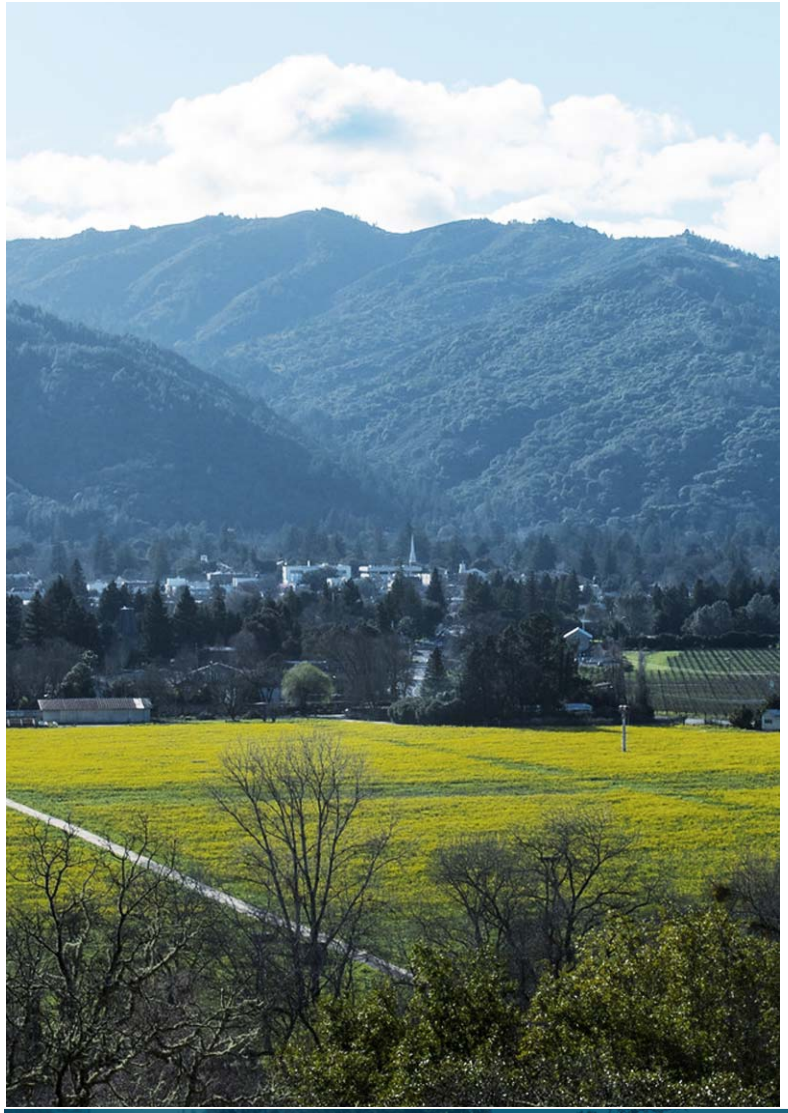
POLICE DEPARTMENT

GOAL 1 – REDUCE CRIME AND THE FEAR OF CRIME



SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME



PROGRESS WE HAVE MADE

HIRING AND RECRUITMENT

- 3 new officers, 1 new dispatcher, 1 new CSO, 1 new crime analyst

TARGETED ENFORCEMENT

- Shopping centers, preventative work, and homeless issues

MID-LEVEL PROBLEM-SOLVING MEETINGS

- Frequent meetings with Sergeants to problem-solve issues

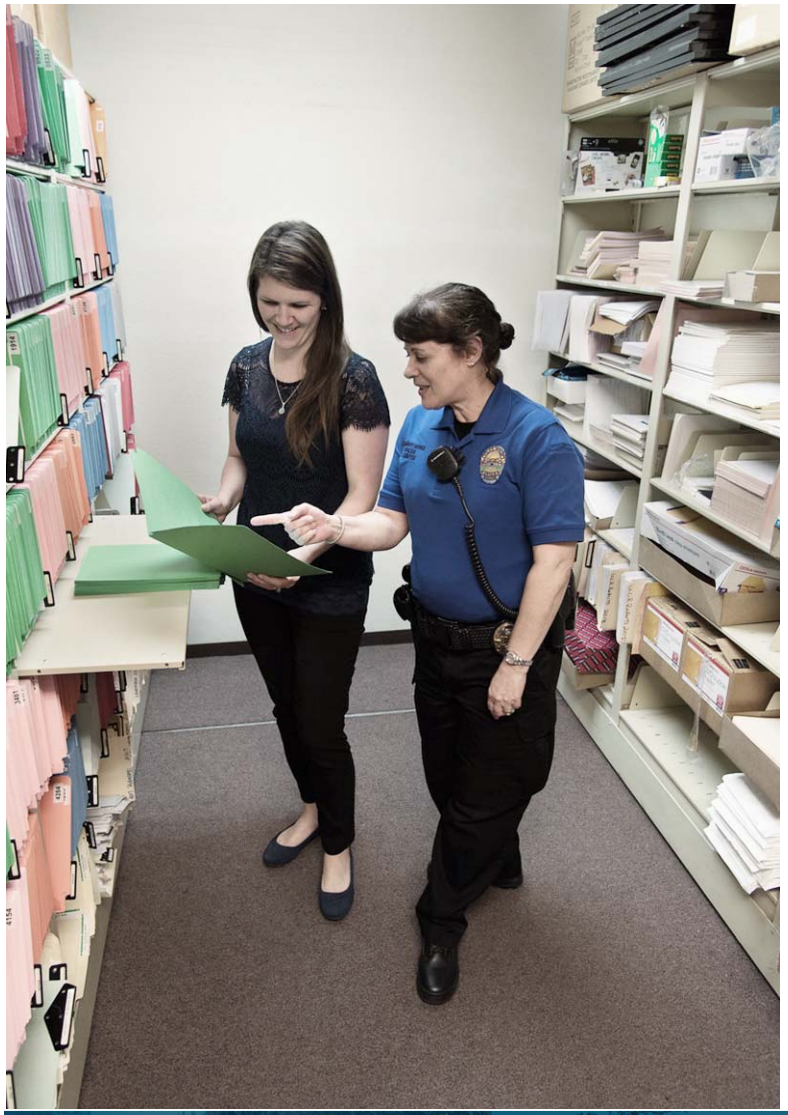
CONTINUING EMPHASIS ON COMMUNICATION

- Utilizing social media and other media sources to keep our community informed

UTILIZATION OF VOLUNTEERS / CHAPLAIN / COMMUNITY PARTNERS

- Working to establish alternative solutions, long-term outlook on issues

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME



WHAT'S IN THE WORKS

Ideas to improve success

CITY INNOVATION COMMITTEE

- Establishing new collaborative partners and researching alternative solutions

PARTNERING WITH TASK FORCE, SWAT AND OTHER ORGANIZATIONS

- Utilizing regional partnerships for work on gangs, increased probation/parole and high risk activity

RESEARCH AND ESTABLISH INTERNAL REVIEW PROCESS

- Crime statistical review to best utilize work force

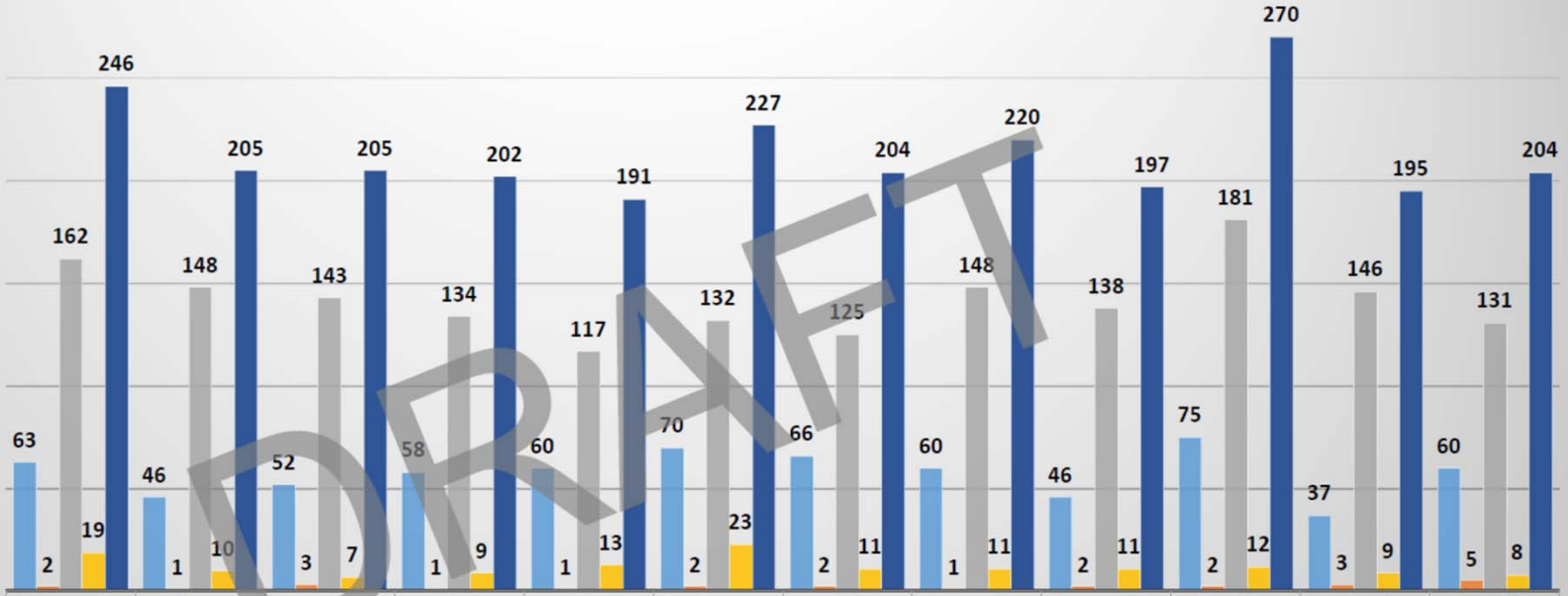
INCREASE PARTNERSHIPS WITH CITY DEPARTMENTS

- Clean-ups, parades, community events

STATISTICAL DATA – What's coming in the future…

Average Transient Calls Per Month
213
Average Transient Calls Per Day
7
Average Number of Officer Commitment
1.5 Officers
Average Amount of Time at Scene
TBD

2016 Transient Person Contacts

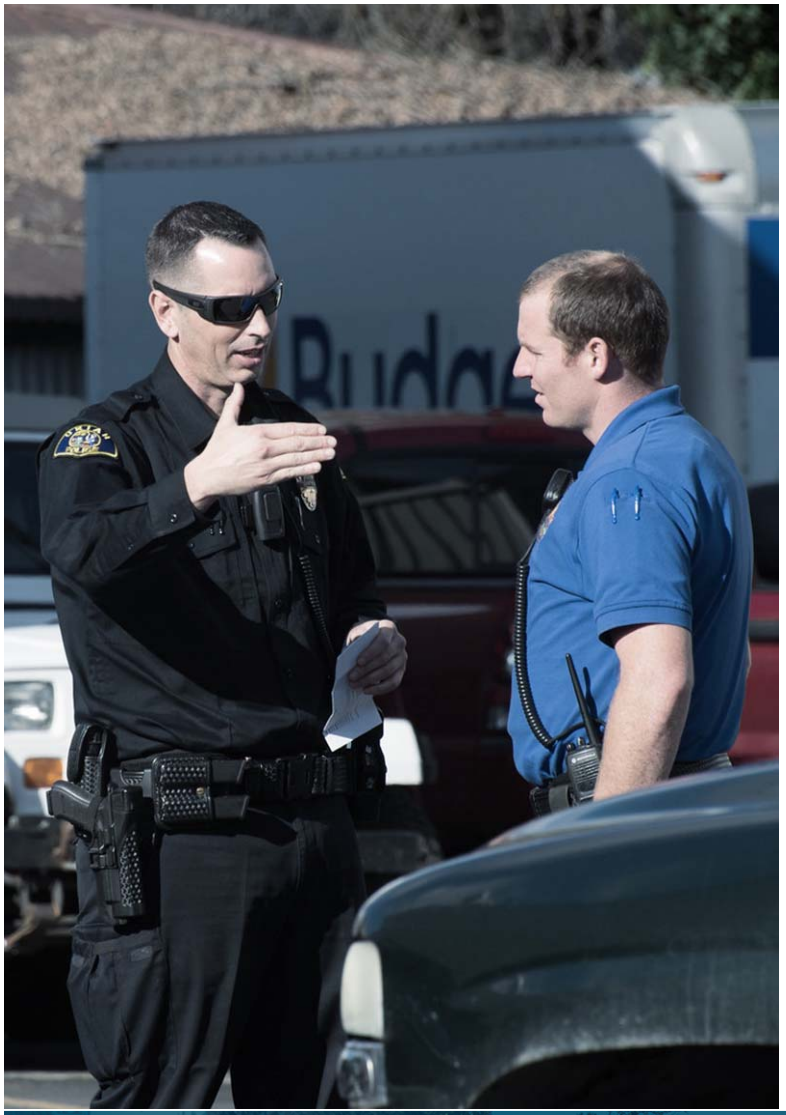


DRAFT

	January	February	March	April	May	June	July	August	September	October	November	December
Arrests	63	46	52	58	60	70	66	60	46	75	37	60
Mental Health	2	1	3	1	1	2	2	1	2	2	3	5
Transient Related CFS	162	148	143	134	117	132	125	148	138	181	146	131
Camping Citation/Warning	19	10	7	9	13	23	11	11	11	12	9	8
Month Total:	246	205	205	202	191	227	204	220	197	270	195	204

Arrests	Mental Health	Transient Related Calls For Service	Camping Citation/Warning	**Annual Total:**
693	25	1705	143	**2566**

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME



CHALLENGES WE FACE

What's limiting our success

CALL VOLUME

- Average 81 per day

INTERNAL RESOURCES

- Days: 3 Officers, 1 CSO, 1 Supervisor
- Nights: 2 Officers, 1 Supervisor

JAIL SPACE AND BOOKING POLICIES

- Citing-out misdemeanors and citing-out warrants result in a continuation of problems.

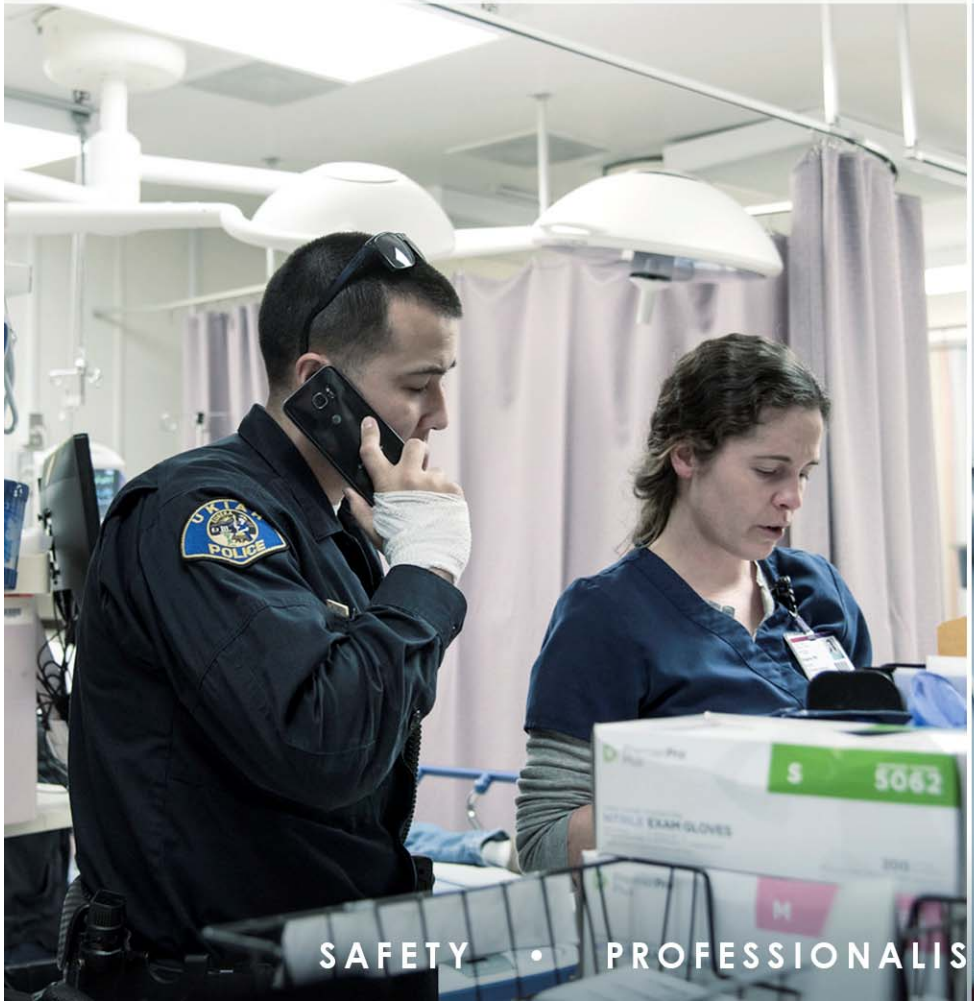
RE-CATEGORIZE CRIMES

- Lower penalties for drugs, thefts, prior crimes and assaults

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 2 – IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS



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GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

PROGRESS WE HAVE MADE

SPECIAL ENFORCEMENT TEAM

	2015	2016
Total Cases	**203**	**544**
Arrests	65	100
Cases closed	163	505
Ukiah City Code citations issued for smoking, drinking alcohol, dogs, abandoned vehicles	24	44
Abandoned vehicles/expired registration tows	24	81
Marijuana investigations	14	75

CRIME PREVENTION ACTIVITY

	2015	2016
Business visits	219	237
Follow-up visits	71	80
Crime Prevention training and presentations	8	10
Crime Prevention brochures	24	44
Boys and Girls Club	28	48
Volunteer hours	158	200
Shopping carts	310	244

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

WHAT'S IN THE WORKS

Ideas to improve success

MERGE SUPERVISION (INTEGRATE UNITS)

- Special Enforcements activities
- Crime Prevention activities
- School Resource Officer
- Major Crimes Task Force

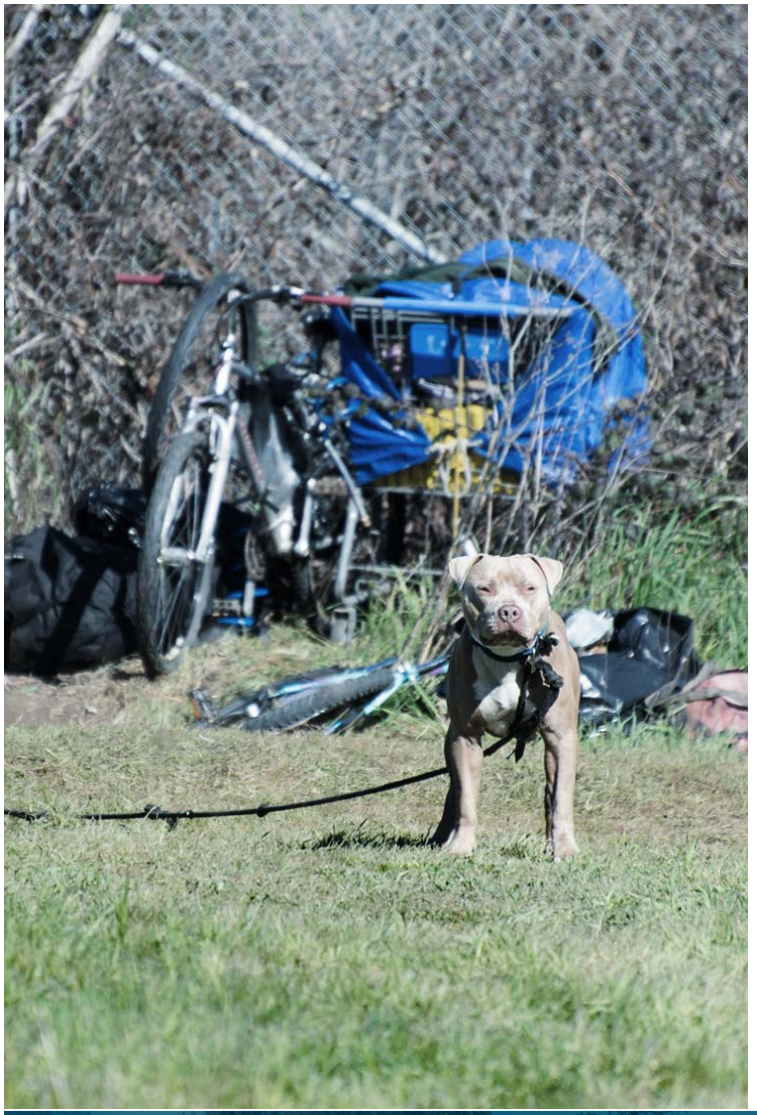
INCREASED TRAINING TO PROVIDE:

- Crime Prevention Through Environmental Design (CPTED)
- Extra patrol/stolen vehicle hot-sheets published daily
- Expanding volunteer activities
  – chaplain and community partners
- Focus enforcement of problem areas
  – parks and shopping centers

HOMELESS INNOVATION COMMITTEE

- Team approach to outreach and problem-solving

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS



CHALLENGES WE FACE

What's limiting our success

HOMELESS POPULATION

- Quality of life issues
- Safety concerns vs. criminal activity
- Trash and pollution concerns

MARIJUANA, DRUGS AND GANGS

- Law changes
- Cultivation
- Safety concerns

CODE ENFORCEMENT

- Illegal activity including hoarding, dumping and trash

COMMUNITY PARTNERSHIPS

- Team approach to problem-solving

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 3 – ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

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GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

City of UKIAH, CALIFORNIA
POLICE DEPARTMENT

SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

PERFORMANCE REPORT | 2016
GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

2016 COMMUNITY PARTNERS

Boys and Girls Club
Community Health Projects
Continuum of Care Committee
Gang Resistance is Paramount (GRIP)
Health and Human Services Agency
Healthy Mendocino
Homeless Services Action Group
Mental Health (Manzanita Project and RCS)
Mental Health Services Act Committee
Project Sanctuary
Services Clubs
Stranger Danger Training
Tapestry Family Services
Ukiah Community Center
Ukiah Main Street
Ukiah Reads
Ukiah Valley Medical Center Advisory Board
Youth Projects

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

Too often, police departments measure young officers by statistics alone, as though their total contributions can be measured by arrests, tickets written, or radio calls handled. Though these reportable, identifiable statistics do indicate productivity, statistics and numbers reveal only part of the picture.

Community engagement and community partnerships are key in reducing crime in our neighborhoods and in addressing community concerns.

Community engagement activities allow officers to build and maintain lasting relationships and community trust.

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 4 – DEVELOP PERSONNEL

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GOAL 4: DEVELOP PERSONNEL – Our Investment

POST PERISHABLE SKILLS (Mandated by Law)

	calendar year		
	2014	2015	2016
Emergency Vehicle Operations (8 hrs/2 yrs)	136 hrs		244 hrs
Firearms Use of Force (8 hrs/2 yrs)	192 hrs	136 hrs	135 hrs
Arrest and Control (8 hrs/2 yrs)	88 hrs	244 hrs	240 hrs
Crisis Communication Skills (4 hrs/2 yrs)	34 hrs		

POST MANDATED TRAINING

	calendar year		
	2014	2015	2016
CPR / 1st Aid (8 hrs/2 yrs)	136 hrs		244 hrs
Domestic Violence (4 hrs/2 yrs)	192 hrs	136 hrs	135 hrs
Racial Profiling (4 hrs/5 yrs)	88 hrs	244 hrs	240 hrs

UPD CORE SKILL REQUIREMENTS

	calendar year		
	2014	2015	2016
Drug Recognition (16 hrs)	40 hrs	96 hrs	40 hrs
Traffic Collision Investigation (40 hrs)	120 hrs	240 hrs	80 hrs
Interview Skills (40 hrs)		40 hrs	80 hrs
Drunk and Drugged Driving Investigation (16 hrs)	16 hrs	256 hrs	
Firearms Rifle Course (16 hrs)		416 hrs	
Emotional Survival	136 hrs	240 hrs	

GOAL 4: DEVELOP PERSONNEL – Our Investment

2016 CONTINUAL TRAINING REQUIREMENT (Mandated 24 hrs/2 yrs/per officer)

	calendar year		
	2014	2015	2016
Canine Agitator		16 hrs	
Canine Management Course		24 hrs	24 hrs
Critical Incident Stress Management (Peer Support)		24 hrs	
Drug Abuse Recognition		24 hrs	
Drug Recognition Expert		40 hrs	
Field Training Officer		80 hrs	80 hrs
Field Training Officer Update		72 hrs	24 hrs
Senior Officer - Leadership Development Course		240 hrs	
Management Development Course		108 hrs	104 hrs
Supervisor Development Course			80 hrs
Sherman Block Leadership Course			172 hrs
Public Records Act			48 hrs
Managing Body Camera Records			8 hrs
Crime Stats and UCR Reports			8 hrs

	calendar year		
	2014	2015	2016
Crime Prevention			40 hrs
Active Shooter Training			8 hrs
FBI Crime Scene			24 hrs
ICS 300/400			40 hrs
School Resource Officer			40 hrs
Radar			32 hrs
White House 21st Century Policing Briefing			8 hrs
Child Abuse Investigation			72 hrs
Advanced Gang Investigations			32 hrs
Craigslist Investigations and Fraud			16 hrs
FBI Executive Development			32 hrs
New Patterns of Leadership			16 hrs
Homicide Investigation			80 hrs
Legal Update			120 hrs

The California Commission of Police Officer Standards (POST) reimburses two-thirds of our training costs.

GOAL 4: DEVELOP PERSONNEL

RECRUITMENT AND RETENTION CHALLENGES

CONCERNS

- Lack of qualified applicants
  – Officers: 25/15 written; 14/7 oral
  – Dispatch: 12/7 written; 7/4 oral
- Length of training
  – Officers: 36 weeks; Dispatch: 18 weeks
- Available housing
- Workload, overtime, and job stress

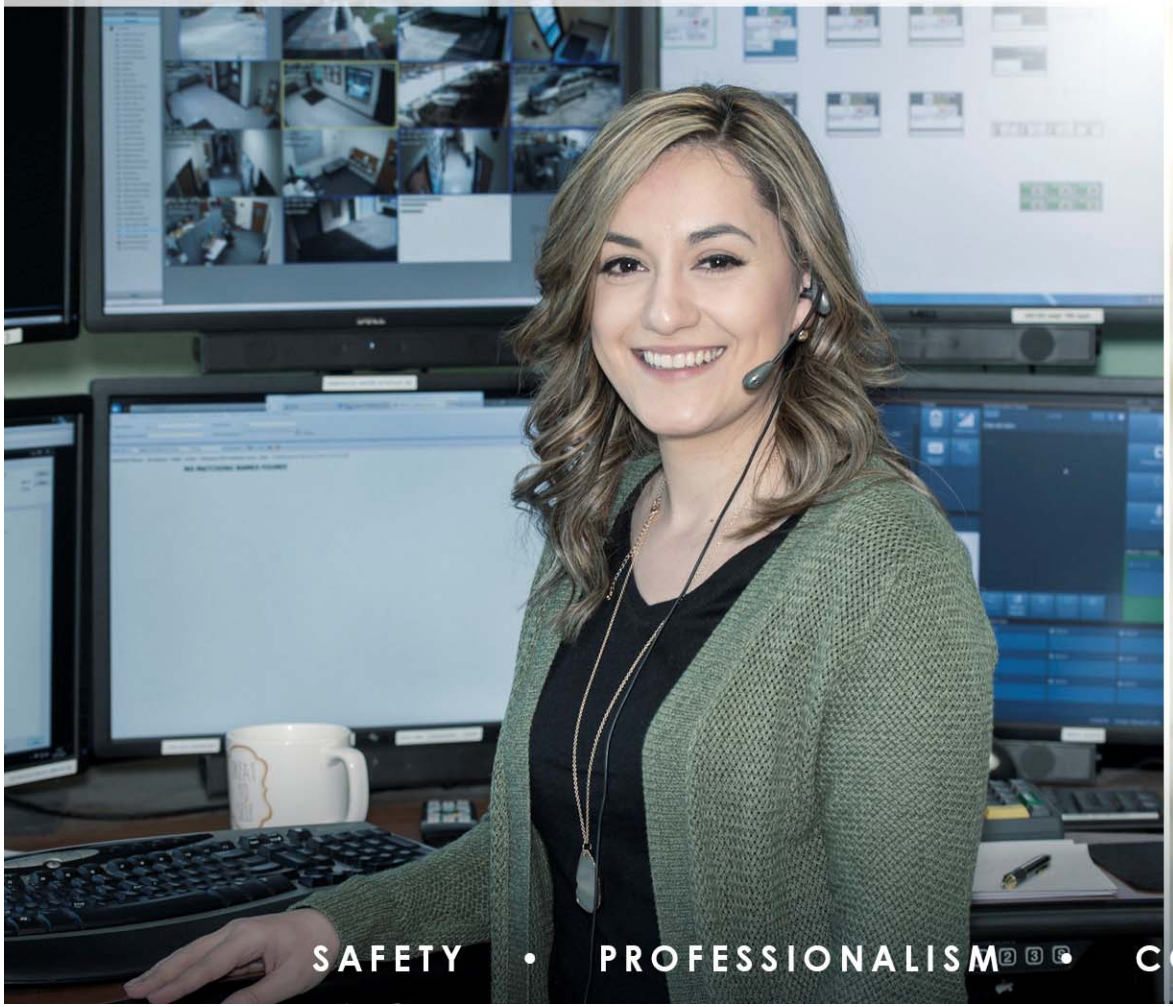
OPPORTUNITIES

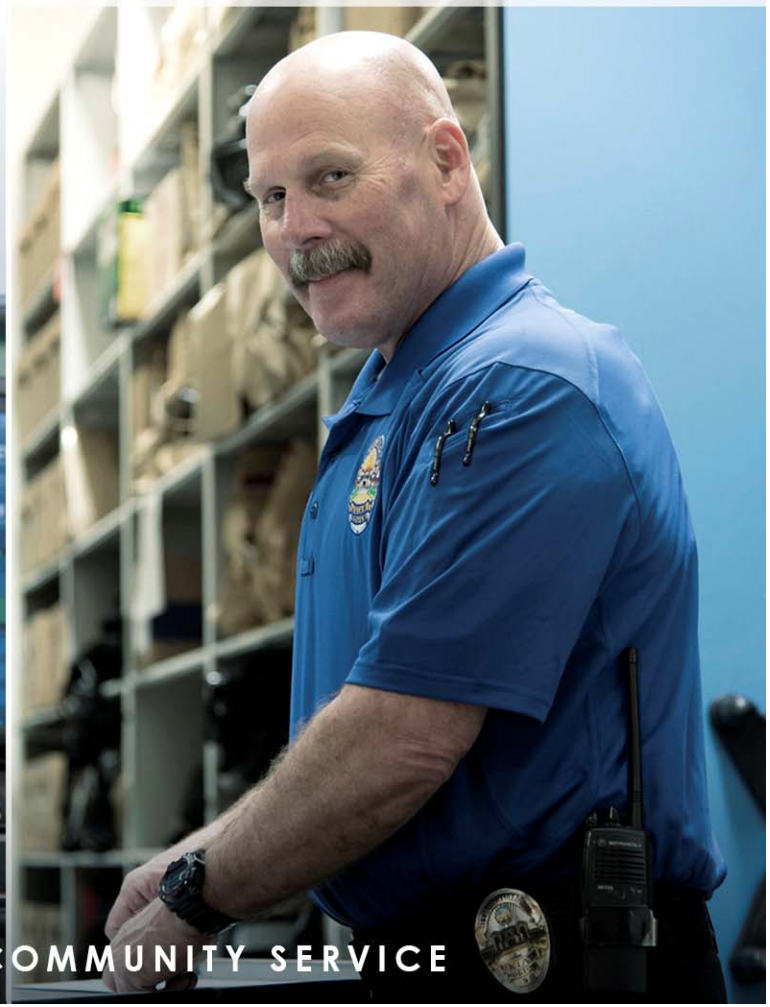
- Continuous hiring
- Over-hiring strategies
- Proposed CSO to Officer / Dispatcher development program
- Employee Health Strategies
  – New Officer and family orientation
  – Peer support

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 5 – CONTINUED ACCOUNTABILITY





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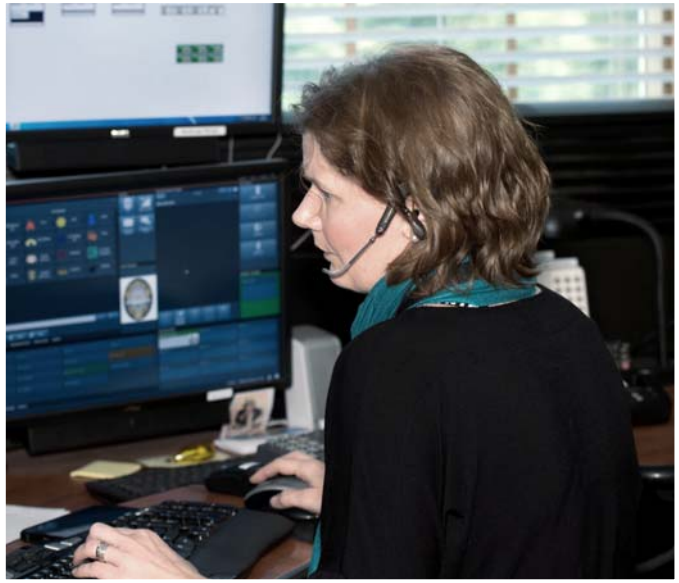
GOAL 5: CONTINUED ACCOUNTABILITY

CITIZEN COMPLAINTS

	2012			2013			2014			2015			2016		
	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained	Reported	Unfounded	Sustained
Non-Criminal	0	0	0	4	4	0	6	6	0	4	3	1	3	3	0
Criminal - Felony	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Criminal-Misdemeanor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

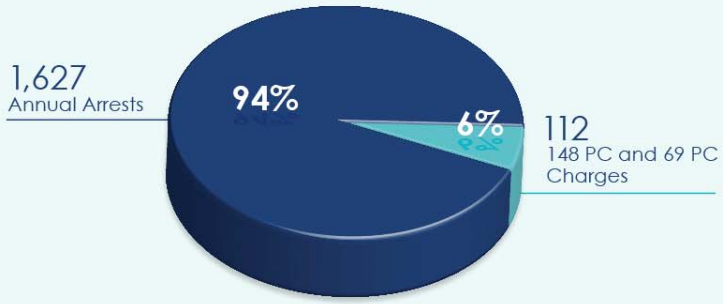
RESPONSE TIME CHART

	2012	2013	2014	2015	2016
Priority 1 - In-Progress Crimes Against Persons	5:03	8:39	5:37	5:42	5:48
Priority 2 - Calls for Police Service / Reports of Crime	11:52	12:01	12:06	11:14	8:24
Priority 3 - Quality of Life Complaints / Traffic / Transient Issues	17:24	19:36	20:18	18:47	14:48
Average Calls per Day	71	68	87	88	81
Annual Calls for Police Services	25,883	24,821	31,656	32,010	29,477
Average Available Staffing	24.7	22.9	25.5	30	29

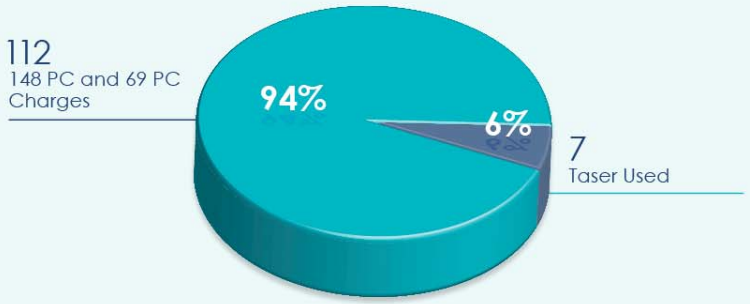


GOAL 5: CONTINUED ACCOUNTABILITY

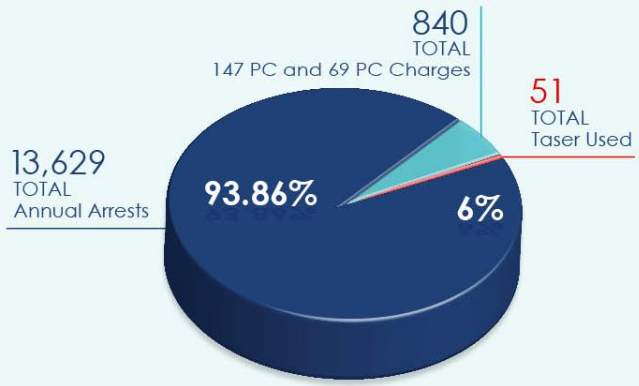
2016 TOTAL ARRESTS AND 148 PC/69 PC ARRESTS



2016 PERCENTAGE OF TASER USE ON 148 PC/69 PC ARRESTS



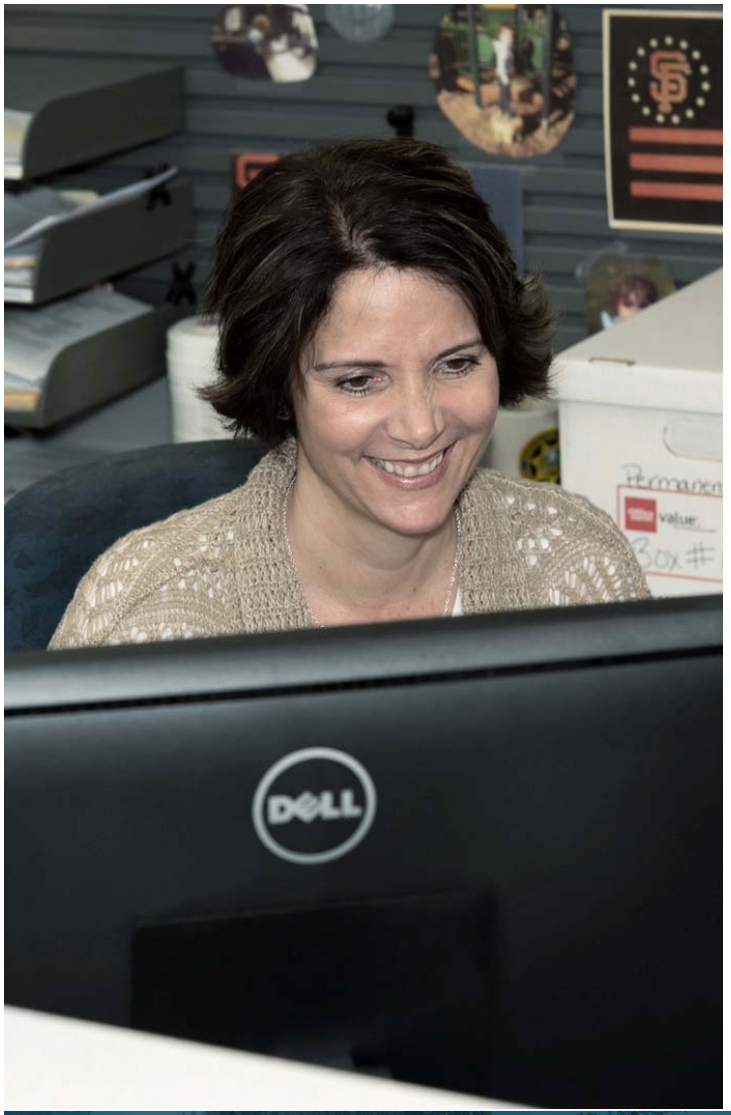
2010-2016 TOTAL ARRESTS 148 PC/69 PC CHARGES AND TASER DEPLOYMENT



2010-2016 TASER USAGE ON 148 PC/69 PC ARRESTS

YEAR	TOTAL ANNUAL ARRESTS	TOTAL 148 PC/69 PC CHARGES	TASER USED
2010	2,223	88	10
2011	2,173	123	7
2012	1,893	113	5
2013	1,875	98	3
2014	1,948	165	11
2015	1,890	141	8
2016	1,627	112	7
TOTALS	**13,629**	**840**	**51**

GOAL 5: CONTINUED ACCOUNTABILITY



PROGRESS WE HAVE MADE

HIRED DEPARTMENT CRIME ANALYST

- Use of Force reporting to DOJ
- Development of statewide racial profiling report standards

COMPLETED MDT & IN-CAR CAMERA PROJECT

- Cameras in all patrol cars
- MDT access at Supervisor desks
- Body camera upgrade in progress
- Ability to review and evaluate officer performance

ADVANCED LEADERSHIP TRAINING FOR SUPERVISORS

- Mandatory daily briefing training
- Mandatory daily policy training
- Incorporate department training assignments into evaluations

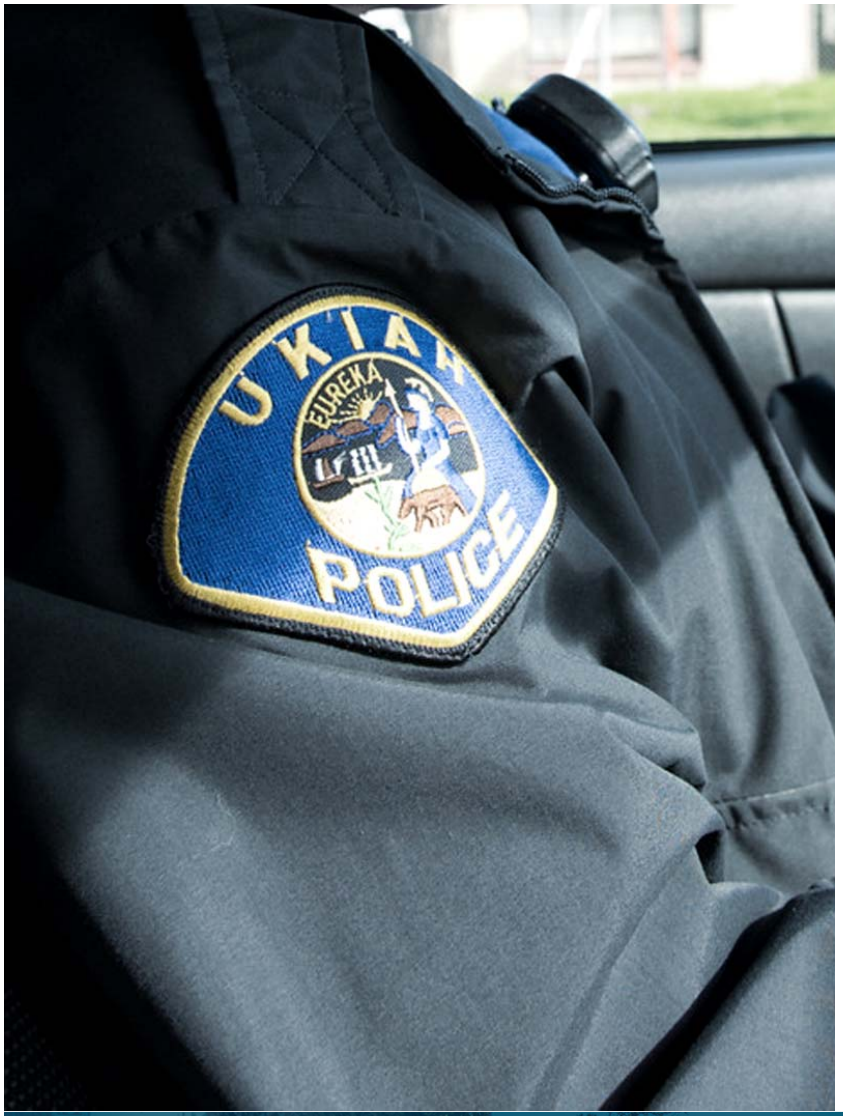
REVIEW AND REFRESH FIELD TRAINING PROGRAM

- All level review of daily observation reports
- Core value system integration

EXPAND PEER SUPPORT PROGRAM

- New officer and spouse support program
- Stress management education program

GOAL 5: CONTINUED ACCOUNTABILITY



WHAT'S IN THE WORKS

Ideas to improve success

CONTINUE SUCCESSION PLANNING

- Pending retirements
- Officers, dispatchers, front office personnel

ADVANCED CRIME ANALYST TRAINING

HOST ADDITIONAL TRAINING

- Emotional survival
- Peer support

COMPLETE BODY CAMERA PROJECT

PROMOTIONAL DETECTIVE AND SERGEANT TESTING

ADVANCED EMERGENCY MANAGEMENT TRAINING FOR NEW SUPERVISORS

GOAL 5: CONTINUED ACCOUNTABILITY

CHALLENGES WE FACE

What's limiting our success

HOMELESSNESS

- Individual rights vs. community expectations
- Misdemeanor and citation crimes decriminalized
- Lack of jail space
- Increasing sophistication (less prison=more jail=more probation)

IMMIGRATION DISCUSSION

- Local concerns
- Current legislation

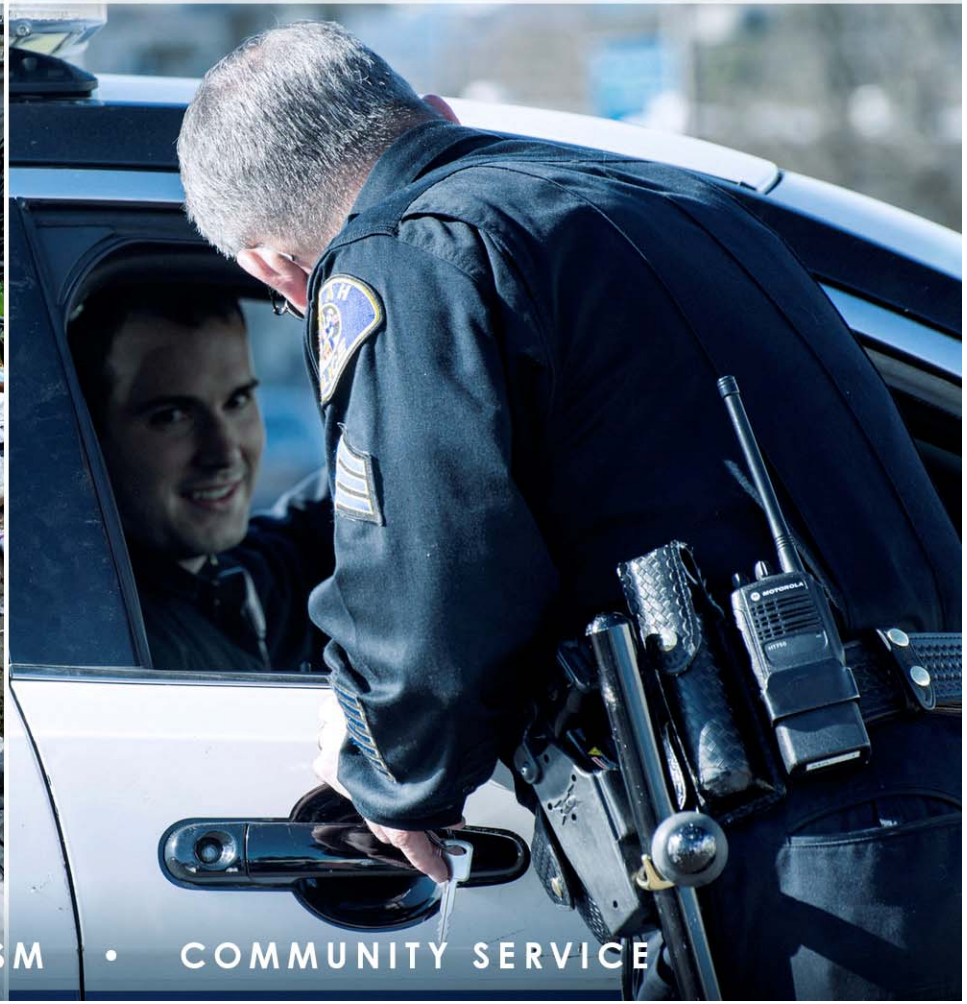
NEW POLICING/AUDIT EXPECTATIONS

- Racial and Identity Profiling Act of 2015 (RIPA)
  - – Data collection and reporting
  - – RIPA Board / anticipated date 2018/19
- Policing expectations and transparency
  - – 21st century policing expectations
  - – 6 pillars of policing
  - – Community trust
  - – Racial/trans-gender/sexual LGBT (bias factors / expectations)
  - – Increased legislative reporting requirements
    - • Use of force/contact

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

WORK PLAN – ACHIEVEMENT AND GOALS



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WORK PLAN REPORT: 2016 ACHIEVEMENTS

	FOCUS AREAS	WORK IN PROGRESS	RESULTS
GOAL 1 Reduce Crime and the Fear of Crime	**PATROL STAFF** ▪ Calls for service ▪ Targetted enforcement –Transient issues –Gangs and drugs	▪ **DEVELOP NEW STAFF** ▪ **PREVENTION ACTIVITIES** ▪ **PRIORITIZATION OF LIMITED RESOURCES**	**11% Decrease in reportable crime** **4% Increase in traffic accidents** **Violent crime rate remains steady** **17% Reduction of property crimes**
GOAL 2 Improve Quality of Life in Our Neighborhoods	**SPECIAL ENFORCEMENT TEAM** ▪ Clean-up and safety violations ▪ Address quality of life complaints	**CONTINUE:** ▪ Code enforcement ▪ Quality of life complaints ▪ Business support ▪ Crime prevention	**81 cars removed** **244 Shopping carts removed** **237 Businesses visited**
GOAL 3 Enhance Community and Police Partnerships	**COMMUNITY ENGAGEMENT** Demands for police service ⟷ Available proactive policing time	**COMMUNITY PARTNERSHIPS** ▪ Gang resistance/education ▪ Homeless services ▪ Street medicine ▪ Drugs & alcohol ▪ After school service organizations	**TEMPORARY VS. LONG-TERM PROBLEM SOLVING**
GOAL 4 Develop Personnel	**UPD CORE SKILL DEVELOPMENT** ▪ Drugs ▪ Traffic accidents ▪ Interview skills ▪ Use of force	**ONGOING MANDATED TRAINING** ▪ Driving ▪ Use of force ▪ Crisis communication ▪ Domestic violence	**29,477 Calls for service** **0 Sustained complaints**
GOAL 5 Continued Accountability	**TRANSPARENCY EXPECTATIONS** ▪ Crime analyst ▪ New reporting standards	**CONTINUING OFFICER DEVELOPMENT** ▪ Core values culture ▪ Leadership development ▪ Use of force review	**CHANGING DEMANDS OF OFFICER PERFORMANCE.**

WORK PLAN REPORT: 2017 GOALS

	EXTERNAL FACTORS	OUR ACTIVITIES	MEASUREMENTS OF SUCCESS
GOAL 1 Reduce Crime and the Fear of Crime	▪ Higher-than-average violent crime ▪ Traffic accident & pedestrian safety ▪ High workload/calls for service	▪ Gang enforcement ▪ Transient strategies ▪ Traffic enforcement (when available)	▪ **Work to reduce violent crime** ▪ **Work to reduce vehicle and pedestrian accidents**
GOAL 2 Improve Quality of Life in Our Neighborhoods	▪ Homeless & transient services ▪ Code enforcement ▪ AB109 prison population ▪ Prop 47 realignment ▪ Lack of jail space	▪ Blight reduction ▪ Prioritization of calls ▪ Focused enforcement	▪ **Work to reduce transient impacts** ▪ **Work to reduce property and drug crimes**
GOAL 3 Enhance Community and Police Partnerships	▪ Community partnerships ▪ Community expectations	▪ Continue work with our community partners ▪ Encourage officer engagement	**PROBLEM-SOLVING PARTNERSHIPS AND COMMUNITY TRUST**
GOAL 4 Develop Personnel	▪ Young workforce ▪ Increased mandated training requirements	▪ Recruitment ▪ Department training plan ▪ Department value system ▪ Performance review system	▪ **Maintain low complaint ratio** ▪ **Monitor use of force**
GOAL 5 Continued Accountability	▪ New mandates in record keeping and data collection	▪ Maintain response times ▪ Continue implementation of crime analyst	**PREPARE FOR:** ▪ **Racial and Identity Profiling Act of 2015 (RIPA)**

BUDGET: FISCAL YEAR 2017-18

FY 2016-17 BUDGET

- ✓ Replace officers' portable radios
  - 20 years old
  - Current radios obsolete
- ✓ Replace patrol cars
  - Two per year Capital Fund
- ✓ Reclassify CSO as a crime analyst
  - Mandated reporting
  - Video evidence collection
  - Crime trends

FY 2017-18 BUDGET

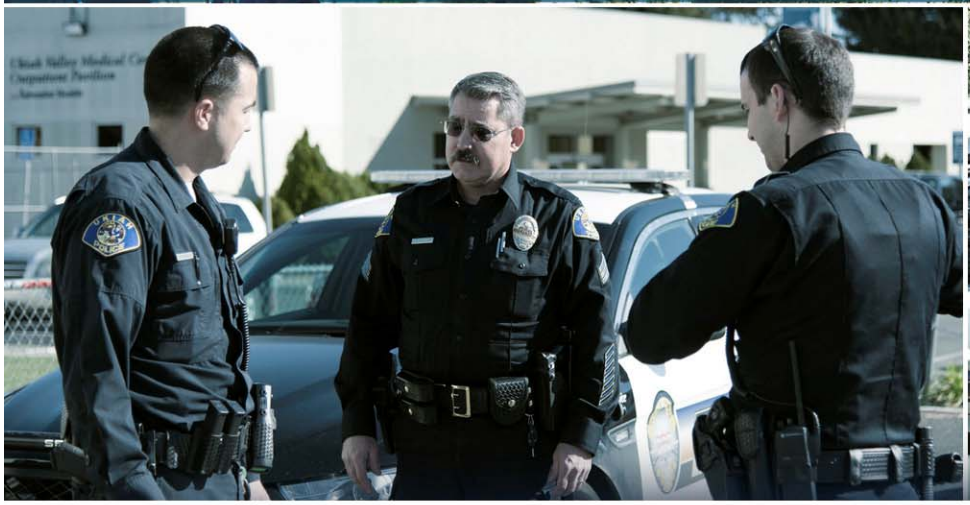
- Replace patrol cars (General Fund)
- Purchase special event programmable signs (other funding)
- Tasers (asset forfeiture)
- Part-time CSO to Officer – Dispatcher recruitment and development program

LONG TERM

- Add additional sworn officer to concentrate on traffic enforcement
- Add additional sworn officer to act as a School Resource Officer (SRO) working on truancy related issues
- Text to 911 Implementation

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT



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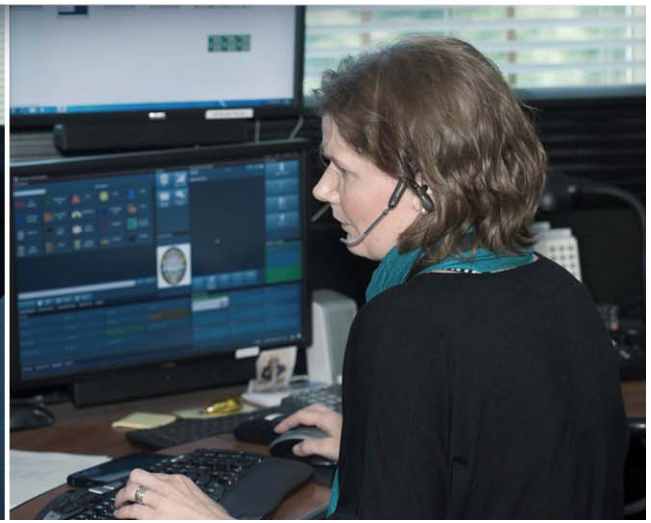
2016 Performance Report